Islands Trust Council
Quarterly Meeting Revised Agenda

Date: Tuesday, March 10 to Thursday, March 12, 2026

Time: 1:00 p.m. start time on Tuesday

Location: Khowutzun Heritage Centre - Comeakin Hall

200 Cowichan Way, Duncan, B.C. V9L 6V2

Pages

1. CALL TO ORDER 1:00 PM - 1:05 PM

2. LAND ACKNOWLEDGEMENT/TERRITORIAL ACKNOWLEDGEMENT 1:05 PM - 1:25 PM

Cowichan Tribes Chief Cindy Daniels

3. APPROVAL OF AGENDA 1:25 PM - 1:30 PM

3.1 Review of the Agenda

Late items, new items, and re-ordering of the agenda.

3.2 Approval of the Agenda

4. GENERAL BUSINESS ARISING 1:30 PM - 2:05 PM

4.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in item 4.1.1.

4.1.1 Draft December 2-5, 2025 Islands Trust Council Quarterly Meeting Minutes 14 - 41

THAT Islands Trust Council adopt the minutes as presented.

4.1.2 Resolution without Meeting Report

No resolution without meetings have been conducted since the December 2025 Islands Trust Council Quarterly meeting.

4.1.3 Islands Trust Active Priorities Chart 42 - 44

Receive for information.

4.1.3.1 Executive Committee Work Program Report 45 - 48

Chair Laura Patrick - verbal update

THAT Islands Trust Council approve the Executive Committee Work Program Report as presented.

4.1.3.2 **Governance Committee Work Program Report** 49 - 49

Chair Judi Gedye - verbal update

THAT Islands Trust Council approve the Governance Committee Work Program Report as presented.

4.1.3.3 **Financial Planning Committee Work Program Report** 50 - 52

Chair Sue Ellen Fast - verbal update

THAT Islands Trust Council approve the Financial Planning Committee Work Program Report as presented.

4.1.3.4 **Regional Planning Committee Work Program Report** 53 - 57

Chair Mairead Boland - verbal update

THAT Islands Trust Council approve the Regional Planning Committee Work Program Report as presented.

4.1.3.5 **Trust Programs Committee Work Program Report** 58 - 62

Chair Kristina Evans - verbal update

THAT Islands Trust Council approve the Trust Programs Committee Work Program Report as presented.

4.1.3.6 **Accessibility Committee**

Chair Lisa Gauvreau - verbal report

4.1.3.7 **Islands Trust Conservancy Quarterly Report** 63 - 68

Chair Lisa Gauvreau - verbal update

Receive for information.

By general consent Islands Trust Council adopt the recommendation as presented in items 4.1.3 - 4.1.3.5 and 4.1.3.7.

5. **CORRESPONDENCE** 2:05 PM - 2:15 PM

5.1 **2026-02-09 B Granger - Proposed Increase in Bowen Island Tariff Islands Trust Budget 2026** 69 - 69

5.2 **2026-02-09 W Quinn - Islands Trust - A Perspective** 70 - 72

5.3 **2026-02-13 MP Elizabeth May - Financial Support for Southern Gulf Islands Forum** 73 - 75

5.4 **2026-02-17 Lidstone & Company - Draft Trust Policy Statement** 76 - 87

5.5 ***2026-02-27 K Watson - 2025 Bowen Island Requisition*** *88 - 88*

5.6 ***2026-03-03 D Wallinger - A Science-based Call for Decisive Deer Population Reduction to Restore Island Ecosystems*** *89 - 92*

5.7 *2026-03-05 Salt Spring Island Farmland Trust - Urgent Request - Budget Approval for Potential Reimbursement of Application Fee* *93 - 94*

5.8 *2026-03-06 L Gauvreau - Request for Reconsideration of Permanent Biologist Position - Islands Trust Conservancy Board* *95 - 97*

6. EXECUTIVE 2:15 PM - 2:30 PM

6.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in items 6.1.1, 6.1.2 and 6.1.3.

6.1.1 Chief Administrative Officer Quarterly Report 98 - 99

Receive for information.

6.1.2 Strategic Plan Quarterly Report 100 - 103

Receive for information.

6.1.3 Continuous Learning Plan 104 - 109

Receive for information.

7. LEGISLATIVE & INFORMATION SERVICES 2:30 PM - 4:30 PM

7.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in item 7.1.1 and 7.1.2.

7.1.1 Director of Legislative and Information Services Quarterly Report 110 - 111

Receive for information.

7.1.2 Legislative Monitoring Report 112 - 131

Receive for information.

7.1.3 Meeting Streaming and Recording - Briefing *132 - 134*

Receive for information.

7.2 Discussion / Decision Items

7.2.1 Trustee Remuneration Policy Amendments and Bylaw Repeal - Request for Decision 135 - 206

1. THAT Islands Trust Council adopt the amended Policy 7.2.1 Trustee Remuneration dated March 10, 2026.
2. THAT Islands Trust Council request staff to implement new Trustee Remuneration rates effective April 1, 2027, using 2026 published remuneration, population and folio data.
3. THAT Islands Trust Council Bylaw 207, cited as the "Islands Trust Council Trustee Remuneration 2013-14 Repeal Bylaw", be Read a First Time.
4. THAT Islands Trust Council Bylaw 207, cited as the "Islands Trust Council Trustee Remuneration 2013-14 Repeal Bylaw", be Read a Second Time.
5. THAT Islands Trust Council Bylaw 207, cited as the "Islands Trust Council Trustee Remuneration 2013-14 Repeal Bylaw", be Read a Third Time.

BREAK

3:30 - 3:45 PM

7.2.2 Enhancing Mental Health Benefits for Trustees - Request for Decision 207 - 213

1. THAT Islands Trust Council approve enhancing the trustee benefit plan to include coverage for Clinical Counsellors, and to increase the health coverage limit to $1,000 annually, aligning the coverage and annual dollar limit with provisions provided to staff.

   AND

2. THAT the change be implemented April 1, 2027 in alignment with changes to Trustee Remuneration.

7.2.3 Trust Council Public Notification Bylaw - Request for Decision 214 - 217

1. THAT Trust Council considers that the notification methods in draft Bylaw 206 are reliable, suitable and accessible for the Islands Trust Area.
2. THAT Trust Council Bylaw 206, cited as "Trust Council Public Notification Bylaw" be read a First Time.
3. THAT Trust Council Bylaw 206, cited as "Trust Council Public Notification Bylaw" be read a Second Time.
4. THAT Trust Council Bylaw 206, cited as "Trust Council Public Notification Bylaw" be read a Third Time.

7.2.4 Trust Council Policy 2.1.15 Secretariat Services - Update - Request For Decision 218 - 225

THAT Trust Council replace the current Policy 2.1.15 Secretariat Services with the draft updated Policy 2.1.15 Secretariat Services dated January 23, 2026 for reference.

7.2.5 Ratification of Accessibility Committee Appointments - Request for Decision *226 - 227*

THAT Trust Council ratify the February 25, 2026 Executive Committee appointments to the Accessibility Committee.

8. ENGAGEMENT / COLLABORATION 4:30 PM - 5:30 PM

8.1 Delegations

8.1.1 Transition Salt Spring Society 4:30 PM - 4:40 PM 228 - 233

8.2 Public Comments 4:40 PM - 5:30 PM

WEDNESDAY, MARCH 11

9. CLOSED MEETING 9:00 AM - 10:30 AM

THAT the meeting be closed to the public subject to Sections 90(1)(c)(f) and (g) of the Community Charter in order to consider matters related to labour relations or other employee relations; law enforcement, if the council considers that disclosure could reasonably be expected to harm the conduct of an investigation under or enforcement of an enactment; and litigation or potential litigation affecting the municipality; and that staff attend the meeting.

10. RISE AND REPORT

BREAK

10:30 - 10:45 AM

11. FINANCIAL AND EMPLOYEE SERVICES 10:45 AM - 3:00 PM

11.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in items 11.1.1, 11.1.2, 11.1.3 and 11.1.4.

11.1.1 Director of Financial and Employee Services Quarterly Report 234 - 238

Receive for information.

11.1.2 December 31, 2025 Financial Report - Request For Decision 239 - 250

THAT Trust Council approve the December 31, 2025 Financial Report

11.1.3 December 31, 2025 Financial Forecast - Briefing 251 - 256

Receive for information.

11.1.4 Forecasted Overspending by General Ledger Budget Line - Briefing 257 - 259

Receive for information.

11.2 Discussion / Decision Items

11.2.1 2026/27 Budget: Draft 2, Version 3

11.2.1.1	**Budget Session Outline**	260 - 260
11.2.1.2	**Budget Discussion Support Materials**	261 - 262
	For information only.	
11.2.1.3	**2026/27 Budget Guidelines Assessment**	263 - 263
	For information only.	
11.2.1.4	**2026/27 Budget Reduction Options - Briefing**	264 - 266
11.2.1.5	**Draft 2026/27 Budget Changes Since December 2025**	
11.2.1.5.1	**Islands Trust Conservancy Board Results of Budget Request Review - Briefing**	267 - 269
11.2.1.5.2	**Committee of the Whole Reductions to Draft 2026/27 Budget - Briefing**	270 - 273
11.2.1.5.3	**Changes in Draft 2026/27 Budget Since Trust Council's Review - Briefing**	274 - 280
	LUNCH	
	12:00 - 1:00 PM	
11.2.1.6	**2026/27 Draft Budget Overview - Briefing**	281 - 301
11.2.1.7	**Funding Requests**	
11.2.1.7.1	**Strategic Plan Projects**	
11.2.1.7.1.1	**Policy Statement Amendment Project**	302 - 308
11.2.1.7.1.2	**Policy Review - Continuation from FY26**	309 - 312
11.2.1.7.1.3	**Freshwater Sustainability Strategy Review and Implementation**	313 - 318
11.2.1.7.2	**ITC Board Projects**	
11.2.1.7.2.1	**ITC Five-Year Plan: First Nations Engagement Project**	319 - 325
11.2.1.7.2.2	**Protected Area Management Software Project**	326 - 335
11.2.1.7.3	**Local Trust Committee Projects**	
11.2.1.7.3.1	**Denman: Housing Review (for OCP and LUB Amendments), Stage 2 - Phase 2 Project (Year 4 of 4)**	336 - 339
	Updated since Trust Council's December review.	
11.2.1.7.3.2	**Gabriola: OCP and LUB Review, Major Project (Year 4 of 5)**	340 - 344
	Updated since Trust Council's December review.	

11.2.1.7.3.3	Gambier: OCP and LUB Amendments Implementation Project - Final Phase	345 - 348
11.2.1.7.3.4	Hornby: Comprehensive OCP and LUB Review Project	349 - 352
	Updated since Trust Council's December review.	
11.2.1.7.3.5	Lasqueti: OCP Review, Major Project (Year 1 of 3)	353 - 357
11.2.1.7.3.6	Salt Spring: Major Amendment to OCP and LUB	358 - 362
11.2.1.7.3.7	Planning Services: Projects Feasibility Assessment - Briefing	363 - 364
	Updated since Trust Council's December review.	
11.2.1.7.4	Operational Projects	
11.2.1.7.4.1	TC Onboarding Training - Business Case	365 - 369
11.2.1.7.4.2	Trustee Laptops - Business Case	370 - 373
11.2.1.7.4.3	Accessibility Plan Development - Business Case	374 - 377
11.2.1.7.5	Staffing Requests	
11.2.1.7.5.1	Manager of Indigenous Relations - New	378 - 388
11.2.1.7.5.2	Communications and Engagement Lead - New	389 - 397
11.2.1.7.5.3	Temporary Senior Policy Advisor 1.0FTE - Extension	398 - 410
11.2.1.7.5.4	Permanent ITC Indigenous Relations Advisor 0.5 FTE - New	411 - 423
11.2.1.7.5.5	Temporary Species at Risk Coordinator - Extension	424 - 428
11.2.1.7.5.6	GIS Co-op Student (Level 1) 0.3FTE	429 - 431
11.2.1.7.5.7	Planning Services Co-op Student 0.3FTE	432 - 434
11.2.1.7.6	Other Funding Request Reports	
11.2.1.7.6.1	ITC Board Budget Request - Briefing	435 - 437
	Updated since Trust Council's December review.	
11.2.1.7.6.2	EC Budget Request - Briefing	438 - 444
11.2.1.8	Operating Budgets Increase Justifications	
11.2.1.8.1	TC Dedicated Chair Travel Budget Justification Form	445 - 446
11.2.1.8.2	EC Operating Increases Justification Form – UBCM/AVICC	447 - 449
11.2.1.8.3	TAS Operating Budget Increase Justification Form	450 - 451
11.2.1.8.4	FES Operating Increases Justification Form	452 - 456
11.2.1.8.5	Information Services Operating Increase Justification Form	457 - 460
	Updated since Trust Council's December review.	

11.2.1.8.6	Planning Services Operating Budget Training Increase Justification Form	461 - 463
11.2.1.8.7	Planning Services Operating Budget Contractor Increase Justification Form	464 - 466
11.2.1.8.8	ITC Land Securement and Conservation Planning Increase Justification	467 - 472
11.2.1.8.9	ITC Protected Areas Management Operations and Planning Increase Justification	473 - 483
	Updated since Trust Council's December review.	
11.2.1.9	Unfunded Requests	
11.2.1.9.1	Secretariat Services - Business Case	484 - 487
	Funding for this work removed by Trust Council.	
11.2.1.9.2	Climate Education Program - Business Case	488 - 492
	Funding for this work removed by Trust Council.	
11.2.1.9.3	Salt Spring: Watershed Protection Plan 2022-2032 Coordination (SSIWPA)	493 - 497
	Funding for this work removed by Trust Council.	
11.2.1.9.4	Salt Spring: Groundwater Sustainability (Well-Monitoring)	498 - 501
	Funding for this work removed by Trust Council.	
11.2.1.9.5	Trust Area Resilience Assessment Initiative - Briefing	502 - 505
	Funding for this work removed by Financial Planning Committee. Removal endorsed by Trust Council.	
11.2.1.9.6	Electronic Document Management Solution - Business Case	506 - 510
	Funding for this work removed by Financial Planning Committee. Removal endorsed by Trust Council.	
11.2.1.9.7	Galiano: Targeted OCP Review Project	511 - 513
	Funding for this work removed by Financial Planning Committee. Removal endorsed by Trust Council.	
11.2.1.9.8	Registered Professional Biologist 1.0FTE - Make Permanent	514 - 518
	Funding for this staff position removed by Trust Council.	
11.2.1.9.9	Permanent GIS Analyst 1.0FTE - New	519 - 528
	Funding for this staff position removed by Trust Council.	

11.2.2 Allocation of First Nations Engagement Grant - Request for Decision 529 - 531

THAT Islands Trust Council approve allocation of the First Nation engagement grant as presented in the March 10, 2026 "Allocation of provincial grant for engagement with First Nations" briefing.

BREAK

3:00 - 3:15 PM

12. PLANNING SERVICES 3:15 PM - 5:30 PM

12.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in item 12.1.1 and 12.1.2.

12.1.1 Director of Planning Services Quarterly Report 532 - 536

Receive for information.

12.1.2 Bylaw Compliance and Enforcement Statistical Reports - Briefing 537 - 542

Receive for information.

12.2 Discussion / Decision Items

12.2.1 Request for Trust Council Sponsorship of Temporary Use Permit Application Fee - Request for Decision *543 - 547*

THAT the Trust Council approve financial sponsorship of $2,282.00 for Temporary Use Permit application MA-PL-TUP-2026-0035.

12.2.2 Bylaw Compliance & Enforcement Policy Review - Draft Policy 5.5.1 and Manual - Request for Decision 548 - 597

THAT Trust Council approve the:

a. Revised Bylaw Compliance and Enforcement Policy 5.5.1;

b. Revised Bylaw Compliance and Enforcement Best Practices Manual; and

c. The Bylaw Compliance & Enforcement Policy Review and Portal Implementation Plan,

As attached to the Request for Decision dated February 13, 2026.

12.2.3 Species at Risk Presentations and Discussion - Session Outline 4:30 PM - 5:30 PM 598 - 598

Presentations by Patricia Woodruff, Planning Services Biologist and Erica Wheeler, Islands Trust Conservancy Species at Risk Program Coordinator.

THURSDAY, MARCH 12

13. TRUST AREA SERVICES 9:00 AM - 12:00 PM

13.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in item 13.1.1.

13.1.1 Director of Trust Area Services Quarterly Report 599 - 604

Receive for information.

13.2 Discussion / Decision Items

13.2.1 Indigenous Relations Action Plan 2026-2028 - Request for Decision 605 - 643

THAT Trust Council endorse the draft Islands Trust Indigenous Relations Action Plan 2026-2028 and request that staff undertake more internal engagement and return a revised version to Trust Council for approval in June 2026.

13.2.2 Project Update - Policy Statement Amendment Project (PSAP) - Briefing 644 - 661

Receive for information.

BREAK

10:30 - 10:45 AM

13.2.3 Pre-Budget Public Engagement - Request for Decision 662 - 663

THAT Trust Council direct Executive Committee to undertake pre-budget public engagement prior to development of the draft 2027/28 budget.

13.2.4 Budget Process Policy Amendment - Request for Decision 664 - 676

THAT Trust Council adopt the amended Policy 6.3.1 Budget Process Policy dated March 12, 2026.

13.2.5 Natural Area Protection Tax Exemption Program (NAPTEP) – Hypothetical Tax Shift Analysis – Request for Decision 677 - 705

THAT Islands Trust Council refer the report “Hypothetical Tax Shift Analysis: Projected Impacts of an Increased Property Tax Exemption Through the Natural Area Protection Tax Exemption Program (NAPTEP)” to the Islands Trust Conservancy Board to consider recommendations to Trust Council.

13.2.6 Secretariat Services to Coordination Groups in the Trust Area - Request for Decision 706 - 708

THAT Trust Council allocate for fiscal year 2026/27:

1. $X,XXX to support the coordination of the Rural Island Economic Partnership,
2. $X,XXX to support the coordination of the Coastal Douglas-fir Conservation Partnership,
3. $X,XXX to support the coordination of the Átl'ka7tsem/Howe Sound Community Forum, and
4. $X,XXX to support the coordination of the Southern Gulf Islands Forum.

LUNCH

12:00 - 12:30 PM

14. FINANCIAL AND EMPLOYEE SERVICES 12:30 PM - 12:45 PM

14.1 Discussion/Decision Items

14.1.1 2026/27 Islands Trust Budget Adoption

14.1.1.1 Financial Plan Bylaw 204 - Request for Decision 709 - 716

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.

14.1.1.1.1 Trust Council 2026/27 Budget Amendments Summary *717 - 717*

14.1.1.1.2 5-Year Plan - Detailed Table to Inform Bylaw Schedule A *718 - 718*

14.1.1.1.3 Revised Bylaw 204 Schedule A *719 - 719*

14.1.1.2 Revenue Anticipation Borrowing Bylaw 205 - Request For Decision 720 - 722

1. THAT Islands Trust Council Bylaw 205, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-27", be Read a First Time.
2. THAT Islands Trust Council Bylaw 205, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-27", be Read a Second Time.
3. THAT Islands Trust Council Bylaw 205, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-27", be Read a Third Time.
4. THAT Islands Trust Council Bylaw 205, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-27", be forwarded to the Minister of Municipal Affairs for approval consideration.

15. NEW BUSINESS 12:45 PM - 1:00 PM

15.1 ***Reporting Out on the Islands Trust 2026/27 Budget Adoption to the Minister - Discussion***

Trustee Boland

15.2 ***Potential for Partnership with UBC's Conservation Decisions Lab - Discussion***

Trustee Elliott

15.3 ***Joint Call: BC must recommit to meaningful implementation of the UN Declaration on the Rights of Indigenous Peoples and the Declaration on the Rights of Indigenous Peoples Act- Discussion***

Trustee Peterson

16. DISPOSITION OF DELEGATIONS/PUBLIC COMMENT & CORRESPONDENCE 1:00 PM - 1:15 PM

17. TRUSTEE ROUNDTABLE 1:15 PM - 2:15 PM

18. TRUST COUNCIL FOLLOW-UP ACTION LIST 723 - 731

Receive for information.

19. TRUSTEE UPDATES - Community Committee Participation

Written updates received for information only.

19.1 **Association of Vancouver Island and Coastal Communities Climate Leadership Steering Committee (AVICC-CL)**

19.2 **Atl'ka7tsem/Howe Sound Biosphere Region**

19.3 **Baynes Sound/Lambert Channel Ecosystem Forum**

Trustee Borthwick

19.4 **Freighter Anchorages/Oceans Protection Plan (OPP)**

19.5 **Mount Arrowsmith Biosphere Region**

Chair Patrick

19.6 **Shellfish Aquaculture Management Advisory Committee (SF AMAC)**

Trustee Lironi

19.7 **Southern Gulf Islands Forum**

Trustees Boland, Falck, Maude, and Morrison.

19.8 **Transportation/Ferry Group**

Gabriola Island - Trustee Yates

19.8.1 **2026-01-19 Gabriola Ferry Committee and Gabriola Island Transportation Society - Keeping Experience Cards Affordable** 732 - 733

Trustee Yates

19.8.2 **2026-02-23 S Yates - BC Ferries Electric Vehicle Transport Policy** 734 - 749

Trustee Yates

20. NEXT MEETING

The next Islands Trust Council Quarterly meeting is scheduled to be held in-person in the Southern Gulf Islands June 16-18, 2026.

20.1 **Proposed Upcoming Trust Council Program** 750 - 750

Receive for information.

21. ADJOURNMENT 2:30 PM - 2:30 PM

DRAFT

Trust Council
Minutes of a Regular Meeting

Date:	**December 2 to December 4, 2025**
Location:	**Hotel Grand Pacific, Vancouver Island Ballroom** **463 Belleville Street, Victoria, BC, V8V 1X3**
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** (electronic attendance) **9. Susan Yates, Gabriola Island Local Trust Area** **10. Lisa Gauvreau, Galiano Island Local Trust Area** **11. Ben Mabberley, Galiano Island Local Trust Area** **12. Joe Bernardo, Gambier Island Local Trust Area** **13. Kate-Louise Stamford, Gambier Island Local Trust Area** **14. Alex Allen, Hornby Island Local Trust Area** **15. Grant Scott, Hornby Island Local Trust Area** (electronic attendance) **16. Mikaila Lironi, Lasqueti Island Local Trust Area** **17. Jeanine Dodds, Mayne Island Local Trust Area** **18. Aaron Campbell, North Pender Island Local Trust Area** (electronic attendance) **19. Jamie Harris, Salt Spring Island Local Trust Area** (electronic attendance) **20. Mairead Boland, Saturna Island Local Trust Area** (electronic attendance) **21. Lee Middleton, Saturna Island Local Trust Area** **22. Kristina Evans, South Pender Island Local Trust Area** **23. Dag Falck, South Pender Island Local Trust Area** **24. Ken Hunter, Thetis Island Local Trust Area** **25. Peter Luckham, Thetis Island Local Trust Area**
Members Regrets:	**26. Deb Morrison, North Pender Island Local Trust Area**
Staff Present:	**Rueben Bronee, Chief Administrative Officer** **Stefan Cermak, Director, Planning Services** **Clare Frater, Director, Trust Area Services** **David Marlor, Director, Legislative and Information Services** **Julia Mobbs, Director, Financial and Employee Services** **Joshua Bard, Information Systems Specialist** **Warren Dingman, Bylaw Compliance and Enforcement Manager** **Lisa Millard, Meeting Administrator/Recorder** **Alexandra Trifonidis, Executive Coordinator** **Wendy Tyrell, Islands Trust Conservancy Manager** **Sage Dyck, Technician, Pacific Audio**

Guests Present:	**nənqəm (Tanner Timothy), Ministerially-Appointed Islands Trust Conservancy Board Member** **Risa Smith, Islands Trust Conservancy Board Member**
Others Present:	**There were up to 7 members of the public in attendance**

TUESDAY DECEMBER 2, 2025

The in-person meeting was recorded, livestreamed, and made available for electronic attendance.

Esquimalt Nation Councilor Sherry Thomas introduced herself, welcomed attendees to the territories of the lək^{w}əŋən people, and thanked members of Trust Council for working together to look after the lands.

1. CALL TO ORDER

Chair Patrick called the meeting to order at 1:04 p.m.

2. LAND ACKNOWLEDGEMENT/TERRITORIAL WELCOME

Chair Patrick acknowledged the meeting was being held in the territory of Coast Salish First Nations and welcomed Trustees and guests from the Islands Trust Conservancy Board.

Each trustee introduced themselves with acknowledgement of the First Nations territory in which they live and work.

3. APPROVAL OF AGENDA

3.1 Review of the Agenda

The following items were added to the agenda by addendum:

5.1 Notice of Motion from Previous Meeting
6.2.3 Summary of Standards of Conduct Investigation Report – Request for Decision
12.2.1 Request for Trust Council Sponsorship of Development Application Fee – Request for Decision
12.2.2 Response to Bill M216 – Professional Reliance Act – Request for Decision

A Trustee opposed the addition of the Executive Committee's late addendum item 6.2.3 and the Director of Legislative and Information Systems clarified the addendum items had been added to the agenda in accordance with policy.

3.2 Approval of the Agenda

By general consent the agenda and addendum were approved, as presented.

4. GENERAL BUSINESS ARISING

4.1 Consent Agenda Items

4.1.1 Draft September 16-18 Islands Trust Council Quarterly Meeting Minutes

THAT Islands Trust Council adopt the minutes as presented.

4.1.2 Resolution Without Meeting Report

Receive for information.

By general consent Islands Trust Council adopted the recommendation as presented in items 4.1.1 and 4.1.2.

4.1.3 Islands Trust Active Priorities Chart

Receive for information.

Each Council Committee Chair provided an update on the work program of their respective committees.

4.1.3.1 Executive Committee Work Program Report

THAT Trust Council approve the Executive Committee Work Program Report as presented.

4.1.3.2 Governance Committee Work Program Report

THAT Trust Council approve the Governance Committee Work Program Report as presented.

4.1.3.3 Financial Planning Committee Work Program Report

THAT Trust Council approve the Financial Planning Committee Work Program Report as presented.

Trustee Campbell arrived to the meeting at 1:30 p.m.

4.1.3.4 Regional Planning Committee Work Program Report

THAT Trust Council approve the Regional Planning Committee Work Program Report as presented.

4.1.3.5 Trust Programs Committee Work Program Report

THAT Trust Council approve the Trust Programs Committee Work Program Report as presented.

4.1.3.6 Accessibility Committee

4.1.3.7 Islands Trust Conservancy Quarterly Report

Receive for information.

By general consent Islands Trust Council adopted the recommendation as presented in items 4.1.3 - 4.1.3.5 and 4.1.3.7.

Chair Patrick requested general consent to permit Islands Trust Conservancy Board Members to speak during the meeting and Trustee Harris opposed.

TC-2025-110
It was MOVED by Trustee Borthwick, and SECONDED by Trustee Allen,
that Islands Trust Conservancy Board members be invited to speak during Trust Council.

CARRIED

5. NEW BUSINESS

5.1 Notice of Motion from Previous Meeting

Trustee Stamford provided reasoning for the motion.

TC-2025-111
It was MOVED by Trustee Stamford, and SECONDED by Trustee Borthwick,
that Trust Council request staff to provide options for local trust committees to obtain the permission to hold advisory body meetings by means of electronic or by other communication facilities.

TABLED

Consideration of tabling the motion was given based on the outcome of item 6.2.4.

TC-2025-112
It was MOVED by Trustee Stamford, and SECONDED by Trustee Elliott,
the motion be tabled until after discussion of Operational Review.

CARRIED

6. EXECUTIVE

6.1 Consent Agenda Items

6.1.1 Chief Administrative Officer Quarterly Report

Receive for information.

6.1.2 Strategic Plan Report

Receive for information.

6.1.3 Continuous Learning Plan

Receive for information.

By general consent Islands Trust Council adopted the recommendation as presented in items 6.1.1, 6.1.2 and 6.1.3.

6.2 Discussion / Decision Items

6.2.1 Proposed 2026/27 Trust Council Meeting Schedule - Request for Decision

TC-2025-113
It was MOVED by Trustee Borthwick, and SECONDED by Trustee Allen,

that Trust Council adopt quarterly meeting dates and start times to the end of fiscal 2026/27 of:

a. June 16-18, 2026, starting at 1:00 p.m. on June 16;
b. September 9-11, 2026, starting at 1:00 p.m. on September 9;
c. November 12-14, 2026, starting at 2:00 p.m. on November 12;
d. December 8-10, 2026, starting at 1:00 p.m. on December 8;
e. March 9-11, 2027, starting at 1:00 p.m. on March 9.

CARRIED

Discussion ensued regarding holding meetings electronically versus in-person and the following comments were noted:

- It is prudent to allocate budget for in-person meetings and then let the incoming Trust Council determine if they wish to change meetings to an electronic format;
- There is desire to hold meetings within the Trust Area;
- The Operational Review Report notes the number of staff hours and additional expenses related to in-person compared to electronic meetings.

TC-2025-114
It was MOVED by Trustee Fast, and SECONDED by Trustee Elliott, that Trust Council adopt quarterly meeting locations to the end of fiscal 2026/27 of:

a. June 2026, electronic;
b. September 2026, electronic;
c. November 2026, Victoria, BC;
d. December 2026, Victoria, BC; and,
e. March 2027, Galiano Island.

Trustee Dodds arrived to the meeting at 2:06 p.m.

TC-2025-115
It was MOVED by Trustee Evans, and SECONDED by Trustee Yates, that Trust Council amend the motion on the floor to read:
a. June 2026, in-person.

CARRIED

The question on the following motion, as amended, was then called

that Trust Council adopt quarterly meeting locations to the end of fiscal 2026/27 of:

a. June 2026, in-person
b. September 2026, electronic;
c. November 2026, Victoria, BC;
d. December 2026, Victoria, BC; and,
e. March 2027, Galiano Island.

CARRIED

TC-2025-116

It was MOVED by Trustee Fast, and SECONDED by Trustee Mabberley,
that Trust Council direct staff to scheduled the June 2026 Trust Council Quarterly Meeting be held on Mayne Island.

DEFEATED

TC-2025-117
It was MOVED by Trustee Evans, and SECONDED by Trustee Mabberley,
that Trust Council direct staff to schedule the June 2026 Trust Council Quarterly Meeting be held on the Southern Gulf Islands.

CARRIED

TC-2025-118
It was MOVED by Trustee Peterson, and SECONDED by Trustee Yates,
that Trust Council adopt quarterly Committee of the Whole meeting dates, all to be held electronically starting at 9:00 a.m., to the end of fiscal 2026/27 of:

a. Wednesday, May 13, 2026;
b. Wednesday, July 22, 2026;
c. Wednesday, October 7, 2026; and,
d. Wednesday, February 10, 2027.

CARRIED

6.2.2 Provincial Review and Funding Requests - Request for Decision

TC-2025-119
It was MOVED by Trustee Borthwick, and SECONDED by Trustee Allen,
that Trust Council request the first item on the Trust Council Follow Up Action Report be marked as completed.

CARRIED

TC-2025-120
It was MOVED by Trustee Borthwick, and SECONDED by Trustee Luckham,
that Trust Council direct staff to undertake no further work on Trust Council Strategic Plan initiative 1.3.1. and remove the corresponding item from the Executive Committee Active Projects Report.

CARRIED

6.2.3 Summary of Standards of Conduct Investigation Report - Request for Decision

Chair Patrick provided a summary of the Standards of Conduct investigation and Trust Council's role when receiving the report.

Trustee Evans recused herself from the discussion and left the meeting at 2:33 p.m.

Discussion ensued and the following comments were noted:

- The independent investigator found that there was not a breach of the Standards of Conduct;
- The policy states if Trust Council disagrees with the investigator's recommendations it is incumbent on Trust Council to determine if an alternative sanction should be imposed;
- Trust Council is not obligated to take up the recommendation and is being asked to endorse voluntary training.

Trustee Fast left the meeting at 2:48 p.m. and returned at 2:51p.m.

TC-2025-121
It was MOVED by Trustee Bernardo, and SECONDED by Trustee Boland,
the recommendations of the Standards of Conduct Investigation Report of the May 29, 2025 complaint be dismissed.

DEFEATED

TC-2025-122
It was MOVED by Trustee Luckham, and SECONDED by Trustee Allen,
that Trust Council endorse the two recommendations of the Standards of Conduct Investigation Report on the May 29, 2025 complaint submitted by Trustee Harris.

CARRIED

The meeting was recessed for a break at 2:55 p.m. and reconvened at 3:16 p.m.

Trustee Evans returned to the meeting at 3:16 p.m.

6.2.4 2025 Operational Review Report Recommendations – Briefing

The Chief Administrative Officer provided context on the report and a summary and implications of each recommendation outlined in the report.

Each Trustee spoke to the report and the following comments and clarifications were noted:

- The lack of corporate planning is a fundamental problem and it is necessary to undertake and focus resource expenditures on specific tasks;
- The lack of clarity and scope of the mandate given by the Province is problematic and a governance review remains necessary;
- The committee meeting structure needs to be overhauled;
- Completion of a feasibility assessment before any new work is directed is critical;
- Clear delegation of work to staff should be undertaken rather than decision makers trying to work out every detail;
- There is need for an overall systems review about how Trust Council communicates and a consensus model of communication was suggested;

- There are considerable budget implications of creating two new senior roles and exploration of potential options, such as contracting consultants instead of creating full-time permanent positions, should be undertaken;
- The Chief Administrative Officer clarified the work of those in the new reconciliation and communications engagement roles would be to develop a plan on how to do the work and support ongoing implementation;
- The provincial government has directed Islands Trust to advance reconciliation but has not funded the direction; therefore, it is necessary for Islands Trust to provide funding for staff to engage in the work.

Trustee Harris left the meeting at 4:15 p.m.

Discussion on item 6.2.4 was paused to maintain the scheduled start time of item 7.

7. ENGAGEMENT / COLLABORATION

7.1 Delegations

Trustee Campbell left the meeting at 4:38 p.m.

7.1.1 Friends of the Gulf Islands Society

The delegate provided a presentation about growth limits for the Islands Trust Area and highlighted the following:

- The population in the Trust Area has increased 27% between 2016 and 2021 and cannot continue indefinitely without consequences for ecosystems and quality of life;
- Increased water trucking indicates islands may have already exceeded their natural capacity and the ecosystem is overdrawn;
- Build-out studies would reveal what would happen if every lot were developed to its current zoning and subdivision potential;
- In the absence of build-out information it is unknown how the inclusion of floor area ratio in the draft Trust Policy Statement would change the concept of density through allowing multiple dwellings on a property through the distribution of floor area;
- Approving policies to promote and manage growth will result in ecological decline and reduced livability;
- Protecting the resources that Trust Area residents depend on should be enshrined in the Trust Policy Statement.

Trustees noted the draft Trust Policy Statement does not include policies that refer to floor area ratios and Saturna island does not have significant water delivery as stated in the presentation.

Trustee Luckham left the meeting at 4:40 p.m. and returned at 4:47 p.m.

Trustee Stamford left the meeting at 4:50 and returned at 5:00 p.m.

Trustee Boland left the meeting at 4:57 p.m.

7.2 Public Comments

A member of the public spoke to the Lasqueti Island Local Trust Committee's recent decision to change an upcoming local trust committee meeting from in-person to electronic through the resolution without meeting process and asked that Trust Council reinstate the in-person meeting.

Chair Patrick informed the speaker that the topic of their comment was business for the Lasqueti Local Trust Committee and not that of Trust Council.

A member of the public, speaking on behalf of the Board of Directors for Friends of the Gulf Islands Society, spoke to floor area ratios in the draft Trust Policy Statement which would enable several homes to be built on properties previously zoned for one with the argument that it will allow less expensive housing while protecting the environment; however, floor area ratios will not accomplish any of the indicated outcomes and will result in overdevelopment through increased density.

Trustee Harris returned to the meeting at 5:10 p.m.

A member of the public asked if Trustees are aware floor area ratios are in the draft Trust Policy Statement, if the concept was discussed and debated by Trust Council, and if so when, and if not how did the new policy and definition get included.

Chair Patrick indicated the draft Trust Policy Statement speaks to floor area and lot coverage limits for residential development and the term floor area ratio only appears in the document as an example of density in a definition in the glossary.

A member of the public noted the *Islands Trust Act* recognizes the rights of Trust Area residents, establishes a federation governance model, and an obligation for Trust Council and Trust Area Services administration to maintain oversight over local Trust Area jurisdiction and local planning service administration. The draft Trust Policy Statement omits both specific instruction to decision makers as to how to carry out the object and a clear understanding of interpretation of the word environment and they ask Trust Council to include policy language they submitted previously which would address these omissions.

A member of the public spoke to the public engagement process for the draft Trust Policy Statement and noted some community information meetings were postponed due to recent job action; therefore, the engagement period should be extended from February to March, and more than one session should be held on each island to allow as many members of the public to attend as possible.

A member of the public asked if Trust Council is going to extend the public consultation period regarding the Islands Trust Policy Statement for at least the period of time that British Columbia General Employees' Union (BCGEU) members were on strike and if Trust Council would commit to putting the proposed Policy Statement to referendum given that is seeks to transfer governance to unnamed and unaccountable Indigenous governing bodies.

Continuation of discussion on item 6.2.4 followed item 7.2.

6.2.4 2025 Operational Review Report Recommendations – Briefing

The trustee roundtable discussion continued and the following comments were noted:

- When asked, the Chief Administrative Officer noted hiring an engagement and communications lead could be deferred; however, the work that the individual would have done would then also be deferred;
- Some of the issues identified within the Governance Review Report have been looked at within the context of the recommendations within the Operational Review Report which will create a basis for next steps in addressing some of these issues.

Continued discussion on item 6.2.4 was paused to Wednesday, December 3.

The meeting was recessed for the day at 5:25 p.m.

WEDNESDAY, DECEMBER 3

Chair Patrick reconvened the meeting at 9:00 a.m.

Trustee Middleton arrived to the meeting at 9:00 a.m.

8. CLOSED MEETING

TC-2025-123
It was MOVED by Trustee Peterson, and SECONDED by Trustee Evans,
that the meeting be closed to the public subject to Sections 90(1)(c) and (i) of the Community Charter in order to consider matters related to labour relations or other employee relations; 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 9:03 a.m. and reopened at 9:49 a.m.

Trustee Campbell joined the meeting during the closed session at 9:11 a.m.

Trustee Dodds left the meeting at 9:49 a.m. and returned at 9:58 a.m.

9. RISE AND REPORT

Chair Patrick rose and reported adoption of the September, 2025 in-camera meeting minutes.

Continuation of discussion on item 6.2.4 followed item 9.

6.2.4 2025 Operational Review Report Recommendations – Briefing

Discussion continued and the following comments were noted:

- Development of a metric to measure purpose and effectiveness of the organization is needed and these metrics will depend on the priorities set through the development of the corporate plan;

- Hiring two senior staff members increases the budget on an ongoing basis and while there may be opportunity to hire on a temporary basis this creates recruitment challenges.

Trustee Scott joined the meeting at 10:06 a.m.

Discussion ensued on Recommendation 1 of the Operational Review Report and the following comments were noted:

- Discretionary budget items listed in Table 2 were identified as potential budget reductions that would reduce a small portion of staff workload and help fund new positions;
- There are potentially 5.5 new staff positions being suggested based on priority work identified by Trust Council;
- The recommendations will be viewed under the lens of the Budget Assumptions and Principles Guiding Document;
- None of the recommendations have been before the Financial Planning Committee;
- Deferred items would be reconsidered during the next budget cycle and discretionary budget item programs would remain in place but would not be funded during the upcoming fiscal year;
- The Chief Administrative Officer noted the intent for Recommendation 3 was that the incoming Trust Council would develop the Corporate Plan.

The meeting was recessed for a break at 10:31 a.m. and reconvened at 10:47 a.m.

Trustee Lironi left the meeting at 10:31 a.m. and returned at 10:54 a.m.

The Director of Financial and Employee Services noted updated budget figures reflecting decisions of Trust Council to fund additional Trust Council meetings in-person, and potential support of all of the recommendations and proposed reductions in the Operational Review Report would result in a potential tax increase for Local Trust Areas of approximately 13.8% and 38% for Bowen Island Municipality.

TC-2025-124
It was MOVED by Trustee Luckham, and SECONDED by Trustee Allen,
that Trust Council adopt all recommendations in the Islands Trust 2025 Operational Review Report, as presented.

TC-2025-125
It was MOVED by Trustee Scott, and SECONDED by Trustee Gedye,
that Trust Council table the motion on the floor.

DEFEATED

The question on the following motion was then called.

that Trust Council adopt all recommendations in the Islands Trust 2025 Operational Review Report, as presented.

CARRIED

It was determined not to bring item 5.1 resolution TC-2025-111 back to the table.

10. LEGISLATIVE & INFORMATION SERVICES

10.1 Consent Agenda Items

10.1.1 Director of Legislative and Information Services Quarterly Report

Receive for information.

The Director of Legislative and Information Services confirmed the Ombudsperson's report about open meetings could be sent to the Governance Committee for information and provided a verbal summary on the update to closed meetings legislation which will allow a meeting to go in-camera for a discussion about First Nations interests that a Nation might consider confidential in nature.

By general consent Islands Trust Council adopted the recommendation as presented in item 10.1.1.

10.2 Discussion / Decision Items

10.2.1 Notice of Motion from Previous Meeting

10.2.1.1 Policy on the Use of Generative Artificial Intelligence in the Islands Trust Workplace - Request for Decision

Trustees Borthwick and Elliott noted that should the motions create new work they might not be appropriate at this time due to Trust Council's acceptance of the Operational Review recommendations. The Chief Administrative Officer indicated that addressing the use of artificial intelligence will likely be contemplated as part of the Information Management and Technology Five-Year Plan.

10.2.2 Election - Governance Committee

There is one vacancy on the Governance Committee, for which nominations and an election (if required) will be held.

The Director of Legislative and Information Services summarized the election process and noted the policy does not require the position be filled.

Committee Chair Gedye thanked Trustee Middleton for his work on the Governance Committee.

The Director of Legislative and Information Services asked if there were any nominations from the floor.

Trustee Peterson nominated Trustee Gauvreau, and Trustee Gauvreau agreed to be nominated.

TC-2025-126
It was MOVED by Trustee Peterson, and SECONDED by Trustee Maude,
that Trustee Gauvreau be nominated to the Governance Committee.

CARRIED

The Director of Legislative and Information Services asked a second time if there were any nominations from the floor.

The Director of Legislative and Information Services asked a third time if there were any nominations from the floor.

Hearing no further nominations the Director of Legislative and Information Services stated Trustee Gauvreau was elected to the Governance Committee by acclimation.

11. FINANCIAL AND EMPLOYEE SERVICES

11.1 Consent Agenda Items

11.1.1 Director of Financial and Employee Services Quarterly Report

Receive for information.

11.1.2 September 30, 2025 Financial Report - Request for Decision

THAT Trust Council approve the September 30, 2025 Financial Report.

11.1.3 Response to Financial Planning Committee Resolution: 2026/27 Islands Trust Conservancy Budget Request - Briefing

Receive for information.

By general consent Islands Trust Council adopted the recommendation as presented in items 11.1.1, 11.1.2 and 11.1.3.

11.2 Discussion / Decision Items

11.2.1 Committee of the Whole Meeting Re: Draft 2026/27 Budget - Request for Decision

TC-2025-127
It was MOVED by Trustee Peterson, and SECONDED by Trustee Evans,
that Trust Council schedule an electronic Committee of the Whole meeting on February 18, 2026 from 1:00 p.m. to 5:00 p.m. to review the final draft of the 2026/27 budget prior to Trust Council's budget approval in March 2026.

CARRIED

11.2.2 Draft Budget for FY 2026/27

11.2.2.1 Budget Overview – Briefing

The Director of Financial and Employee Services outlined areas of reduced revenue for the next fiscal period, summarized areas of largest expenditure, and noted the costs associated with an election year. The discrepancy between the percentage increase in planned spending and the percentage increase in taxation was explained as being due to the loss of significant revenue sources including grant revenue, reductions in the draws from surplus and reserve funds, and reductions in investment income returns.

The Directors of Financial and Employee Services, Trust Area Services, and Legislative and Information Services, and the Chief Administrative Officer spoke to budget implications should new staffing positions not be funded, the budget line item for laptops, the feasibility of combining Islands Trust and Islands Trust Conservancy staffing needs, the proposed new staff roles and need for them, and the reporting relationship of the new positions of Islands Trust Conservancy Indigenous Relations Advisor and Islands Trust Indigenous Relations Manager,

The Director of Trust Area Services confirmed that revisions to the business case for the Senior Policy Advisor position could be made to provide clearer details on the work they would do related to the five-year plan and this information would be provided at the March Trust Council meeting.

Islands Trust Conservancy Manager and Ministerially Appointed Islands Trust Conservancy Board Member spoke in support of Trust Council endorsing budget for a dedicated staff position of Indigenous Relations Advisor noting that developing a five-year plan is the result of provincially regulated direction and the five-year plan that was submitted previously was rejected by the Minister stating insufficient First Nations engagement had been undertaken.

Trustees Lironi and Borthwick left the meeting at 11:43 a.m. and returned at 11:49 a.m.

Trustee Harris left the meeting at 11:56 a.m.

The meeting was recessed for a break at 12:03 p.m. and reconvened at 1:00 p.m.

11.2.2.2 2026/27 Budget Guidelines Assessment

11.2.2.3 Funding Requests

11.2.2.3.1 Trust Council Programs

11.2.2.3.1.1 Secretariat Services – Business Case

Funding for this program was eliminated for this budget cycle as per the approved Operational Review recommendations. Discussion ensued regarding the importance of the funding to the organizations.

TC-2025-128
It was MOVED by Trustee Peterson, and SECONDED by Trustee Yates,
that the Secretariat Service Program be funded to the amount of $8000 for the 2026/27 budget.

DEFEATED

11.2.2.3.1.2 Climate Education Program – Business Case

Funding for this program was eliminated for this budget cycle as per the approved Operational Review recommendations.

11.2.2.3.2 Strategic Plan Projects

11.2.2.3.2.1 Policy Statement Amendment Project

11.2.2.3.2.2 Policy Review – Continuation from FY26

11.2.2.3.2.3 Freshwater Sustainability Strategy Review and Implementation

It was clarified the program requires a review and implementation plan and is fundamental to all of the Official Community Plan and Housing Review projects.

TC-2025-129
It was MOVED by Trustee Gedye and SECONDED by Trustee Mabberley,
to split the Freshwater Sustainability Strategy Review and Implementation business plan and support the first section (review) and defer the implementation plan.

CARRIED

11.2.2.3.3 ITC Board Projects

It was confirmed that the Opportunity Fund cannot be used for First Nations capacity funding or administrative costs, nor can the interest that may be gained through investing the fund.

Trustees Campbell and Dodds left the meeting at 2:25 p.m.

Trustee Bernardo left the meeting at 2:29 p.m.

11.2.2.3.3.1 ITC Five-Year Plan: First Nations Engagement Project

11.2.2.3.3.2 Protected Area Management Software Project

11.2.2.3.4 Local Trust Committee Projects

11.2.2.3.4.1 Denman: Housing Review (for OCP and LUB Amendments), Stage 2 - Phase 2 Project (Year 4 of 4)

11.2.2.3.4.2 Gabriola: OCP and LUB Review, Major Project (Year 4 of 5)

11.2.2.3.4.3 Gambier: OCP and LUB Amendments Implementation Project - Final Phase

Trustee Dodds returned to the meeting at 2:33 p.m.

11.2.2.3.4.4 Hornby: Comprehensive OCP and LUB Review Project

11.2.2.3.4.5 Lasqueti: OCP Review, Major Project (Year 1 of 3)

It was clarified that the project is not new, has been ongoing, and changed from a minor project to a major project.

11.2.2.3.4.6 Salt Spring: Major Amendment to OCP and LUB

11.2.2.3.4.7 Salt Spring: Watershed Protection Plan 2022-2032 Coordination (SSIWPA)

Funding for this program was eliminated for this budget cycle as per the approved Operational Review recommendations.

Trustee Campbell returned to the meeting at 2:40 p.m.

Trustee Stamford left the meeting at 2:43 p.m.

TC-2025-130
It was MOVED by Trustee Patrick, and SECONDED by Trustee Maude,
that Trust Council request staff to prepare a bylaw to rescind Bylaw 154 should staff be unable to resource the coordination of the Salt Spring Watershed Protection Plan in the 2026/27 budget.

CARRIED

TC-2025-131
It was MOVED by Trustee Patrick, and SECONDED by Trustee Peterson,

that Trust Council request staff to retain all unspent special tax requisition funds in the special reserve until a project is brought forward to coordinate Actions 16–19 of the *Salt Spring Island Watershed Protection Plan (2023-2032)*.

CARRIED

11.2.2.3.4.8 Salt Spring: Groundwater Sustainability (Well-Monitoring)

Funding for this program was eliminated for this budget cycle as per the approved Operational Review recommendations.

Trustee Harris returned to the meeting at 2:50 p.m.

Trustee Scott left the meeting at 2:51 p.m.

11.2.2.3.4.9 Planning Services: Projects Feasibility Assessment – Briefing

It was suggested that criteria be established on how minor projects are advanced and evaluated and the Director of Planning Services clarified this work is being looked at.

11.2.2.3.5 Operational Projects

11.2.2.3.5.1 TC Onboarding Training - Business Case

11.2.2.3.5.2 Trustee Laptops - Business Case

11.2.2.3.5.3 Accessibility Plan Development - Business Case

11.2.2.3.6 Staffing Requests

Discussion ensued regarding the proposed staff positions in relation to the Operational Review discussion.

11.2.2.3.6.1 Registered Professional Biologist 1.0FTE - Make Permanent

A request for a report highlighting the work of the temporary Biologist in the past year, and work that would be undertaken in future was made and the Director of Planning Services indicated a report would be going to Regional Planning Committee.

Trustee Dodds left the meeting at 3:22 p.m.

TC-2025-132
It was MOVED by Trustee Borthwick, and SECONDED by Trustee Allen,

that Trust Council not fund the fulltime hiring of a permanent Biologist.

CARRIED

Trustee Boland left the meeting at 3:29 p.m.

The meeting was recessed for a break at 3:29 p.m. and was reconvened at 3:45 p.m.

11.2.2.3.6.2 Temporary Senior Policy Advisor 1.0FTE – Extension

11.2.2.3.6.3 Permanent GIS Analyst 1.0FTE – New

TC-2025-133
It was MOVED by Trustee Evans, and SECONDED by Trustee Allen,
that the permanent Geographical Information System (GIS) Analyst position be deferred for one year.

CARRIED

Trustee Stamford left the meeting at 4:05 p.m.

Discussion on item 11.2.2.3 was deferred to maintain the scheduled start time of item 13.

13. SHORT TERM RENTAL ACT DISCUSSION

Hannah Rabinovitch, Director of the BC Housing Policy Branch provided a presentation about opting-in to the principal residence requirements of the *Short-Term Rental Act* and highlighted the following:

- The *Short-Term Rental Accommodations Act* objectives intend to strengthen local government tools to enforce short-term rental bylaws, return short-term rental units to housing stock, and establish provincial oversight to short-term rentals;
- The principal residence requirement limits short-term rentals to the usual place where an individual makes their home and does not apply to smaller municipalities, designated resort municipalities, ski resorts, electoral areas, Local Trust Areas, or farmland; however, many of these areas have since opted in;
- Exemptions include First Nations lands, hotels, motels, hostels, temporary shelters, and campgrounds;
- Compliance tools include registration requirements, platform led enforcement, tip-based complaints, and the compliance and enforcement unit;
- A local trust committee can opt-in to the regulation before March 31, 2026 with the resulting changes would come into effect November 1, 2026;
- Considerations for opting in include reviewing local bylaws for consistency with the program, undertaking community engagement, understanding the make up of resident versus non-resident property owners and preference for local or provincial enforcement.

The Bylaw Compliance and Enforcement Manager spoke to the following:

- The Bylaw Compliance and Enforcement team accesses the provincial data portal to review advertisements and enforce as dictated by Trust Council or local trust committee policies;

- Many properties within local Trust Areas that have opted in have been assigned to regional districts and that information is not available until corrected;
- Regardless of whether or not a jurisdiction has opted into the principal residency requirements they must be registered and comply with local bylaws.

Salt Spring Island, Gabriola Island, and Bowen Island Municipality have opted into the program and trustees from these areas spoke to their experience to date and noted generally positive feedback and outcomes.

Trustee Campbell left the meeting at 4:47 p.m.

A question and discussion period followed the presentations and the following comments were noted:

- There are 100 platforms on the provincial data portal which is a fraction of the number of rental platforms;
- Farm land is exempt as there are already regulations related to agri-tourism and farm operators;
- Multiple families co-owning a property that use the property on a fractional basis fall under the fractional exemption;
- Bed and Breakfast operators fall in the scope of short-term rentals and, from the provincial perspective, provided the property owner lives on site they would comply with the principal residency;
- Small outer lying islands located within a Local Trust Area can not be exempt if the main island opts in;
- The annual provincial registry fee is $100 for principal residence and $400 for a commercial operation or one with an offsite host.

Trustee Scott joined the meeting at 5:09 p.m.

Discussion on item 11.2.2.6.4 resumed following the item 13.

11.2.2.3.6.4 Permanent ITC Indigenous Relations Advisor 0.5 FTE – New

11.2.2.3.6.5 Temporary Species at Risk Coordinator – Extension

11.2.2.3.6.6 GIS Co-op Student (Level 1) 0.3FTE

11.2.2.3.6.7 Planning Services Co-op Student 0.3FTE

11.2.2.3.7 Other Funding Request Reports

11.2.2.3.7.1 ITC Board Budget Request - Briefing

11.2.2.3.7.2 EC Budget Request – Briefing

11.2.2.4 Operating Budgets Increase Justifications

11.2.2.4.1 TC Dedicated Chair Travel Budget Justification Form

11.2.2.4.2 EC Operating Increases Justification Form – UBCM/AVICC

11.2.2.4.3 TAS Operating Budget Increase Justification Form

11.2.2.4.4 FES Operating Increases Justification Form

11.2.2.4.5 Information Services Operating Increase Justification Form

Trustee Scott left the meeting at 5:27 p.m.

11.2.2.4.6 Planning Services Operating Budget Training Increase Justification Form

11.2.2.4.7 Planning Services Operating Budget Contractor Increase Justification Form

Trustee Borthwick left the meeting at 5:34 p.m.

11.2.2.4.8 ITC Land Securement and Conservation Planning Increase Justification

11.2.2.4.9 ITC Protected Areas Management Operations and Planning Increase Justification

The meeting was recessed for the day at 5:47 p.m.

THURSDAY, DECEMBER 4

Chair Patrick reconvened the meeting at 9:00 a.m.

The agenda was reordered and item 11.2.2.5 was discussed first

11.2.2.5 Unfunded Requests

11.2.2.5.1 Trust Area Resilience Assessment Initiative - Briefing

Financial Planning Committee recommends to Trust Council that work on the Trust Area Resilience Assessment Initiative project not be funded in 2026/27, unless a grant is secured.

11.2.2.5.2 Electronic Document Management Solution - Business Case

Financial Planning Committee recommends to Trust Council that work on the Electronic Document Management project not be funded for the 2026/27 budget.

11.2.2.5.3 Galiano: Targeted OCP Review Project

Funding for this project is not included in the draft budget, at the direction of Financial Planning Committee.

The Director of Trust Area Services noted Trust Council approved a project charter for engagement on the budget and Trust wide advertising to seek input by email from the public would cost $1500 and would commence in the new year with results provided to Trust Council at the March meeting.

Discussion ensued regarding the value and process of public consultation on budget decisions and the importance of providing effective messaging.

Trustee Scott joined the meeting at 9:14 a.m.

Trustee Allen joined the meeting at 9:22 a.m.

TC-2025-134
It was MOVED by Trustee Fast, and SECONDED by Trustee Yates,
that Trust Council direct Financial Planning Committee not to proceed with public engagement on the upcoming budget year.

CARRIED

There was consideration of using the proposed engagement budget for communications about the budget.

TC-2025-135
It was MOVED by Trustee Evans, and SECONDED by Trustee Borthwick,
that Trust Council request Executive Committee to allocate $1500 to communications explaining the draft 2026/27 budget.

CARRIED

Discussion on item 11.2.2.5 was paused to maintain the scheduled start time of items 15 and 16.

15. SAN JUAN COUNTY - ISLANDS TRUST - JOINT SESSION

Chair Patrick introduced San Juan County Council Chair Kari McVeigh, Council Members Justin Paulsen and Jane Fuller. Trustees introduced themselves.

Discussion ensued on three priority topics and the following comments were noted:

Anacortes to Sidney ferry services:

- The ferry service is in a difficult position due to staffing issues and vessel conditions and is operating on limited routes;
- The San Juan region is not operating at full domestic service, Washington State Ferries has indicated they will not look at the international route until domestic routes are fully operational and have projected 2030 as a return target; however, the Ferry Advisory Commission continues to advocate for the return of the Anacortes to Sidney service as there is a significant positive economic impact to the communities that benefit from the service;
- There have been discussions with private providers to provide a passenger service until full vehicle service is available and Washington State Ferries have done studies on providing passenger only ferry service and have little interest in providing the service;
- There are border challenges entering and re-entering the United States;

- There may be opportunity to advocate for conversations to occur at the provincial and state level regarding the economic loss realized in Friday Harbour, Anacortes, and Sidney;
- Several trustees attended a meeting of a coalition of ferry dependent communities organized by the Mayor of Bowen Island and attendees continue to work together to address issues through various stakeholders;
- San Juan County Council would support a working group with members of Trust Council.

Trustee Allen left the meeting at 9:45 a.m.

Trustee Scott left the meeting at 10:35 a.m.

The meeting was recessed for a break at 10:34 a.m. and reconvened at 10:45 a.m.

Joint areas of environmental concerns - emergency response tow vessels and spill response vessels:

- A study has been done looking at Sidney Harbour and Roshe Harbour and there is possibility to contact the writer of the study to find out if an update can be done to determine if there are any options for a vessel to be located near Turn Point;
- Island Oil Spill Association staged a drill in which a large spill was targeted to enter San Juan waters and response organizations do not have local knowledge that would be valuable for spill responders;
- The Oceans Protection Plan is federally funded plan which provides grant funding.

FIFA impact on local tourism and economy:

- San Juan County anticipates increased mega yacht traffic and sailing vessels travelling through and anchoring off the islands;
- Washington State is engaged in discussions with local jurisdictions regarding cross border vessel traffic travelling between the Vancouver and Seattle to watch games;
- All ferry systems are under stress, significantly increased traffic for an event will affect regular commerce, and there is need to prioritize local access and goods transport;
- There are anticipated difficulties with entering the United States ports of entry;
- There might be impact to Trust Council in-person meeting in June regarding securing hotel accommodations or the price;
- There will be an uptick in illegal activity of short-term vacation rentals.

Trustee Stamford left the meeting at 11:25 a.m.

Regional collaboration:

- Areas of collaboration include ferry service, emergency vessel response, and impacts of the Fédération Internationale de Football Association (FIFA); however, FIFA will occur regardless, reinstatement of ferry service is a multi governmental level issue, and the environmental impact of oil spills is critical;
- There is interest in establishing a trustee working group to begin conversations, use minimal resources, and bring information back to Trust Council;
- Cross border advocacy for joint marine response might create pressure on organizations such as West Coast Marine Response.

TC-2025-136
It was MOVED by Trustee Luckham, and SECONDED by Trustee Hunter,
that Chair Patrick work with the chair of San Juan County Council to establish a political working group regarding oil spill response.

CARRIED

Trustees Harris, Hunter, and Falck left the meeting at 12:00 p.m.

The meeting was recessed for a break at 12:00 p.m. and reconvened at 12:30 p.m.

16. ISLANDS TRUST ANNUAL AWARDS

The Chief Administrative Officer presented Bylaw Compliance and Enforcement Manager Warren Dingman the Champion Award, Regional Planning Manager Robert Kojima the Legacy Award, and Union of BC Municipalities Long Service Awards to Trustees Luckham and Dodds.

Discussion on item 11.2.2 continued following item 16.

Trustee Allen returned to the meeting at 12:36

11.2.2 Draft Budget for FY 2026/27

Based on budget decisions made at the table, the Director of Financial and Employee Services provided an estimated range of the dollar amount of the currently estimated tax increase of 11.8% would translate to $50 to $60 per average valued household within the Trust Area and $65 to $75 within Bowen Island Municipality. The Director reiterated the range is not based on current BC Assessment data which will not be available until January.

Trustee Borthwick spoke to the intent of motion he will be making and asked Trust Council to determine a threshold and provide clear direction to staff and Financial Planning Committee to do the work to the best of their ability to reduce the budget. He then put forward the following motion for discussion.

THAT Trust Council request that the Financial Planning Committee return a budget with a tax increase of no more than 8% (for the general Trust Area), for consideration of the Committee of the Whole meeting on the budget scheduled for February 18th 2026 and provide options to further reduce the draft 2026/27 budget to a 0% general Local Trust Area tax increase.

Trustee Harris returned to the meeting at 12:47

Trustee Dodds left the meeting at 12:52 p.m.

The Director of Financial and Employee Services noted Islands Trust is losing substantial revenue resources which make up 5.5% of the proposed increase and a further 2% of the proposed increase is result of required staff wage increases.

Discussion ensued on the motion put forward and the following comments were recorded:

- Trust Council has adopted the Operational Review recommendations;
- There have been budget cuts made cuts at the table;
- Low budgets have been presented in past years and were achievable due to the use of surplus funds;
- The Islands Trust Conservancy budget requests are significant.

Trustee Falck returned to the meeting at 1:14 p.m.

The Chief Administrative Officer noted the Operational Review was presented on the basis of what Trust Council has identified as priorities and if priorities change the budget would reflect those changes.

TC-2025-137
It was MOVED by Trustee Borthwick, and SECONDED by Trustee Bernardo,
that Trust Council request that the Financial Planning Committee return a budget with a tax increase of no more than 11% (for the general Trust Area), for consideration of the Committee of the Whole meeting on the budget scheduled for February 18th 2026, and provide options for further reductions, and that the draft changes be forwarded to the Islands Trust Conservancy.

DEFEATED

TC-2025-138
It was MOVED by Trustee Elliott, and SECONDED by Trustee Evans,
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.

CARRIED

12. PLANNING SERVICES

12.1 Consent Agenda Items

12.1.1 Director of Planning Services Quarterly Report

Receive for information.

12.1.2 Salt Spring Island Local Trust Committee Quarterly Work Program Update - Staff Report

Receive for information.

By general consent Islands Trust Council adopted the recommendation as presented in items 12.1.1 and 12.1.2.

12.2.1 Request for Trust Council Sponsorship of Development Application Fee - Request for Decision

Trustee Borthwick provided a summary of the request for the sponsorship and the Director of Planning Services noted there were funds remaining in the sponsorship fund.

TC-2025-139
It was MOVED by Trustee Borthwick, and SECONDED by Trustee Elliott,
that Trust Council approve financial sponsorship in the amount of $1,592 for rezoning application PLRZ20250368 (3661 Piercy Road, Denman Island), requiring an amendment to Denman Land Use Bylaw No.186.

CARRIED

12.2.2 Response to Bill M216 - Professional Reliance Act - Request For Decision

The Director of Planning Services summarized the Request for Decision.

TC-2025-140
It was MOVED by Trustee Evans, and SECONDED by Trustee Borthwick,
that Trust Council authorize the Chair, on behalf of Trust Council, to submit a letter opposing Bill M216 and requesting that the Province explicitly exempt the Islands Trust from the proposed legislation, and to complete a consultation questionnaire.

CARRIED

The agenda was reordered and item 13 was discussed following item 11.2.2.3.6.3.

14. TRUST AREA SERVICES

14.1 Consent Agenda Items

14.1.1 Director of Trust Area Services Quarterly Report

Receive for information.

By general consent Islands Trust Council adopted the recommendation as presented in item 14.1.1.

14.2 Discussion / Decision Items

14.2.1 Request for Trust Council Sponsorship of Natural Area Protection Tax Exemption Program (NAPTEP) Application Fee - Request for Decision

TC-2025-141
It was MOVED by Trustee Evans, and SECONDED by Trustee Yates,
that Trust Council approve financial sponsorship of $450 for Natural Area Protection Tax Exemption Program (NAPTEP) application PLNAP-20240358, Martin NAPTEP, Salt Spring Island.

CARRIED

14.2.2 Policy Statement Amendment Project (PSAP) – Project Charter and Project Update - Request for Decision

The Director of Trust Area Services noted the amount of increase being requested is comprised of capacity funding for ongoing engagement with Indigenous Governing Bodies in the amount of $20,000, an additional $5,000 for legal review, and a reduction to the communications budget by $3000.

TC-2025-142
It was MOVED by Trustee Fast, and SECONDED by Trustee Elliott, that Islands Trust Council endorse Policy Statement Amendment Project Charter V12.

CARRIED

17. CORRESPONDENCE

17.1 2025-10-17 J Harper - Land Costs

Received for information.

17.2 2025-10-30 Vancouver Island & Coastal Communities (VICC) Climate Leadership Steering Committee - Funding Request

TC-2025-143
It was MOVED by Trustee Fast, and SECONDED by Trustee Luckham, that Islands Trust Council fund the request of the Association of Vancouver Island and Coastal Communities Climate Leadership Steering Committee from the current years budget of $125.

CARRIED

17.3 2025-11-06 BC Ferries - Letter to Mayor Leonard re: Urgent Call for Consultation and Action

Received for information.

18. TRUSTEE ROUNDTABLE

Due to time constraints a Trustee Roundtable did not occur.

19. DISPOSITION OF DELEGATIONS/PUBLIC COMMENT & CORRESPONDENCE

A Trustee suggested that a response to the delegation regarding confusion about the floor area ratio be provided and it was noted that the delegation information can be received as part of public input on the draft Trust Policy Statement and can be considered during final drafting.

Trustees Harris and Campbell left the meeting at 1:47 p.m.

TC-2025-144
It was MOVED by Trustee Elliott, and SECONDED by Trustee Gauvreau, that Islands Trust Council direct staff to provide a report that explores the concerns raised by the Friends of the Gulf Islands Society in their presentations to Trust Council at the December 2025 quarterly meeting about the use of the term Floor

Area Ratio (FAR) in the draft Policy Statement; and offers potential revisions to the proposed definition of "Land Use Density and Intensity" in the draft Policy Statement Glossary of Terms.

DEFEATED

Trustees Gedye and Fast left the meeting at 2:02 p.m.

20. TRUST COUNCIL FOLLOW-UP ACTION LIST

By general consent the follow up action list was approved.

21. TRUSTEE CONFERENCE AND CONVENTION REPORTING

21.1 Union of British Columbia Municipalities Convention 2025

Due to time constraints convention updates were not provided.

22. TRUSTEE UPDATES - Appointed Trustees on External Committees

Written updates received for information only.

22.1 Association of Vancouver Island and Coastal Communities Climate Leadership Steering Committee (AVICC-CL)

22.2 Atl'ka7tsem/Howe Sound Biosphere Region

22.3 Baynes Sound/Lambert Channel Ecosystem Forum

22.4 Freighter Anchorages/Oceans Protection Plan (OPP)

22.5 Mount Arrowsmith Biosphere Region

22.6 Shellfish Aquaculture Management Advisory Committee (SF AMAC) - Trustee Lironi

22.7 Southern Gulf Islands Forum

22.8 Transportation/Ferry Group

22.8.1 Letter to BC Ferries re: Experience Card Pre-loading Minimum Cost

22.8.1.1 BC Ferries Follow-up Correspondence

23. NEXT MEETING

The next Islands Trust Council Quarterly meeting is scheduled to be held in-person in Duncan, March 10-12, 2026.

23.1 Proposed March Trust Council Program

Received for information.

24. ADJOURNMENT

By general consent, the meeting was adjourned at 2:04 p.m.

_____

Laura Patrick, Chair

Certified Correct:

_____

Lisa Millard, Meeting Administrator/Recorder

Minutes are not official until adopted at a subsequent meeting.

DRAFT

Island Trust Council
Active Projects Chart

Print Date: February 20, 2026

Islands Trust Council Strategic Goals

- Clear and transparent policies, administrative processes and structures enable better decision making, advance service delivery and improve employee satisfaction.
- Defined capacity constraints and indicators inform decision making.
- Planning processes and Trust Area wide programs enable diverse housing options.
- Advocacy and policy changes improve control of invasive species to protect and restore sensitive ecosystems.
- Diverse community members/groups are invested in revitalizing ecosystems and expanding protected areas.
- Marine and foreshore ecosystems are healthy
- Land use decisions are informed by data and ongoing monitoring to manage and adapt to climate risks
- Communities understand effects of climate change on the Trust Area.
- Policies, plans, and resources provide opportunities for collaborative First Nations engagement aligned with UNDRIP.
- Indigenous knowledge is incorporated into stewardship and management of Trust Area.

Executive Committee	Governance Committee	Financial Planning Committee
1. Finish and adopt Islands Trust Policy Statement in accordance with project work plans (Strategic Plan key initiative 1.1.1) 2. Update and implement Reconciliation Action Plan 3. Guide the development and implementation of the Islands Trust Strategic Plan. New Strategic Plan approved by Trust Council March 2025.	1. Corporate Planning 2. Meeting process (Bylaw 101 and policies) 3. Policy 7.2.1 Trustee Remuneration - Review and Update	1. 5-year Financial Plan Bylaw - Submission to Minister 2. Annual Financial Statements & Audit: Islands Trust and Islands Trust Conservancy 3. Recommendations for Increasing Application Fees

Trust Programs Committee	Regional Planning Committee	Islands Trust Conservancy
1. Stewardship Education Program 2. Implement Community Stewardship Awards Program 3. Trust Council Policy 1.2.1 (Policy Statement Amendment)	1. Improve bylaw enforcement policies and procedures to be administratively fair, reasonable and transparent with the aim of restoring public confidence (Strategic Plan Initiative 1.2.3) 2. Update and Implement Freshwater Sustainability Strategy (2022-2032) (Strategic Plan Initiative 2.1.3) 3. Monitor progress of protection of ecosystem health in all land use planning decisions (Strategic Plan Initiative 3.2.4)	1. Strategic Planning/Administration 2. Covenant and Property Acquisitions 3. Property and Covenant Management 4. Communications 5. Fundraising and Conservancy Support

Local Trust Committees

Northern Islands
Ballenas-Winchelsea, Denman, Gabriola, Gambier, Hornby, Lasqueti, Thetis

Denman Island

- Major Project - Denman Housing (OCP and LUB) Review Project - Stage 2, Phase 2

Gabriola Island

- Major Project - Gabriola Island Comprehensive OCP and LUB Review - Phase 2

Gambier Island

- Major Project - Gambier OCP & LUB Targeted Review - Phase 2
- Minor Project - Keats Island Shoreline Protection Project - Phase 3 (Continued)

Southern Islands
Galiano, Mayne, North Pender, South Pender, Saturna

Galiano Island

- Minor Project - Groundwater Sustainability
- Associated Islands Regulations Review

Mayne Island

- Major Project - Housing Options Project - Phase 2

North Pender Island

- Major project - Housing Access and Affordability Project
- Minor project - Update of Raptors Nest DPAs

Saturna Island

- Minor Project - Minor housing amendments review project

South Pender Island

- Minor Project - Minor LUB Review Project
- STVR Regulation & Policy Review

Northern Islands
Ballenas-Winchelsea, Denman, Gabriola, Gambier, Hornby, Lasqueti, Thetis

Hornby Island

- Major Project - Hornby Island Official Community Plan and Land Use Bylaw Review

Lasqueti Island

- Minor Project

Thetis Island

- Minor Project - Targeted LUB Amendments

Salt Spring

Salt Spring Island

- Extraordinary Project - OCP-LUB Update
- Minor Project - Housing Action Program - Implementation (Bylaw 537)
- Major Project - Water Sustainability - coordinate multiple jurisdictions in planning for water sustainability and watershed protection.

Islands Trust

Print Date: February 20, 2026

Follow Up Action List

Active Projects Report

Executive Committee

	Responsible	Dates
1. ***Finish and adopt Islands Trust Policy Statement in accordance with project work plans (Strategic Plan key initiative 1.1.1)***	Clare Frater	Rec'd: 26-Feb-2020 Target: 01-Nov-2026

Activity:

Project underway guided by Trust Council project charter. Anticipated project completion by November 2026.

	Responsible	Dates
2. ***Update and implement Reconciliation Action Plan (Strategic Plan 5.1.1)***	Clare Frater	Rec'd: 02-Sep-2020 Target: 31-Mar-2026

Activity:

Initiation timeline: Staff drafting underway

	Responsible	Dates
3. ***Guide the development and implementation of the Islands Trust Strategic Plan. New Strategic Plan approved by Trust Council March 2025.***	Rueben Bronee	Rec'd: 03-May-2023 Target: 31-Mar-2025

Activity:

Implementation ongoing for active projects. Initiation of new work on hold per the accepted recommendation of the Operational Review Report

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Islands Trust

Print Date: February 20, 2026

Follow Up Action List

Future Projects Report

Executive Committee

1. *Pay Transparency Report Submission & Posting*	Responsible	Date Received
The Pay Transparency Act became law on May 11, 2023. Under the legislation, beginning in 2026, Islands Trust must prepare and submit a Pay Transparency Report by November 1 annually. These reports must be posted publicly on the Islands Trust website.	Julia Mobbs	11-May-2023

2. *Improve bylaw enforcement policies and procedures to be administratively fair, reasonable and transparent with the aim of restoring public confidence (Strategic Plan Initiative 1.2.3) (joint with RPC)*	Responsible	Date Received
Trust Council endorsed Policy 5.5.1 and Best Practice Manual amendments. RPC to draft Implementation Plan and final amendments. Present to Trust Council for adoption and subsequent monitoring and reporting.	Stefan Cermak	12-Mar-2025

3. *Explore new engagement models (virtual and in person forums) to reach more community members (Strategic Plan Initiative 1.2.2)*	Responsible	Date Received
Initiation timeline TBD	Clare Frater	12-Mar-2025

4. *Review all Trust Council and local trust committee agreements and where appropriate, amend, combine or rescind (Strategic Plan Initiative 1.2.6)*	Responsible	Date Received
Initiation timeline: 2026/27: (May 2023 EC asked for priority to Ministry of Transportation and Infrastructure)	Clare Frater Rueben Bronee	12-Mar-2025

5. *Design a plan to advocate to enhance community access to funding for housing in the Trust Area (Strategic Plan Initiative 2.3.2)*	Responsible	Date Received
Initiation timeline: Priority for this Council term	Clare Frater	12-Mar-2025

Future Projects Report

Executive Committee

	Responsible	Date Received
6. ***Advocate for the development and implementation of a fallow deer strategy, including advocacy for deer harvesting (Strategic Plan Initiative 3.1.1)***		
Initiation timeline: Priority for this Council term	Clare Frater	12-Mar-2025
7. ***Create a grant program to increase public understanding of the impact of climate change to the unique amenities and environment of the Islands Trust Area (Strategic Plan Initiative 4.2.2)***	**Responsible**	**Date Received**
Initiation timeline: TBD	Clare Frater	12-Mar-2025
8. ***Amend legislation to increase the percentage of NAPTEP to act as an incentive for the protection of forest cover for climate change (Strategic Plan Initiative 4.2.4)***	**Responsible**	**Date Received**
Initiation timeline: Priority for this Council term	Clare Frater	12-Mar-2025
9. ***Clarify opportunities for co-governance and co-management of the Trust Area (Strategic Plan Initiative 5.1.2)***	**Responsible**	**Date Received**
Initiation timeline: Priority for this Council term	Clare Frater Rueben Bronee	12-Mar-2025
10. ***Develop a schedule and plan for leader-to-leader meetings with Indigenous Governing Bodies (Strategic Plan Initiative 5.1.3)***	**Responsible**	**Date Received**
Initiation timeline: 2026/27	Clare Frater Rueben Bronee	12-Mar-2025
11. ***Develop tailored public engagement processes that acknowledge preferred engagement methods of Indigenous Peoples (Strategic Plan Initiative 5.2.2)***	**Responsible**	**Date Received**
Initiation timeline: Priority for this Council term	Clare Frater	12-Mar-2025

Future Projects Report

Executive Committee

12. *Implement activities assigned by the future Reconciliation Action Plan (2025-2028) implementation plan (To be assigned by TC) (Strategic Plan Initiative 5.1.5)*	Responsible	Date Received
To be determined. Staff is drafting new Reconciliation Action Plan and associated implementation plan for Trust Council approval.	Rueben Bronee	12-Mar-2025

13. *Implement activities assigned by the Freshwater Sustainability Strategy (2022-2032) implementation plan (To be assigned by TC) (Strategic Plan Initiative 2.1.3)*	Responsible	Date Received
To be determined. Regional Planning Committee is developing a Freshwater Sustainability Strategy Implementation Plan for Trust Council appoval.	Clare Frater	12-May-2025

Islands Trust

Print Date: January 16, 2026

Follow Up Action List

Active Projects Report

Governance Committee

1. *Corporate Planning*	Responsible	Dates
Activity: Continue implementation of enhanced corporate planning processes: Visioning - complete; Values - skipped; SWOT - complete; Strategic Plan - in progress; Departmental work plans - upcoming; incorporating work plans into the financial plan - upcoming.	David Marlor	Rec'd: 17-Apr-2023 Target: 03-Mar-2026

2. *Meeting process (Bylaw 101 and policies)*	Responsible	Dates
Activity: Review and recommend amendments to the Trust Council Meeting Procedure Bylaws 101 and related policies to address the concerns raised by Great Northern Management Consultants in the 2022 Governance Review Report of the Islands Trust.	David Marlor	Rec'd: 17-Apr-2023 Target: 30-Sep-2026

3. *Policy 7.2.1 Trustee Remuneration - Review and Update*	Responsible	Dates
Activity: Review and update Trust Council's Policy 7.2.1 Trustee Remuneration in line with the UBCM Council and Board Remuneration Guide.	Julia Mobbs	Rec'd: 12-Jan-2024 Target: 27-Feb-2026

Print Date: February 18, 2026

Follow Up Action List

Active Projects Report

Financial Planning Committee

1. *5-year Financial Plan Bylaw - Submission to Minister*	Responsible	Dates
Activity: Prepare report to the Minister on the 2026/27 budget and 5-year financial plan, to accompany the 5-year Financial Plan Bylaw Submission.	Julia Mobbs	Rec'd: 12-Mar-2026 Target: 31-Mar-2026

2. *Annual Financial Statements & Audit: Islands Trust and Islands Trust Conservancy*	Responsible	Dates
Activity: Underway: ·Audit planning with the appointed auditors, KPMG LLP. ·Audit Committee meeting with KPMG in February 2026. Upcoming: ·Preparation of Islands Trust and Islands Trust Conservancy financial statements and audit packages. ·Audit fieldwork scheduled for May 2026. ·Audit Committee meeting in May 2026 with KPMG LLP to present audit findings.		Rec'd: 10-Mar-2026 Target: 27-May-2026

Active Projects Report

Financial Planning Committee

3. *Recommendations for Increasing Application Fees*	Responsible	Dates
Activity: Trust Council Direction: that Financial Planning Committee return to Trust Council with recommendations on how to increase the application fees	Julia Mobbs Stefan Cermak	Rec'd: 18-Sep-2025 Target: 31-Dec-2026

Islands Trust

Print Date: February 18, 2026

Follow Up Action List

Future Projects Report

Financial Planning Committee

1. *Review of TC Policy 6.5.2 Budget Control and Adjustment Authority (EC directed)*	Responsible	Date Received
Review Islands Trust Policy 6.5.2 Budget Control and Adjustment as a whole and specifically make recommendations to amend the policy to ensure the policy is clear in regards to the process and decision making authority related to proposed 'overspends' for any particular budget item.	Julia Mobbs	12-Mar-2024

2. *Evaluating Potential New Specific Reserve Funds*	Responsible	Date Received
Staff to prepare a report analyzing the value of creating new specific reserve funds that may serve to fund large future initiatives such as elections, information technology, data acquisitions, and capital projects.	Julia Mobbs	20-Aug-2025

3. *Review of TC Policy 6.5.1 Reserves and Surplus*	Responsible	Date Received
That Financial Planning Committee request staff to investigate possible language changes to Policy 6.5.1 to ensure that it does not violate best practices related to use of surplus funds to fund operating expenses.	Julia Mobbs	12-Oct-2022

Islands Trust

Print Date: February 20, 2026

Follow Up Action List

Active Projects Report

Regional Planning Committee

1. *Improve bylaw enforcement policies and procedures to be administratively fair, reasonable and transparent with the aim of restoring public confidence (Strategic Plan Initiative 1.2.3)*	Responsible	Dates
Activity: a. Review and amend Trust Council Policies 5.5.1 & 7.1.2 b. Create a plain language Best Practices Manual	Robert Kojima Stefan Cermak Warren Dingman	Rec'd: 13-Mar-2024 Target: 05-Mar-2026

2. *Update and Implement Freshwater Sustainability Strategy (2022-2032)(Strategic Plan Initiative 2.1.3)*	Responsible	Dates
Activity: a. Independent review and update b. Draft an Implementation Plan c. Freshwater Atlas Update	Stefan Cermak William Shulba	Rec'd: 12-Feb-2020 Target: 10-Sep-2026

3. *Monitor progress of protection of ecosystem health in all land use planning decisions (Strategic Plan Initiative 3.2.4)*	Responsible	Dates
Activity: a. Research and data collection b. Data analysis and integration c. Collaboration	Patricia Woodruff Stefan Cermak	Rec'd: 31-Mar-2025 Target: 31-Mar-2026

Active Projects Report

Regional Planning Committee

d. Apply/implement pilot monitoring

e. Build capacity and training

Staff Biologist drafting recommendations of how to integrate biological information into planning related decisions - emphasis on species at risk as per grant funding

Future Projects Report

Regional Planning Committee

1. *Review all Trust Council policies, and where appropriate, amend, combine, or rescind (all committees) (Strategic Plan Initiative 1.2.5)*	Responsible	Date Received
Review and report to RPC. All Trust Council policies held by the Director of Planning Services: ·Policy 4.1.4; 4.1.9; 4.1.13; 4.1.14; 4.1.15 (General LTC policies) ·Policy 4.2.2 (APC Operating Policy)* ·Policy 5.3.1; 5.3.2; 5.3.3; 5.3.5 (Community Planning) ·Policy 5.4.1; 5.4.2; 5.4.3; 5.4.4 (Land Use Regulation) ·Policy 5.5.1 (Bylaw Compliance and Enforcement) ·Policy 5.6.1 (Application Processing) ·Policy 5.7.1 (Policy Statement Checklist) ·Policy 5.9.1; 5.9.2 (Best Management Practices and Outer Islands) ·Policy 6.1.1 (First Nations Engagement Principles) * Being lead by Director of Legislative and Information Services while reporting to Governance Committee	Stefan Cermak	31-Mar-2025

2. *Improve processes for prioritizing funding for ongoing OCP reviews (Strategic Plan Initiative 2.2.1)*	Responsible	Date Received
RPC continue to refine prioritization matrix. Matrix reviewed numerous times. Minor project prioritization criteria reviewed by RPC Jan. 2026.	Stefan Cermak	31-Mar-2025

Future Projects Report

Regional Planning Committee

3. *Map Eelgrass and kelp forests (Strategic Plan Initiative 3.3.1)*	Responsible	Date Received
Partner with First Nations' marine divisions and other relevant organizations in the Trust Area toward completing the work. Maintain contact and retrieve data from with consultants (Hatfield) funded by the Canada Space Agency Hatfield to lead the design and development of the Eelgrass Explorer (E2) system for mapping eelgrass in the intertidal areas across the entire British Columbia coast. Expected 10m resolution data available target date: May 2027.	Stefan Cermak	03-Feb-2020

4. *Update OCPs and LUBs to incorporate new Policy Statement polices (Strategic Plan Initiative 2.2.2)*	Responsible	Date Received
	Stefan Cermak	31-Mar-2025

5. *Develop a growth management planning framework that includes data on growth trends and projections, geological and hydrological capacities, infrastructure, and development rates (Strategic Plan Initiative*	Responsible	Date Received
Draft a business case, for phase 1 (initial development), of a multi-year project. Co develop with partners. Develop with a funding strategy (grants, reserve funds, partnerships, etc). Trust Council approved Operational Review. No new projects. Business Case declined.	Stefan Cermak	31-Mar-2025

6. *Update OCPs and LUBs to foster climate change resilience (considering topics such as Coastal Douglas-fir protection, foreshore and nearshore environments, and groundwater) (Strategic Plan Initiative 4.2.3)*	Responsible	Date Received

Future Projects Report

Regional Planning Committee

Strategic Plan assigned key initiative to: LTCs	Stefan Cermak	31-Mar-2025
Biologist drafting materials in relation to issue.		

Islands Trust

Print Date: February 13, 2026

Follow Up Action List

Active Projects Report

Trust Programs Committee

1. *Stewardship Education Program*	Responsible	Dates
Activity: Develop and implement a stewardship education activities in accordance with approved 2025/26 business case.	Chloe Straw Clare Frater Morgana van Niekerk	Rec'd: 12-Mar-2025 Target: 31-Mar-2026

2. *Implement Community Stewardship Awards Program*	Responsible	Dates
Activity: Administration of Community Stewardship Awards Program per policy	Chloe Straw Clare Frater	Rec'd: 11-Feb-2026 Target: 16-Jun-2026

3. *Trust Council Policy 1.2.1 (Policy Statement Amendment)*	Responsible	Dates
Activity: Review of the Policy with the view of making recommendations to Trust Council for amendments if required.	Clare Frater Jason Youmans	Rec'd: 04-Nov-2024 Target: 30-Oct-2026

Future Projects Report

Trust Programs Committee

1. *Consider Community Benefit Land Trust concept for Islands Trust (Strategic Plan initiative 2.3.1)*	Responsible	Date Received
Initiation timeline: To be determined. (Should include further consideration of the Community Benefit Land Trust Concept briefing presented to TPC on February 5, 2021.)	Clare Frater	12-Mar-2025

2. *Implement Community Stewardship Awards Program*	Responsible	Date Received
Staff will initiate in last year of each term. 2.1.11 Administration of Community Stewardship Awards Program Policy states: Islands Trust Programs Committee of Trust Council is responsible for initiating Islands Trust Community Stewardship Awards Program in February in the final year of each term.	Clare Frater	02-Dec-2021

3. *Review all Trust Council policies, and where appropriate, amend, combine or rescind (Strategic Plan initiative 1.2.5)*	Responsible	Date Received
TPC related policies to be reviewed this term of office (by October 2026): 1.2.1 Policy Statement Amendment Policy 2.1.11 Administration of the Community Stewardship Awards Program Policy 2.1.15 Secretariat Services Policy Initiation timeline: TPC has already requested amendments to policy 1.2.1. Project charters to amend policies 2.1.11 and 2.1.15 in 2026/27 will be initiated in 2026.	Clare Frater	12-Mar-2025

Future Projects Report

Trust Programs Committee

4. *Work with other agencies to facilitate data gathering / share in the development of environmental indicators (Strategic Plan initiative 2.1.1)*	Responsible	Date Received
Initiation timeline: To be determined.	Clare Frater	12-Mar-2025

5. *Identify indicators of ecosystem health and integrity (Strategic Plan initiative 3.2.1)*	Responsible	Date Received
Business case for funding due by September 2025. Project plan required for implementation in 2026/27.	Clare Frater	12-Mar-2025

6. *Update the State of the Islands Report (Strategic Plan initiative 3.2.2)*	Responsible	Date Received
Business case for funding due by September 2026. Project plan required for implementation in 2027/28.	Clare Frater	12-Mar-2025

7. *Develop a shared inter-agency ecosystem health indicator toolkit for citizen groups, conservancies, and other agencies (Strategic Plan initiative 3.2.3)*	Responsible	Date Received
Initiation timeline: To be determined	Clare Frater	12-Mar-2025

8. *Develop a climate action strategy, set baseline data and targets (Strategic Plan initiative 4.1.1)*	Responsible	Date Received
Initiation timeline: To be determined	Clare Frater	12-Mar-2025

Future Projects Report

Trust Programs Committee

9. *Partner with agencies and others to share climate data (Strategic Plan initiative 4.1.2)*	Responsible	Date Received
Project plan required for implementation in 2026/27. No anticipated funding request.	Clare Frater	12-Mar-2025

10. *Design and implement a climate action education plan (Strategic Plan initiative 4.2.1)*	Responsible	Date Received
Business case for funding due by September 2025. Project plan required for implementation in 2026/27.	Clare Frater	12-Mar-2025

11. *Implement activities assigned by the future Reconciliation Action Plan (2025-2028) implementation plan (To be assigned by TC) (Strategic Plan Initiative 5.1.5)*	Responsible	Date Received
To be determined. Staff is drafting new Reconciliation Action Plan and associated implementation plan for Trust Council approval.	Clare Frater	

12. *Implement activities assigned by the Freshwater Sustainability Strategy (2022-2032) implementation plan (To be assigned by TC) (Strategic Plan Initiative 2.1.3)*	Responsible	Date Received
To be determined. Regional Planning Committee is developing a Freshwater Sustainability Strategy Implementation Plan for Trust Council appoval.	Clare Frater	

13. *Recommend updates to Crown Land Agreements*	Responsible	Date Received

Future Projects Report

Trust Programs Committee

Implement Crown Land Protocol project charter V2 and engage Bowen Island Municipality and the Province of B.C. in updating and consolidating existing agreements about Crown land into one agreement. Strategic Plan Initiative 1.2.7: Review all Trust Council and local trust committee agreements and where appropriate, amend, combine or rescind is assigned to EC. On April 23, 2025, Executive Committee requested staff forward April 23, 2025 and February 26th, 2025 briefings on Crown tenure application referrals to Trust Programs Committee for consideration for updating protocols and letters of understanding with the Crown.	Clare Frater	07-May-2025

ISLANDS TRUST CONSERVANCY

ISLANDS TRUST CONSERVANCY REPORT TO TRUST COUNCIL 2025-2026 - 4th Quarter Update

COMPLETED SINCE LAST REPORT (January - March 2026)	PLANNED FOR FIRST QUARTER 2026-27 (April - June 2026)
1. STRATEGIC PLANNING/ADMINISTRATION/OPERATIONS	
Personnel/Staffing: Continued recruitment for • Covenant Management Specialist • Communications Specialist • Administrative Assistant	***Personnel/Staffing:*** Onboard new • Covenant Management Specialist • Communications Specialist • Administrative Assistant
ITC Five-Year Plan development: Developed a logic model and work plan Updated project charter Prepared and delivered engagement letters to First Nations and conservation partners Hosted an Information Session with interested First Nations (Feb. 19th)	***ITC Five-year Plan development:*** Establish cooperative engagement framework and commence engagement with First Nations interested in involvement with development of Five-year Plan
ITC Board support: Hosted January 20th and March 17th ITC Board meetings Hosted January 30th ITC Board special meeting Began re-appointment process for provincially appointed board members Submitted referral response to Trust Council on the draft Policy Statement	***ITC Board support:*** Host May ITC Board meeting Host special ITC Board meeting for ITC audit report findings Continue to support board member re-appointment process
Financial Management Continued to support the Board in reviewing and refining its budget request and business cases through review cycle Submitted revised budget to Committee of the Whole and Trust Council Prep for financial statement process	***Financial Management*** Complete financial statement process and support the annual audit process. Implement budget Begin budget planning for 2027/28
ITC Policies: Continued policy review/update project	***ITC Policies:*** Continue policy review/update project Engage with First Nations on identifying policy gaps and improvements

SAR Program: Continued negotiation of a conservation agreement between Environment and Climate Change Canada (ECCC) Received a $26,000 grant from Tree Canada to support the recovery of species and ecosystems at risk at Mt Tuam Protected Area Continued facilitating Species at Risk Program evaluation Completed collation and mapping of ITC SAR data (Co-op student project) Developed and presented a Stewardship Education Webinar on Species at Risk Presented on ITC Species at Risk Program to the Regional Planning Committee in February Co-organized and hosted an in-person meeting for 40 Priority Places Program grant recipients Completed Q3 reporting to funder for ECCC Priority Places Species at Risk Program Investigated SAR monitoring research proposals for 26/27 fiscal year Presentation to ITC Board 'SAR Program Highlights' at March meeting Continued collaboration with Planning Services to develop products, training, and support materials about species and ecosystems at risk	***SAR Program:*** Complete final report to ECCC for Species at Risk (SAR) Program Investigate and implement SAR monitoring research proposals for 26/27 fiscal year SAR Program administrative wrap-up Plan with Protected Areas Management Team to prioritize species at risk work post ECCC funding.
Software Updates: ***Data Management System/GIS:*** Investigated procurement options for GIS specialist/firm to design a data management system to integrate into existing GIS systems. ***Field Technology Tools and Applications:*** Assessed new tools and features and provided feedback to GIS team ***Securement Applications Portal:*** Ongoing revisions, staff training, and procedure development for Islands Trust Applications Portal	**Software Updates:** ***Data Management System/GIS:*** Contract GIS specialist/firm to design a data management system to integrate into existing GIS's systems. ***Field Technology Tools and Applications:*** Provide feedback to mapping team about application re-launch Work with mapping team to prepare software and database for 2026 field work season ***Securement Applications Portal:*** Ongoing revisions, staff training, and procedure development for the Islands Trust Applications Portal

Other: Attended meeting with Tsawout First Nation (January)	***Other:*** TBD
2. COVENANT AND PROPERTY SECUREMENT PROJECTS	
Conservation Planning Began developing a project plan for Regional Conservation Plan evaluation Collaborated with Planning Services to identify gaps in ecological data and analyses Updated conservation proposal forms with revised waiver of confidentiality, and information about First Nations referrals Continued securement negotiations on ~27 ha of land for ITC nature reserve (1 Galiano, 1 Salt Spring) Continued negotiations on ~2 ha of land for NAPTEP covenants (1 North Pender, 1 Salt Spring) Continued discussions related to enquiries about conservation options for three properties (1 Salt Spring, 1 Hornby, 1 Saturna). Ongoing review of applications for three land donations (Salt Spring, Lasqueti, Denman) and 1 NAPTEP (Salt Spring)	***Conservation Planning*** Prepare project charter for multi-year Regional Conservation Plan evaluation and revision Board review and decision on three conservation proposals. Continue negotiations on existing conservation proposal projects
3. COVENANT AND PROPERTY MANAGEMENT	
Protected Area Monitoring: Presented nature reserve and covenant monitoring results and recommendations from 2025 monitoring season to ITC Board Issued reports with notice of compliance/non-compliance and stewardship recommendations to covenant landholders Collaborated with management groups to address concerns observed on nature reserves Collaborated with covenant co-holders and landholders to address compliance concerns and priority management needs in conservation covenants. Reviewed annual monitoring program and implemented improvements for 2026 season.	***Protected Area Monitoring:*** Continue addressing concerns observed on nature reserves. Continue to collaborate with covenant co-holders and landholders to address compliance concerns and priority management needs in conservation covenants. Commence 2026 monitoring season

Protected Area Management Projects: Reviewed annual reports from management groups and contractors implementing management projects in ITC protected areas Finalized list of priority projects for 2026-27 Worked with Comox Valley Regional District on Denman Island Cross Island Trail along Lindsay Dickson Nature Reserve.	***Protected Area Management Projects:*** Implement third year of three-year service contracts for management activities in ITC nature reserves. Commence procurement processes for priority projects for environmental monitoring, species-at-risk conservation, ecosystem stewardship, infrastructure maintenance, and other management needs Continue work with Comox Valley Regional District on Denman Island Cross Island Trail along Lindsay Dickson Nature Reserve.
Protected Area Management Planning Archeology assessment contracts in progress for two nature reserves. Continued policy development for management planning, risk management, and signage.	***Protected Area Management Planning*** Archeology assessment contracts in progress for two nature reserves until March 2027. New policies in review for management planning, risk management, and signage.
Technology Improvements: Worked with GIS staff on updates and improvements to FieldMaps app based on user feedback during 2025 field season. Continued to work with GIS staff to ensure all spatial data collected for ITC protected areas can be incorporated and viewed in available mapping applications. Trial Survey123 as a replacement for paper monitoring forms.	***Technology Improvements:*** Complete work with GIS staff to ensure updates to FieldMaps have been made and trialed. Roll out Survey123 for official use in Monitoring Program if trial is successful. Continue to work with GIS staff to ensure all spatial data collected for ITC protected areas can be incorporated and viewed in available mapping applications. Continue to explore remote monitoring solutions and related policy development.
Other: Continued policy review, drafting of new policies, and revision of outdated policies.	***Other:*** Continue policy review/drafting/update.
4. COMMUNICATIONS AND OUTREACH	
NOTE: Support on priority communications projects this quarter was provided by a contractor while the Communications Specialist position is vacant. Many communication-related activities are pending until a new Communications Specialist is onboarded.	
Social Media: Weekly social media posts & engagement across all ITC platforms Launch of strategic giving WillPower campaign for 2026	***Social Media:*** Weekly social media posts & engagement across all ITC platforms - Launch Reflections from the Field in spring 2026 to highlight field work, Winter Heron features on social media

	Ongoing strategic giving WillPower campaign posts
News Releases: None	***News Releases:*** TBD
Publications: Designed and delivered digital & physical ITC Holiday Cards to donors and other key stakeholders Published end-of-year ITC eNews Published Giving Tuesday ITC eNews Issued *Caring for Your Conservation Covenant* newsletter to covenant landholders ITC FOLKLIFE Ad circulation in next issue of the magazine	***Publications:*** Publish Winter Heron Newsletter Publish Winter ITC eNews
Outreach: None	***Outreach:*** None
Events: None	***Events:*** Host celebration for one new nature reserve and one new NAPTEP covenant on Salt Spring Island
Reports: None	***Reports:*** Prepare for ITC 2025/26 Annual Report
5. FUNDRAISING AND CONSERVANCY SUPPORT	
Donor Relations: Stewardship of donors and advisors (ongoing) Reviewed and updated donor members in contract relationship database Received and processed donations – sent thank you letters and issued charity tax receipts Met with several potential donors interested in legacy giving Tour of S'ul-hween X'pey (Elder Cedar) Nature Reserve with legacy donor	***Donor Relations:*** Stewardship of donors and advisors (ongoing) Receive and process donations – send thank you letters and issue charity tax receipts Follow up with potential donors interested in legacy giving
Strategic Giving: Continued WillPower Campaign seeking bequests of conservation lands or conservation funds Calls with two professional advisors Updated pledged bequests	***Strategic Giving:*** Continue WillPower Campaign seeking bequests of conservation lands or conservation funds Review effectiveness of WillPower Campaign

Fund Management: Continued review of Opportunity Fund Guidelines	***Fund Management:*** Review donation Policy and other fund guidelines Develop Fund Management Policy
Other: Developed draft Opportunity Fund application form Developed grant-needs spreadsheet Researched external grant opportunities (ongoing) Reviewed donation policies and fund guidelines Developed legacy and conservation print ad for Folklife Magazine	***Other:*** Research external grant opportunities (ongoing)

From: Bill G <[redacted]>

Sent: Monday, February 9, 2026 9:55 AM

To: Budget <budget@islandstrust.bc.ca>

Cc: sefast@islandstrust.bc.ca; mayorandcouncil@bimbc.ca; Judith Gedye <jgedye@islandstrust.bc.ca>

Subject: Proposed Increase in Bowen Island tariff Islands Trust Budget 2026

Dear Sirs/Mesdames:

I am writing to express concern about the proposed increase to the Islands Trust operating Budget for 2026, especially the proportion to be charged to0 Bowen Island residents.

The Islands Trust does a good job of preserving and protecting, one of our Local Islands Trust Council members announced earlier this year an increase of 13% was possible. This was shocking news and not fiscally prudent, in my view.

Now we find that an increase of $1.5 million for a proposed Budget of $11.9 million, with an increase to Bowen Island taxpayers of 16.46% or over $50. per property.

The Islands Trust already adds approximately 4% annually to the Bowen Island property tax bill.

As a working senior, many many of my neighbours and small contractors we used to employ have moved away from Bowen Island in recent years because they simply can't afford to live here anymore. They have gone to the Sunshine Coast, Interior British Columbia, Vancouver Island or even Alberta for their retirement years. The most recent Census provided by Statistics Canada indicates that over 25% of Bowen Island residents are Seniors over age 65.

Please seek further reductions in the Budget (a new Islands Trust conservancy for example could be self funded, not paid for by existing ratepayers).

Thank you.

Bill Granger

[redacted]

Bowen Island, BC V0N 1G1

THE ISLANDS TRUST – A PERSPECTIVE OVER TIME

I will introduce myself as a former Director of Planning at the Islands Trust during the period 1998 to 2006. With a total Trust staff of about 30 and an annual budget of somewhere between 1.8 million and 2.8 million during that period, the organization focused on its mandate: land use planning and the processing of planning applications in consideration of island community official plans and land use bylaws. Housing, First Nation, and climate change issues were not on our radar until the later years of that period.

Land use planning staff as they currently do, worked out of three service centres and numbered about 18 out of the 30 staff. Administration included 7 and a small group of 2-3 Trust Area Services staff supported the work of the Trust Fund Board as it was called. Two additional staff served as bylaw enforcement officers. I would generally describe the culture of the organization in that period as grounded and pragmatic with a principal focus on land use planning activities and bylaw enforcement.

On completion of my tenure as Planning Director in 2006, there was evidence that the organization was experiencing accelerated political creep into an ideological mindset focused more on conservation initiatives and away from land use planning. Development in my experience has always been a bad word at the Trust and the preserve and protect mantra was now being interpreted as being less about human communities and island economy.

In retirement, I settled on Saturna Island and have been a resident here for 19 years. During my residency I have participated significantly as a volunteer/leader of many organizations including Saturna Island Fire Protection Society, Saturna Lions Club, and as an Island Commissioner for the Saturna Emergency Program. As you are all aware, volunteerism is the glue that allows island communities to function at numerous levels and is critical for delivery of island services.

The most astounding thing I learned as a 19-year island resident was the level of disconnect between Trust staff and the Saturna community regarding policy considerations by the Trust and the needs of the community. As a Trust employee working in the Victoria office, I knew very little about the heart and lungs of how island communities operated and their commitment as stewards and caretakers. As an island resident, I can point to a very high level of intellect and integrity amongst our residents and see little or no evidence of how Islands Trust policies have improved our living environment. Rather, resident initiated organizations like the Saturna Island Marine Research and Education Society have garnered national attention as a marine

conservation custodian. The Islands Trust had/has no involvement in this citizen effort. We take care of ourselves!

I expect current Trust staff, for the most part, are urban dwellers, and have no idea about island resident activities designed to ensure island sustainability on all accounts; environment, economy and human interaction. I sense the Trust staff has engaged in an exercise drafting a set of policies that they think will be good for and benefit us with little community consultation. These draft policies are heavily slanted on preservation of First Nation heritage and culture and reflect a great deal of consultation with First Nation communities. A noble effort perhaps but in my opinion, outside the Trust's pure mandate of land use planning. On that thought then, gradual creep has now fully morphed from land use planning in the early 2000's to an organization in 2026 focused on actions perhaps more within the jurisdiction of federal and provincial agencies.

As preparation for attending the Saturna Local Trust Committee meeting to hear an update about the Draft Policy Statement, I thought I would do a little background prep on the Trust organization. To my great amazement, the 2025 organization chart showed 70 staff positions! This is more than double the staffing I worked with, but what caught my attention and confirmed the highjack was a current staffing level of 18 in the Trust Area Services group that support the Islands Trust Conservancy. An increase of 15 staff positions since my time at the Trust!

Looking further, I see the 2026-27 budget reflecting a 12% to 13% tax increase and is now proposed somewhere past $12 million. The proposed budget is asking for three more staff positions for this group at perhaps $100,000 per position. As a taxpayer I resent being asked to cough up support funding for additional staff whose value-added contribution must be questioned. This organization, in my opinion, is heavily bloated and needs to be tapered back to reflect the reality of its mandate and current financial stresses in our society.

I believe there is no one at the political or provincial staff level that truly understands the history and mandate of the Trust. A request for a provincial review was punted back to the Trust with a directive that the Trust is best equipped to manage its operational model. This was after a retained consultant identified significant operational issues with the Trust's governance model.

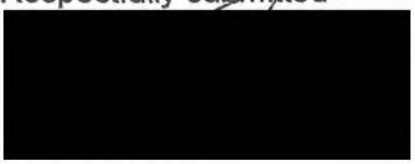
To close, I suggest the Islands Trust in relation to the proposed new draft policies, the 2026-27 budget and staffing, consider the following:

1. That the new draft policies be deferred until a provincial court review of the Richmond case provides clarity regarding indigenous and land title rights.

2. That Islands Trust initiate immediately a hiring freeze, especially in the Trust Area Services division.

3. That the 2026-27 budget increase be held at a maximum of 6% or less being more in line with budgets of local jurisdictions in the province.

Respectfully submitted



Wayne Quinn

Saturna Island

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Islands Trust
200 – 1627 Fort St.
Victoria, BC., V8R 1H8

February 13, 2026

Re: Financial support for Southern Gulf Islands Forum

Dear Trust Council,

I am writing to request on behalf of the members of the Southern Gulf Islands Forum (SGI Forum) that the Islands Trust Council provide financial support of $3000 for the SGI Forum initiative again this year. The investment made by the Trust Council is imperative to continuing with our important work.

Over the past fiscal year, the Southern Gulf Islands Forum has met bi-monthly on numerous issues. Good working relationships continue to be formed as new Trustees and members of the SSI Local Community Commission have joined this group recently. Staff from the W̱SÁNEĆ Leadership Council and Penelakut First Nations have also attended meetings recently and are interested in finding out more about this group.

Participation is open and inclusive: all members of the Islands Trust alongside the CRD, MLA, and MP for this area are invited to contribute along with First Nations representatives. We continue to appreciate the Islands Trust administrative support provided by Clare Frater and Chloe Straw.

In October, we co-hosted an in-person meeting with U.S. government counterparts, local non-profit and business leaders, and First Nations—including representatives from the Lummi Nation and Cowichan Tribes—focused on reaffirming good/sovereign relations, mitigating the economic impacts, and advancing environmental priorities. As the U.S.-Canada relationship continues to face new challenges, we are building cross-border relationships for long-term bioregional resilience, promoting policy alignment

on common goals. A virtual forum will be held again this April, followed by a second in-person forum in the fall of 2026.

Amid rapid national and global change, it is important that we continue to build momentum for the SGI Forum and its focus on delivering results for local communities—breaking siloes to get things done. To our knowledge, this governance model is entirely unique. There is nothing like it across the country or that could replace it locally, exemplifying the Forum's impact-oriented leadership and innovation.

As such, it is our hope that the Islands Trust will once again support this initiative. We are requesting the Trust Council support the SGI Forum again this year with a $3000 contribution to support emerging costs which may include, but are not limited to:

- hosting the Southern Gulf Islands Forum website ($1000/year), which houses meeting notes and ensures accountability/transparency
- renting meeting venues (if larger than what my office will hold) for future cross-border forums or wider stakeholder meetings, as determined and prioritized by Forum members ($1250/year)
- purchasing food and refreshments when meeting in person ($750/year)

Thank you for considering this request. We understand the funding for all government institutions, including Islands Trust, is competitive. But our first-hand experience with this Forum underscores its value, and our capacity to pursue joint goals will be more limited without financial support, which we have been grateful to receive in past.

All participants are committed to working together toward increased health and well-being of communities in the Southern Gulf Islands area, for the benefit of present and future generations! We believe this fully encompasses the intent of the Secretariat Services funding program.

Sincerely,



Elizabeth May, O.C.
Member of Parliament
Saanich-Gulf Islands

Cc:
Mairead Boland, Saturna Island Trustee
Rob Botterell, Member of Legislative Assembly, Saanich North and the Islands

Elizabeth.May@parl.gc.ca

Paul Brent, SGI CRD Director
Debra Eindiguer, Chief of Staff, Office of Elizabeth May, O.C., M.P.
Gordon Elliott, W̱SÁNEĆ Leadership Council, Director of Operations
Tobi Elliott, Chair of South Pender and Mayne Local Trustee Committees
Aysha Emmerson, Constituency Coordinator, Office of Elizabeth May, O.C., M.P
Dag Falck, South Pender Island Trustee
Chloe Straw, Public Engagement Specialist, Islands Trust
Clare Frater, Director of Trust Area Services, Islands Trust
Gary Holman, Salt Spring Island CRD Director
Barry Joyce, Penelakut Tribe Marine Manager
David Maude, Chair of the North Pender Island Local Trust Area Trustee Corner
Lee Middleton, Saturna Island Trustee
Deb Morrison, North Pender Island Trustee
Steven Parkinson, Legislative Director, Office of Elizabeth May, O.C., M.P.
Laura Patrick, Salt Spring Island Trustee
Julie Luna, Constituency Advocate, Office of Rob Botterell, MLA
Timothy Peterson, Chair of SSI and Galiano Local Trustee Committees
Earl Rooke, Salt Spring Island Local Community Commission Chair
Eryn Rogers, Policy and Negotiation Analyst, W̱SÁNEĆ Leadership Council
Ned Taylor, Government Program Manager, W̱SÁNEĆ Leadership Council

LIDSTONE & COMPANY
Barristers and Solicitors

February 17, 2026

BY E-MAIL

Chair Laura Patrick
Islands Trust Council
200 - 1627 Fort Street,
Victoria BC V8R 1H8

Dear Chair Laura Patrick and Trust Council:

Re: Draft Trust Policy Statement

We are writing to comment on the Trust Council's draft Trust Policy Statement (the "**Draft TPS**"). The *Islands Trust Act*[1] ("***ITA***") grants power to the Trust Council to adopt a Trust Policy Statement for the purpose of carrying out the object of the Trust under s. 3 of the *ITA*.[2] It is our opinion that the Draft TPS does not achieve the purpose of carrying out the object of the Trust and a decision to adopt it would be "unreasonable". If the Trust Council decides to adopt the Draft TPS in its current state, we anticipate receiving instructions to consider proceeding with our clients' application to the British Columbia Supreme Court.

All bylaws of local Trust committees and island municipalities ("**LTCs and IMs**") within the Trust Area must be aligned with the Trust Policy Statement, so the substance of the TPS is critical for the future of the Islands Trust.[3] As such, if the Trust Policy Statement fails to further the object of the Trust, then other bylaws within the trust area will in most cases fail in the same way.

[1] RSBC 1996, c 239.
[2] *ITA*, s. 15.
[3] *ITA*, s. 15(4).

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Reasonableness as a Legal Standard

In the decision of *Canada (Minister of Citizenship and Immigration) v Vavilov*,[4] the Supreme Court of Canada re-affirmed that challenges to local government decision-making will be decided on the reasonableness standard in most cases, and the Court refined the process for judicial review on a reasonableness standard.

When reviewing a decision on a reasonableness standard, the court will consider both the decision itself and the rationale for the decision to determine if it was unreasonable. The court in *Vavilov* explained, "a reasonable decision is one that is based on an internally coherent and rational chain of analysis and that is justified in relation to the facts and law that constrain the decision maker" (at para 65). The court will generally look to the reasons for the decision to determine the rationale, and it will take a reasons first approach. In cases where the decision does not have reasons, such as when a municipality passes a bylaw, "the court will look to the record as a whole for the decision."[5] In the case of bylaws specifically, the court will typically deduce reasons from the "debate, deliberations, and statements of policy that give rise to the bylaw."[6] In reaffirming this standard, the Supreme Court of Canada in *Auer v Auer*[7] stated, "statutory delegates are empowered to interpret the scope of their authority when enacting subordinate legislation, but their interpretation must be consistent with the text, context, and purpose of the enabling statute."[8]

Principles of Statutory Interpretation

Today we use the modern approach to statutory interpretation (*Rizzo & Rizzo Shoes Ltd. (Re)*, [1998] 1 S.C.R. 27, at para. 21):

> Today there is only one principle or approach, namely, the words of an Act are to be read in their entire context and in their grammatical and ordinary sense harmoniously with the scheme of the Act, the object of the Act, and the intention of Parliament.

In the context of interpreting local government enabling legislation, the relevant principles of statutory interpretation can be summarized as follows:[9]

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[4] 2019 SCC 65 [*Vavilov*].
[5] *Vavilov* at para 137.
[6] *Catalyst Paper Corp. v North Cowichan*, 2012 SCC 2, at para 29.
[7] 2024 SCC 36 [*Auer*].
[8] *Auer* at para 64.
[9] *Denman Island Local Trust Committee v 4064 Investments Ltd.*, 2001 BCCA 736 at paras. 44-47.

1. When interpreting a local government's enabling statutes, a broad and purposive approach may be taken. However, one should also look at the scope of powers expressly conferred by the legislation. Local governments only have those powers expressly conferred on them, powers necessarily following from these, or powers essential to local government purposes.[10]

2. The words of an individual provision are to be read in their grammatical and ordinary sense, in the light of the legislative intent of the *ITA* as a whole, as well as the object and the scheme of the *ITA*. If the words are clear, unambiguous and comply with the intention, object and scheme, this is the end of the analysis.

3. If the words are obscure or ambiguous, then a meaning that best accords with the legislative intent, object, and the scheme of the *ITA* is to be given, as long as the words are reasonably capable of bearing that meaning.

4. If, notwithstanding that the words are clear and unambiguous when read in their grammatical and ordinary sense, there is disharmony within the statute, then an unordinary meaning that will produce harmony is to be given the words, as long as the words are reasonably capable of bearing that meaning.

The Legislative Intent, Object, and Scheme of the *Islands Trust Act*

The legislative purpose of the *ITA* is set out in s. 3:

> The object of the trust is to preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia.

Section 3 of the *ITA* is a unique provision in BC's local government legislation,[11] and its importance for interpreting the powers in the *ITA* cannot be overstated. In *Costello v Hornby Island Local Trust Committee*,[12] the Court explained, "the Islands Trust is a unique creature of statute. While similar to local governments, its actions must be viewed through the statutory framework and stated objects in s. 3 of the [*ITA*]". In *Macmillan Bloedel*, Mr. Justice Finch said the following:

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[10] *Nanaimo (City) v Rascal Trucking Ltd.*, [2000] 1 S.C.R. 342 at para. 35.
[11] *Macmillan Bloedel Ltd. v Galiano Island Trust Committee*, 1995 CanLII 4585 [*Macmillan Bloedel*].
[12] 2009 BCSC 1334.

> [177] The history of the *Islands Trust Act* indicates a legislative intent to increase the powers of local trust committees. It also shows an intent to give increased effect to the object statement now contained in s. 3 by setting out the object statement in a separate section of the Act. I think it a clear inference that local trust committees exercising the powers conferred under the Act, including the powers conferred in both s.4(4) and s.27(1)(a), have a legislative mandate to act in conformity with object statement in s. 3.

The *ITA* also imposes this mandate to act in conformity with the object of the Trust on the Trust Council.

The *ITA* creates three bodies to govern the Trust Area *for the purpose of carrying out the object of the Trust*: the local trust committees, the Trust Council, and the Executive Committee.[13] Sections 4(1) and (2) of the *ITA* establish the Trust Council for the purpose of carrying out the object of the Trust and to establish the general policies for carrying out the object of the Trust.

Section 8 of the *ITA* lists the responsibilities and powers of the Trust Council, which includes a duty to adopt a Trust Policy Statement for the purpose of carrying out the object of the Trust.

> 8 (1) <u>For the purpose of carrying out the object of the trust</u>, the trust council must
>
> [...]
>
> (b)adopt a trust policy statement in accordance with section 15

Section 15 of the *ITA* reiterates that the Trust Policy Statement must be a general statement of policies to carry out the object of the trust.

> 15(1)The trust council must, by bylaw, adopt a trust policy statement that applies to the trust area.
>
> <u>(2)The trust policy statement</u>
>
> <u>(a)must be a general statement of the policies of the trust council to carry out the object of the trust,</u>
>
> (b)may establish different policies for different parts of the trust area, and
>
> (c)has no effect for the purposes of subsection (4) unless it is approved by the minister.
>
> (3)Between first and second readings of a bylaw under subsection (1), the trust council must refer the proposed trust policy statement to the board of each regional district, all or part of which is in the trust area, for review and comment by the board.

[13] *ITA* s. 4(1).

> (4)A bylaw
>
> (a)submitted to the executive committee under section 27 (1) or 38 (1), or
>
> (b)referred to the trust council under section 27 (3) or 38 (3)
>
> must not be approved by the executive committee or the trust council, as the case may be, if it is contrary to or at variance with the trust policy statement.

Looking at the whole of the *ITA*, and specifically the sections on the trust policy statement and the Trust Council, reading the words in their grammatical and ordinary sense, in the light of the legislative intent, it is clear that the powers conferred on the Trust Council, including the power to adopt the Trust Policy Statement, are for the purpose of carrying out the object of the Trust and not merely to articulate general precepts that do not carry out the object or are inconsistent with the object.

THE OBJECT OF THE TRUST

It is necessary to interpret the object of the trust to understand the purposes for which the Trust Council must exercise its powers. For convenience of reference, we have repeated the object of the trust below:

> 3. The object of the trust is to preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia.

The first step in statutory interpretation is to read the words in their grammatical and ordinary sense considering the legislative intent of the *ITA*. Here the terms "preserve", "protect", "unique", and "amenities" are not defined in the *ITA*. The grammatical and ordinary meaning of a statutory provision is the "natural meaning which appears when the provision is simply read through."[14] While dictionary definitions are not determinative, as a starting point, they can assist with determining the ordinary meaning.[15]

Beginning with the phrase "preserve and protect," the Oxford English Dictionary definition for preserve is, "to protect or save from" or "to maintain (a condition or state of affairs); to keep up."[16] The Oxford English Dictionary definition for protect is "to defend or guard from danger or injury; to support

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[14] *Canadian Pacific Air Lines Ltd. v Canadian Air Line Pilots Assn.*, 1993 CanLII 31 (SCC), [1993] 3 S.C.R. 724, at p. 735.
[15] *Telus Communications Inc. v Federation of Canadian Municipalities*, 2025 SCC 15, at para 43.
[16] *Oxford English Dictionary Online* (Oxford University Press, 2026) "preserve".

or assist against hostile or inimical action; to preserve from attack, persecution, harassment, etc.; to keep safe, take care of; to extend patronage to; to shield from attack or damage."[17] Based on these definitions the ordinary meaning of the phrase "preserve and protect" is likely to maintain the "unique amenities and environment," and to keep them safe from danger or injury.

Moving to the phrase "unique amenities and environment," the Oxford English Dictionary defines unique as, "of which there is only one; single, sole, solitary."[18] The Oxford English Dictionary defines an amenity as, "with reference to a place or location, the quality of being pleasant, appealing, agreeable, or advantageous in terms of situation, aspect, appearance, climate, etc."[19] Black's Law Dictionary also defines the term amenity, and it uses the following definition: "something tangible or intangible that increases the enjoyment of real property, such as location, view, landscaping, security, or access to recreational facilities."[20] Based on these definitions, the ordinary meaning of the phrase "unique amenities and environment" likely means the specific features of the Islands Trust Area which are one of a kind and which make the Trust Area pleasant, appealing, agreeable, and advantageous.

Following the principles of statutory interpretation, if the words are obscure or ambiguous, then a meaning that best accords with the legislative intent, object, and the scheme of the *ITA* is to be given, if the words are reasonably capable of bearing that meaning. There has been evidence of differing interpretations of the object of the trust. The Ministry of Municipal Affairs recognized that there were differing interpretations of the object of the trust in 1986, and it released the Islands Trust Position Paper No. 1 (the "**Position Paper**") to assist in the interpretation of the trust object. The Position Paper provides a meaning for each phrase of the object of the trust. As such, the Position Paper is a helpful way to discern the legislative intent for determining the meaning of the object of the trust. Since there is evidence of differing interpretations, the legislative intent becomes a necessary step to statutory interpretation.

The Position Paper discusses each of the important phrases in the Object, and it provides a meaning or interpretation for each.

Firstly, the Position Paper states, to "preserve and protect" means "to ensure the continued existence either at current or enhanced levels of the 'unique amenities and environment' of the trust area and to guide human activities on land and water accordingly." This interpretation aligns with the dictionary definitions of the terms "preserve" and "protect", since to ensure the

[17] *Oxford English Dictionary Online* (Oxford University Press, 2026) "protect".
[18] *Oxford English Dictionary Online* (Oxford University Press, 2026) "unique".
[19] *Oxford English Dictionary Online* (Oxford University Press, 2026) "amenity".
[20] B.A. Garner, ed, *Black's Law Dictionary*, 12th ed (Thomson Reuters, 2024) "amenity".

continued existence of the unique amenities likely requires both maintenance and keeping them safe.

Secondly, the Position Paper explains, the "unique amenities and environment" refers to "the special amenities and environment of the trust area" which come from a combination of the following:

- a mild climate;
- approximately 500 islands and the extensive coastline and sheltered waters they provide;
- diverse and unusual natural features, vegetation, and wildlife, including Garry Oak Trees, Arbutus Trees, and on many islands Mediterranean-climate vegetation;
- almost a continuous tree cover and large undeveloped areas;
- numerous areas of heritage or archaeological significance;
- abundant and varied recreational opportunities accessible to adjacent major urban centres;
- solitude, scenic beauty, and a clean environment;
- compact, marine-oriented settlements;
- tranquil rural areas;
- a range of lifestyles;
- a unique water supply situation (ie. small watersheds, shallow soils, and heavy reliance on groundwater sources);
- the self-sufficiency yet interdependence that island living entails;

This interpretation also aligns with the dictionary definitions of the terms "unique" and "amenities". The features which the Position Paper lists as unique amenities and environment constitute features of the Trust Area that are unique or special to the area and which make it pleasant, appealing, agreeable, or advantageous.

Finally, the Position Paper defines the phrase "for the benefit of the residents of the Trust area and of the Province generally." The Position Paper explains that a benefit must be something that is sustained and long-term, and it must not be at the expense of the amenities or environment of the islands or merely for the profit of existing island residents.

Altogether, reading the words in s. 3 of the *ITA* in their entire context, in their grammatical and ordinary sense, and in light of the legislative intent, the object of the trust must be to maintain and keep safe those features of the islands which are special, or one of a kind, and which make the islands pleasant, appealing, agreeable, or advantageous, including those features which are listed in the Position Paper. These features must be maintained and kept safe for the benefit of those living on the islands and in BC generally, and this must be done in cooperation with municipalities, regional districts,

improvement districts, First Nations, other persons and organizations, and the government of British Columbia.

While the court in *Macmillan Bloedel* did not explicitly interpret s. 3 of the *ITA*, it did determine that the motives of the local trust committee, to prevent or delay residential subdivision and development, were aligned with the object of the Trust. In his concurring decision, Mr. Justice Finch stated the following:

> [179] I return to the learned trial judge's conclusions in this case, measured against the powers conferred on the defendant by the Islands Trust Act and by the Municipal Act. He found the defendants true motives to be to prevent, or at least to delay residential subdivision, development and sale of the plaintiff's lands, and their long term intentions to be to obtain, in effect, park lands in several of the plaintiff's holdings by ensuring that no logging or only carefully controlled logging took place.
>
> [180] In my respectful view, both of these goals are clearly within the objects expressed in s. 3 of the Act "to preserve and protect the trust area and its unique amenities and environment ..."

This decision is illustrative of the type of conduct that the courts would consider constitutes carrying out the object of the trust.

The Draft Trust Policy Statement

With this interpretation of the object of the Trust in mind, it is our opinion that a decision to adopt the Draft TPS would be unreasonable since the Draft TPS does not carry out the object of the Trust, which is required under s. 15(2)(a) of the *ITA*. We will illustrate the ways the Draft TPS does not carry out the object of the Trust below, in part, through a comparison with the current Trust Policy Statement (the "**Current TPS**").

Firstly, the Current TPS includes an interpretation for the object of the Trust and guiding principles which are derived from the object of the Trust. This can be contrasted with the Draft TPS, which simply quotes s. 3 of the *ITA*, and it does not provide any interpretation of the Trust object. This is problematic because it hides the fact that the Draft TPS relies on an interpretation of the Trust object that is significantly different from that in the Current TPS. The difference in interpretation can only be discerned from the policies themselves, which show that the Draft TPS protects development and growth at the cost of the islands' ecosystems, and, in our view, this is not an interpretation of the Trust object that is reasonably available to the Trust Council.

Secondly, the Current TPS poses the environment and the carrying capacity of the islands as a limitation on growth and development. For example, the Current TPS provides that LTCs and IMs shall "address any potential growth rate and strategies for growth management that ensure that land use is compatible with preservation and protection of the environment, natural amenities, resources, and community character." The Current TPS requires LTCs and IMs to "address means for achieving efficient use of the land base without exceeding any density limits defined in their official community plans." Additionally, policies throughout the Current TPS are aimed at protecting ecosystems from development and growth, specifically. For example, LTCs and IMs must "address the protection of unfragmented forest ecosystems within their local planning areas *from potentially adverse impacts of growth, development, and land-use*." Also, they must "address the planning for and regulation of development in coastal regions to protect natural coastal processes." Effectively, the Current TPS recognizes that both development and ecosystem protection cannot happen at the same time, especially on small islands with limited carrying capacity. One must limit the other, and the *ITA* stipulates that the preservation and protection of the unique amenities and environment must be the priority.

This can be contrasted with the language in the Draft TPS, which opens the door for growth and development without regard for the limits of the island ecosystems. The Draft TPS only requires LTCs and IMs to consider site capabilities, environmental and protected areas, and existing development patterns when determining the intensities of uses of land. We note that the Draft TPS removes any language on the density limits in relation to the ecosystems and carrying capacity of the islands. Additionally, the Draft TPS only asks LTCs and IMs to manage growth by "by directing residential, commercial, and industrial development into suitable locations." These policies do not limit growth and development based on the islands' ecosystems or other unique amenities, instead they ask LTCs and IMs to consider the impact on ecosystems in determining where to locate growth and development. Given the threat of development and growth on ecosystems and the environment, it is our position that these policies do not further the object of the Trust. In fact, prioritizing development over protecting and preserving the unique amenities and environment of the Trust area runs contrary to the object of the Trust.

Thirdly, the Draft TPS includes an entire section on housing, which does not exist in the Current TPS and is not required by the recently enacted provincial housing legislation. The housing section requires LTCs and IMs to identify locations for increased density and to support clusters of small dwelling units. Arguably, even if sprawl is somewhat contained (at least in the short term) by increasing density, the islands in the Trust area are small, and every additional person is one more that the ecosystems and fresh water supply

need to sustain. While increasing housing density is a laudable goal, particularly throughout the rest of the province where resources are more abundant, adding more people to the islands *without considering the limits of the ecosystems* does not align with the object of the Trust. This is evinced by the *Macmillan Bloedel* case, where Mr. Justice Finch stated that preventing or delaying residential development was aligned with the object of the Trust. The Draft TPS does the opposite of preventing or delaying residential development. We understand that there is a housing shortage on the islands, and there is a need to ensure that those working in the local economies have a place to live. However, there is still no scientific understanding of the actual carrying capacity of the islands regarding the fresh water supply, ecosystem capabilities, and a changing climate,[21] and based on the interpretation of the object in this letter, this limit should be ascertained scientifically and not subjectively by the local politicians before providing for increasing the population and construction footprints.

Also, short-term rentals continue to be a problem on the islands, and while the Draft TPS mentions this issue, it does not require LTCs and IMs to take any action to address it. The Draft TPS merely requires LTCs and IMs to "identify and assess the impacts of short-term rental dwellings", and to regulate and limit them "where necessary", as opposed to limiting them consistent with the object. Arguably, ensuring that the dwellings which already exist on the islands are used for those who live and work on the islands should be prioritized over building more dwellings. Overall, while housing remains a significant issue across the country generally and on the islands, the policies in the Draft TPS fail to consider the ecological limits of the islands, and they do not account for the dwellings that already exist. As such, these policies also fail to advance the object of the Trust.

Fourthly, the Draft TPS significantly weakens the protection of ecosystems in comparison to the Current TPS. The Current TPS requires LTCs and IMs to "address the identification and protection of the environmentally sensitive areas and significant natural sites, features, and landforms in their planning area." This can be compared with the language in the Draft TPS which only requires LTCs and IMs to "identify, establish, and sustain a network of protected areas *of sufficient size and distribution* to preserve the environmental integrity of ecosystems in their planning area." The phrase *of a sufficient size and distribution* not only adds a level of subjectivity, but it allows for some protected areas to not be protected and sustained if they are not "of a sufficient size and distribution." The Draft TPS does not include any guidance on determining whether a protected area is "of a sufficient size and distribution", and this phrase effectively allows for some environmentally sensitive areas to not be protected. Environmentally sensitive areas

[21] Great Northern Management Consultants, Islands Trust Governance Review, February 2022 <https://islandstrust.bc.ca/document/governance-review-final-report-february-2022>.

constitute some of the unique amenities and environment of the Trust Area. In failing to adequately protect and preserve these environmentally sensitive areas, the Draft TPS does not carry out the object of the Trust.

Fourthly, in addition to growth and development, climate change is a significant threat to the island ecosystems. Climate change brings increasing risks of water shortages, forest fires, sea level rise, and pressure on ecosystems, and the Draft TPS fails to address climate change in any meaningful way. The Draft TPS mentions climate change in one policy, and it only requires LTCs and IMs to implement land use planning and management strategies to "minimize greenhouse gas emissions and adapt to climate change-related vulnerabilities." In our view, this direction is vague and unspecific, and the threat of climate change to the ecosystems and processes on the islands requires much stronger policies. Considering the threat that climate change poses to the unique amenities and environment of the Trust area (particularly coastal flooding and heat), the failure to meaningfully address climate change also runs counter to the object of the Trust.

In summary, reading the words in s. 3 of the *ITA* in their entire context, in their grammatical and ordinary sense, and in light of the legislative intent, the object of the Trust must be to maintain and keep safe those features of the islands which are special, or one of a kind, and which make the islands pleasant, appealing, agreeable, or advantageous, including those features which are listed in the Position Paper. We have provided several examples to illustrate the fact that the Draft TPS fails to carry out the object of the trust. In our view, the Draft TPS goes so far as to endanger the unique amenities and environment of the trust area at the cost of unchecked development. As a result, if the Trust Council were to adopt the Draft TPS, this would constitute an unreasonable decision because it cannot be justified in relation to the *ITA* which constrains the Trust Council.

The Duty to Consult

As a final note, we comment on the Minister's duty to consult with the First Nations who have a potential or existing claim or right in the Trust Area. The duty to consult with a First Nation arises when (1) the Crown has knowledge, real or constructive, of the potential existence of an Aboriginal claim or right; (2) the Crown contemplates a decision or conduct that engages the Aboriginal claim or right; and (3) the contemplated Crown decision or conduct may adversely affect the Aboriginal claim or right.[22] In *Squamish Nation v British Columbia (Community, Sport and Cultural Development)*[23] the Court confirmed that the duty to consult also applies to a Minister's decision to approve an official community plan. The Court said, the Minister's decision

[22] *Haida Nation v British Columbia (Minister of Forests)*, 2004 SCC 73, at para 35
[23] 2014 BCSC 991 [*Squamish Nation*].

to approve the OCP is a Crown decision, and it engages the Nations' claims (at para 136). Following *Squamish Nation*, the Minister's decision to approve a Trust Policy Statement is a Crown decision and it engages First Nations' claims or rights in the Trust Area. Therefore, the Minister has a duty to consult with the First Nations who have a potential or existing claim or right in the Trust Area before considering the approval of a Trust Policy Statement.

Sincerely,

LIDSTONE & COMPANY



Don Lidstone
Senior Partner
lidstone@lidstone.ca

cc. Hon. Christine Boyle

MLA Rob Botterell

CAO Rueben Bronee

From: Kristen Watson
Sent: Friday, February 27, 2026 1:57 PM
To: Julia Mobbs
Cc: Rueben Bronee; Kirn Dhillon
Subject: 2025 Bowen Island Requisition

Dear Julia,

I am writing to thank you and Rueben for your presentation to Council on Monday, February 23. The information you provided offered valuable background and historical context regarding the basis of the annual Bowen Island requisition. I trust you have also had an opportunity to review the issues raised by the Mayor in his report, which appeared on the same agenda.

Following the presentation and subsequent questions posed by the Mayor, Council passed the following resolution:

It was Moved and Seconded
That Council direct staff to pursue resolution of the requisition methodology issues identified in the Mayor's report, ***Understanding the Islands Trust Requisition*** *dated February 16, 2026, and the findings heard today, and report back to Bowen Island Municipal Council with options for further action.*
CARRIED UNANIMOUSLY

In accordance with Islands Trust Policy No. 7.2.6, section 3.2 which provides a mechanism for the Bowen Island Municipality Treasurer to submit concerns regarding the accuracy and completeness of the requisition, please consider this email formal notice of our desire to meet to discuss the issues identified in the Mayor's report included in the February 23, 2025 Bowen Island Municipality Council Agenda.

Kirn and I are looking forward to meeting with you both on the 4th.

Sincerely,

Kristen Watson, CPA, CGA
CFO
Bowen Island Municipality
580 Bowen Island Trunk Rd
Bowen Island, BC V0N 1G2
kwatson@bimbc.ca
604-947-4255
www.bowenislandmunicipality.ca

BOWEN ISLAND Municipality

To: Islands Trust Council (and relevant Local Trust Committees)

Subject: A science-based call for decisive deer population reduction to restore island ecosystems

Dear Islands Trust Council Members,

I'm writing as an island resident who loves the Gulf Islands for what they *are supposed to be*: living, layered ecosystems—wildflowers and shrubs, seedlings and deciduous regrowth, birdsong close to the ground, healthy pollinator webs, and forests that can actually regenerate.

Right now, on many islands, that reality is **collapsing under hyperabundant deer.**

This is not a "gardens are getting eaten" complaint. This is an ecosystem-level emergency: chronic overbrowsing strips the understory, prevents tree and shrub recruitment, simplifies forests into green deserts, and triggers cascading declines in birds and insects that depend on the first 1–2 meters of forest structure for food and nesting habitat. A landmark island study in coastal BC showed understorey-dependent birds were hit hardest—declining dramatically on islands with long-term deer browsing.

Deer overabundance is driving a trophic cascade—right here in coastal BC

The science is not speculative. On BC islands with high deer densities, researchers have documented:

- **Understory collapse and loss of structural habitat**, which then **reduces understory-nesting and understory-foraging birds**.
- **Sharp reductions in invertebrates**, which ripples through food webs and bird diets.
- **Long-term "going from bad to worse" outcomes for songbird communities** when deer impacts persist over time.
- **Direct impacts to endangered Garry oak ecosystems**, including **reduced floral resources and indirect negative effects on bumblebees**—exactly the kind of slow-motion biodiversity loss people fail to notice until it's gone.

This isn't abstract. It is literally the removal of the next forest—and the next generation of biodiversity—one bite at a time.

The "Bambi problem" is real—and we've already named it

If you've read "**Giving Bambi the Boot**," you already know the pattern: deer densities can reach levels that erase the understory and hollow out ecosystems, while communities struggle emotionally and politically to respond.

That public conversation is important—but Islands Trust has a governance mandate to protect the ecological integrity of these islands. It's time to match the science with your mandate and take action.

"Pre-colonization levels" is not a slogan—it's an ecological necessity

We don't need perfection to act. We need an *evidence-based target* and the will to pursue it.

One Gulf Islands-focused report (Sidney Island) notes deer densities around **62 deer/km²** at one point, while citing research indicating that densities compatible with persistence of native plant communities typical of the region prior to European settlement are **below ~10 deer/km²**.

On some islands, deer (including introduced fallow deer where present) have been reported at **over 20 deer/km²**, a level associated with severe understory loss.

In plain language: **if we want functioning ecosystems back, we need deer densities far below what we're tolerating now.**

This is also a climate and resilience issue

When deer remove deciduous and broadleaf regeneration, they push landscapes toward simplified, stressed vegetation structures. Across forest systems, broadleaf/deciduous dominance is associated with different fire behavior and often lower severity outcomes compared to conifer-dominated systems under similar conditions (context varies by region, but the direction is clear: vegetation composition matters).

At minimum, deer-driven failure of regeneration reduces the ecological "options" islands have as the climate shifts.

What I am asking Islands Trust to do—now

I'm asking Islands Trust to treat deer overabundance as a core biodiversity and ecosystem integrity threat, and to lead with urgency. Specifically:

1. **Adopt explicit deer-density and ecosystem recovery targets** (grounded in island science and local monitoring), and publicly report progress annually.
2. **Champion and enable large-scale, sustained population reduction**, not symbolic removals—because the ecological evidence shows recovery requires meaningful decreases.
3. **Partner with Coast Salish Nations to support Indigenous-led management as a central strategy**—because recent research grounded in Indigenous knowledge systems identifies Indigenous-led hunting as the most effective and cost-efficient approach when ecological and cultural values are fully considered.

4. **Work with the Province to remove barriers** (where they exist) to effective, humane deer reduction on islands—regulatory, logistical, and funding barriers.
5. **Fund monitoring that measures what matters**: understory recovery, seedling recruitment, floral abundance, pollinator response, and bird community recovery—paired with deer-density estimates.

Humane, ethical, and responsible—without pretending the status quo is "kind"

I know culling is emotionally charged. But allowing a slow-motion ecosystem collapse—starving out native plants, simplifying habitat, and driving measurable declines in pollinator and understory bird communities—is not compassion. It is avoidance. And it's not the way we should be acting if we care about future generations.

If Islands Trust leads, it can insist on **humane standards**, transparent oversight, and respectful collaboration with Indigenous stewardship approaches—while being honest about the ecological stakes.

Closing

The Gulf Islands are not museum pieces. They are living systems—and right now, they are being browsed into silence.

In public commentary on research she co-authored, Dr. Tara Martin stated, **"For most people these islands look beautiful and natural, but they are entirely degraded… hyperabundant deer are one of the major drivers of this change."**

Slow ecological collapse must not be mistaken for natural beauty. The thresholds are known. What is required now is leadership. Garry Oak meadow ecosystems are at risk of irreversible collapse due to overbrowsing.

I am asking you to act with the seriousness this requires: set targets, support Indigenous-led and science-based deer reduction, and commit to measurable ecological recovery. Give "Bambi" the boot—not out of cruelty, but out of responsibility to the entire web of life these islands are meant to sustain.

Please act now, before it is too late.

Sincerely,

Dylan Wallinger
Gabriola Island
[redacted]

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From: Andrea Palframan <andrea@ssifarmlandtrust.org>
Sent: Thursday, March 5, 2026 8:09 AM
To: Executive Admin
Cc: Georg Janssen; ANNE MACEY; Laura Patrick
Subject: Urgent Request: Budget Approval for Potential Reimbursement of Application Fee
Attachments: Submitted- Planning Application - Islands Trust - CityView Portal.pdf

Follow Up Flag: Follow up
Flag Status: Completed

Dear Executive Committee and Trust Council,

On behalf of the Salt Spring Island Farmland Trust, a registered charity, I am writing to respectfully request consideration for budget approval to support reimbursement of an application fee associated with our current submission PLRZ20260093 (attached).

We have been made aware that our application will not be considered "open" until it is reviewed by a Planner. That is unlikely to happen within the timeframe required.

We understand from Laura Patrick that any reimbursement request must be considered at one of the remaining Executive Committee meetings this year. We appreciate that the Trust Council is meeting March 11 to approve the budget, and we are therefore urgently appealing to Trust Council to approve a budget to sponsor applications like ours.

As a charitable non-profit working to support farmland protection and stewardship, assistance with this application fee would help ensure we can continue advancing important work within the Islands Trust area.

Thank you very much for your time and consideration.

Sincerely,

Andrea Palframan

Executive Director
Salt Spring Island Farmland Trust

_____

ssifarmlandtrust.org
[redacted]



Islands Trust Web Portal

Welcome Andrea Palframan

1 Project Description — 2 Planning Types — 3 Location — 4 Contacts — 5 Upload Files — 6 Review & Submit — 7 Submitted

Planning Application - Submitted

Project Number: PLRZ20260093

Print This Page

Thank you. Your Application has been received, but is not yet approved.

Planning Information

Project Descriptive Name: FLT Composter Rezoning Application - Minor

Project Type: Rezoning

Application Types: Minor (e.g. regulation change without changing density or OCP)

Comments: Please note this is a minor rezoning application. The amendment seeks to permit distribution of the output of the Burgoyne Valley Community Composter to customers beyond the community farm to the extent permitted by ALR regulations.

Locations: Address
2232 FULFORD-GANGES RD, SALT SPRING ISLAND, BC V8K 1Z6

Property
026-852-926

Contacts: Property Owner
Not shown for privacy reasons

Applicant
[redacted]

Planning Application Details

Has Work Started?: Yes

Minor (e.g. regulation change without changing density or OCP)

No additional information was required for this planning type.

Documents & Images

Date Uploaded	File Type	Name
03/04/2026	Plans	260304 Plans, Drawings & Pictures
03/04/2026	Letter	260304 Rezoning Application
03/04/2026	Land Title	[redacted]
03/04/2026	Form	planning-application-authorization-form
03/04/2026	Land Title	[redacted]

Please print this page or record the application number for future reference. You will need it in order to view the status of your application online.

Please select a link below to access the Islands Trust Web Portal.

Apply for a Planning Permit
View the status of my application
Portal Home

The collection of personal information, for the purpose of processing this application, is authorized under the Local Government Act, Community Charter and section 26(c) of the Freedom of Information and Protection and Privacy Act. Please note that application documents will form a part of public record and as such may be publicly accessible.

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ISLANDS TRUST CONSERVANCY
Protecting Islands in the Salish Sea

March 6, 2026 File No.: 08-3010-20

Islands Trust Council
200-1627 Fort Street
Victoria BC V8R 1H8

Re: Request for Reconsideration of Permanent Biologist Position – Islands Trust Conservancy Board

Dear Islands Trust Council,

At its January 30, 2026 meeting, the Islands Trust Conservancy requested the Chair to write to Trust Council expressing support for the funding of a full-time Registered Professional Biologist position within Planning Services in the 2026/2027 budget.

The Board understands that over the past year, the Environment and Climate Change Canada grant-funded biologist position has clearly demonstrated the operational value of this role through:

- Reviewing and providing feedback on environmental assessment reports, rezoning applications and development permit areas/applications;
    - Articulating and sharing key highlights in reports, along with identifying missing information and gaps
    - Providing time-savings for planners along with in-house expertise
- Reviewing and providing feedback on Official Community Plan updates across the Trust Area, to ensure that sensitive ecosystems, species at risk and critical habitat are appropriately identified, represented and protected;
- Facilitating the systematic integration of biological information into planning processes;
- Refining and incorporating sensitive ecosystem mapping into internal systems;
- Bringing Riparian Development Permit Areas into alignment with updated regulations;
- Incorporating Species-at-risk data into land screening tools; and
- Improving the quality and clarity of environmental reporting by developing consistent Terms of Reference.

Islands Trust Council
March 6, 2026

The vision of the Islands Trust Conservancy is:

> *That the islands and waters of the Strait of Georgia and Howe Sound will be a vibrant tapestry of culture and ecology where humans live and work in harmony with the natural world. This special place will have a network of protected areas that preserve in perpetuity. Engaged residents and conservation partners will work together to protect large natural areas and key wildlife habitat. Viable ecosystems will flourish alongside healthy island communities.*

The mission of the Islands Trust Conservancy is:

> *To protect special places by encouraging, undertaking, and assisting in voluntary conservation initiatives within the Islands Trust Area.*

This work strengthens the scientific foundation of planning decisions and promotes consistency across the Trust Area. Land use planning by Islands Trust that is focused on protecting ecological values in an informed, strategic manner that considers cumulative impacts enhances the Board's ability to acquire and manage protected areas and fulfill our mission.

The Conservancy Board also sees the Planning Biologist role as supporting a broader reconciliation framework grounded in "Two-Eyed Seeing" - the understanding that we are strongest when we bring together the strengths of Indigenous Knowledge Systems and western science. Embedding an RPBio within Planning Services ensures that ecological science is applied rigorously while establishing a credible and respectful foundation for collaboration with Indigenous Governing Bodies on culturally significant species, stewardship priorities, and ecosystem health. Indigenous knowledge systems and science-based conservation are not in opposition; they are complementary. Institutionalizing professional ecological expertise strengthens our ability to engage meaningfully and responsibly in this shared work.

A permanent Planning Biologist will continue to enhance collaboration between Planning Services and the Islands Trust Conservancy, ensuring that conservation science and land-use decision-making are aligned rather than siloed. This alignment will become increasingly important as engagement with Indigenous Governing Bodies continues to strengthen. Embedding an RPBio within Planning Services supports a credible and respectful foundation for collaboration with our conservation partners and Indigenous Governing Bodies on ecologically and culturally significant species, stewardship priorities, and sustaining ecosystem health.

The Board has learned that the absence of a Planning Biologist on staff may mean that planners attempt to assess ecological reports outside their area of professional training.

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Islands Trust Council
March 6, 2026

Under the *Professional Governance Act*, defining protected areas and assessing impacts to species at risk are reserved practices for Registered Professional Biologists.

From the Conservancy Board's perspective, this position could directly support advancement of Section 3.2 of Trust Council's Strategic Plan, which focuses on improving understanding and monitoring of ecosystem health. Advancement of the following Strategic Plan items would be beneficial advancement of the Board's vision and mission:

- 3.2.1 - Identify indicators of ecosystem health and integrity;
- 3.2.2 - Update the State of the Islands Report;
- 3.2.3 - Develop a shared inter-agency ecosystem health indicator toolkit; and
- 3.2.4 - Monitor progress of protection of ecosystem health in all land use planning decisions.

The role also supports related Strategic Plan priorities, including addressing cumulative impacts, shoreline protection, and strengthened stewardship engagement with First Nations.

For these reasons, the Islands Trust Conservancy Board respectfully requests that Trust Council reconsider its decision and restore funding for the permanent 1.0 FTE Registered Professional Biologist position in the 2026/27 budget.

Sincerely,

Lisa Gauvreau

Lisa Gauvreau
Chair, Islands Trust Conservancy Board

cc: Islands Trust Conservancy Board

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TRUST COUNCIL/EXECUTIVE COMMITTEE

As we've transitioned to the new year, much of the focus in the past few months has been on working with staff to address the budget forecast in anticipation of Council's final consideration in March. This included joining the Director of Financial and Employee Services to attend the February 23 Bowen Island Municipality Council meeting to respond to their questions about the draft budget and forecast increases in their tax levy.

As noted below, increasingly work will be focused on preparing for the October election of a new Trust Council. Related to this, I will be monitoring closely the anticipated introduction of changes to provincial legislation related to the conduct of local government elected officials, which we anticipate will also apply to trustees. It will be important to understand the impact of these changes and any resulting considerations for Islands Trust's existing Standards of Conduct policy.

Per established practice, following the December 2025 Trust Council quarterly meeting all trustees were invited to complete an online survey providing feedback to improve planning and delivery of future Trust Council meetings. There was a generally high level of satisfaction with all aspects of the meeting. The majority indicated the agenda and meeting materials met their needs, although some comments expressed a sense that discussion on the budget was rushed and a concern that some trustee comments were cut short. All respondents said conduct in the meeting was usually or always respectful and appropriate. Ratings on venue, catering and accommodation were all strong. All respondents who participated online felt the experience was above average or excellent.

OPERATIONS

Following Trust Council's adoption of all nine recommendations from the Operational Review Report presented in December, work has begun to support implementation of a number of the recommendations. This includes, where appropriate, updating Council and committee workplans to identify projects now deferred per the recommendation to not initiate new work in fiscal 2026/27. I am also nearing completion of an updated Corporate Planning Framework as proposed under the recommendation to transition from the existing Trust Council Strategic Plan to a Corporate Plan model.

Following on last year's practice, I am currently finalizing the 2026 Islands Trust Staff Survey, which all staff will be invited to complete in the near future. This will provide an annual check-in on staff's experience working for Islands Trust, and will allow an opportunity to compare with the 2025 results and identify any areas of improvement or deterioration. Once results have been shared with staff, I will provide an overview to Trust Council for information.

In January, I temporarily took on oversight of Islands Trust's human resources function to allow the Director of Financial and Employee Services to focus on budget finalization and preparations for the transition to the

backfill for their pending leave. I am pleased to note we have successfully confirmed a highly qualified candidate for that backfill. I wish our colleague well during her leave, and very much look forward to her return in due course.

ELECTION PREPARATIONS

At the time of Trust Council's March meeting, we will be about 220 days away from the October 17, 2026 election. Staff continue planning and preparation for the pre-election and post-election periods, with a focus on enhancing the onboarding approach for the new council. The Trustee Onboarding Working Group has provided valuable insight and ideas to inform potential improvements to pre-election candidate information materials, onboarding materials and the orientation program for incoming Council. Preliminary work is now underway to update materials and planning, and I anticipate staff will be able to provide an overview of the orientation approach for Council at its June meeting.

At the upcoming March all-staff meeting, we will provide an overview of election preparations and planning for staff. I also intend to establish a cross-Trust staff team in the near future to begin working with me and the Director of Legislative Services to coordinate election preparation activities.

Islands Trust

Updated: February 20, 2026

TRUST COUNCIL STRATEGIC PLAN PRIORITIES

(Reporting on Key Initiatives identified as priorities for the current Trust Council term)

1. Governance & Organizational Excellence				
STRATEGIC DIRECTION	**KEY INITIATIVE**	**COMMENTS**	**STATUS**	**Responsible Committee**
1.1 Updates and adopt a new policy statement	1.1.1 Finish and adopt Islands Trust Policy Statement in accordance with project work plans *	• In June 2025 Trust Council passed first reading of the Bylaw 183. • Staff are implementing the communications and engagement plan. • Staff have issued 100+ referrals post-First Reading with concordance tables to agencies/First Nations who have already provided content in order to explain how their comments were addressed. • Public engagement results: 2000 surveys and 180 letters received prior to Feb 2, 2026 which staff are working with contractors to analyze. • Referral responses continue to arrive.	80% complete	EC/TPC
1.2 Strengthen governance, decision-making and workflow processes	1.2.1 Develop a corporate planning process to enable decision-making, workflow efficiency, resource tracking and relevant policy consolidation *	• Draft corporate planning process approved by Trust Council. • Strategic Plan approved in March 2025. • CAO working with senior staff to develop and implement departmental work plans by end of fiscal 25/26. • Planning process being revised per the related recommendation in the Operational Review.	33% complete	GC
	1.2.3 Improve bylaw enforcement policies and procedures to be administratively fair, reasonable and transparent with the aim of restoring public confidence *	• September 17, 2025, Trust Council endorsed draft policies with minor amendments. • Implementation Plan proposed for March Trust Council.	90% complete	RPC

(* Denotes initiatives identified by Trust Council as their top priorities for the balance of the current council term)

	1.2.4 Prioritise, analyse, and where appropriate, implement the 15 recommendations of the 2022 Governance Report *	• May 13, 2025 Committee of the Whole discussion. • Governance Committee Recommendations RFD to September 2025 Trust Council.	40% complete	GC
	1.2.5 Review all Trust Council policies, and where appropriate, amend, combine or rescind	• Governance Committee prioritised review and consolidation of policies related to operations of Trust Council, with review of other policies to follow over the remainder of the term.	10% complete	GC
1.3 Advocate to the Province for legislative changes to Islands Trust Act	1.3.1 Advance the following requests to the Province and develop advocacy and education strategies to support these: a) the Provincial review of the governance structure to enable reconciliation and better support Islands Trust's mandate; and b) request for increased Provincial funding *	• April 28 letter from Minister Kahlon confirms no Provincial action this council term. • At its December 2025 meeting, Trust Council directed staff to undertake no further work on this item (Resolution TC-2025-120).	25% complete	EC
2. Growth Management & Community Resiliency				
STRATEGIC DIRECTION	**KEY INITIATIVE**	**COMMENTS**	**STATUS**	
2.1 Support proactive land use planning and establish limits to growth using evidence-based data	2.1.3 Update and implement Freshwater Sustainability Strategy (2022-2032)	• July 18th, 2025 RPC forwarded a business case for an independent review of the FWSS to FPC for funding consideration in the 2026/27 budget.	25%	RPC
2.3 Explore innovative approaches to supporting diverse housing options and tenures	2.3.2 Implement the Housing Strategic Action Plan	• September 17, 2025, Trust Council replaced "Design a plan to advocate to enhance community access to funding for housing in the Trust Area" with: "Implement the Housing Strategic Action Plan."	40%	EC RPC
3. Ecosystem Health & Integrity				
STRATEGIC DIRECTION	**KEY INITIATIVE**	**COMMENTS**	**STATUS**	

(* Denotes initiatives identified by Trust Council as their top priorities for the balance of the current council term)

3.1 Improve control of invasive species	3.1.1 Advocate for the development and implementation of a fallow deer strategy, including advocacy for deer harvesting	• Not started • Related: In July 2025 Trust Programs Committee approved the Working Towards a Fallow Deer Strategy on the Southern Gulf Islands webinar project charter for delivery March 4, 2026.	0%	EC
3.2 Improve understanding and monitoring of ecosystem health	3.2.4 Monitor progress of protection of ecosystem health in all land use planning decisions	• May 9th, 2025 – RPC received presentation from Biologist on progress of implementing biological information into land use decisions. • May 15th, 2025 – PS Pro-D Day, Workshop assessing research and tools to implement biological information. • Current work progressing. • Future work being proposed to merge indicator/monitoring with several other key initiatives.	50%	RPC
4. Climate Change				
STRATEGIC DIRECTION	**KEY INITIATIVE**	**COMMENTS**	**STATUS**	
4.2 Improve community understanding about climate change mitigation and adaptation	4.2.4 Amend legislation to increase the percentage of the Natural Area Protection Tax Exemption Program (NAPTEP) to act as an incentive for the protection of forest cover for climate change mitigation and adaptation	• Staff secured a $8,200 grant to produce a report on the implications of higher exemption amounts. • Staff provided consultant report on the implications of higher exemption amounts to Trust Council in March 20206 with recommendation to refer it to Conservancy Board.	60%	EC
5. First Nations Relations & Reconciliation				
STRATEGIC DIRECTION	**KEY INITIATIVE**	**COMMENTS**	**STATUS**	
5.1 Enhance proactive planning and intentionality of reconciliation initiatives	5.1.1 Update and implement Reconciliation Action Plan	• Staff have provided a draft Indigenous Relations Action Plan to Trust Council in March 2026 that incorporates prior staff and trustee input.	50%	EC
	5.1.2 Clarify opportunities for co-governance and co-management of the Trust Area	• Staff have had initial conservations with Ministry staff.	10%	GC

(* Denotes initiatives identified by Trust Council as their top priorities for the balance of the current council term)

5.2 Engage with Indigenous Governing Bodies and Indigenous Peoples on governance, growth management, heritage and ecosystem protection, and climate change	5.2.2 Develop tailored public engagement processes that acknowledge preferred engagement methods of Indigenous Peoples	• Not started	0%	EC

(* Denotes initiatives identified by Trust Council as their top priorities for the balance of the current council term)

Islands Trust Council Plan for Continuous Learning
2022-2026 Term

	Date	Trust-Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2022	October 25	New Term Orientation: Meeting the Trustees: Trust Council, Executive Committee and Council Committees overview			
	November 8	New Term Orientation: Trustee Roundtable - Getting to know each other and staff			
	TRUST COUNCIL MEETING November 17	New Term Orientation: Computer/HR Orientation, Trustee Tool kit and badges, Victoria staff greetings	New Term Orientation: Oath of Office / Swearing In		
	TRUST COUNCIL MEETING November 18-19	New Term Orientation: Overview of Islands Trust; Islands Trust Conservancy; Governance; Planning Services; Finance and Budgeting	New Term Orientation: Election of Chair, Executive Committee and Conservancy members		
	November 22	New Term Orientation: Trustee administration: remuneration, expenses, computer training			
	TRUST COUNCIL MEETING December 6-8	New Term Orientation: Islands 2050 Policy Statement Amendment Project Overview	New Term Orientation: Introduction to Standards of Conduct/Conflict of Interest/FOI Robert's Rules & Responsible Governance Presenter: Eli Mina, Registered Parliamentarian	New Term Orientation: Local Trust Committees Orientation	New Term Orientation: Reconciliation and First Nations Engagement Presenter: Reece Harding, Barrister & Solicitor, Young Anderson

Islands Trust Council Plan for Continuous Learning
2022-2026 Term

	Date	Trust-Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2023	January 12		A Closer Look: Open meetings, Conflict of Interest, Freedom of Information		
	January 19			Local Trust Committees, Land Use Planning, Bylaw Enforcement	
	January 26	Website and Mapping			
	February 2	Species at Risk (SAR) and Critical Habitat Protection on non-federal lands***			
	February 9	Growing Native Plant Species for People and Places***			
	March 30	GINPR - Monitoring and Restoration of Rare Ecosystems***			
	April 5	BC Conservation Data Centre - BC CDC 101: Providing Information about Biodiversity in BC Presentation***			
	May 4	P'hwulhp (Garry Oak) Meadows: Understanding a Living Cultural Landscape***			
	May 19		Chair Training: Facilitated day-long session. Part 1 and Part 2 Presenter: Lisa Zwarn, Registered Parliamentarian & Public Administration Instructor		

Islands Trust Council Plan for Continuous Learning
2022-2026 Term

	Date	Trust-Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2023	June 19	Forest classification and forest health of the Coastal Douglas-fir zone Presenters: Andy MacKinnon, RPBio (ret.), RPF (ret.) Forest Ecologist and Del Meidinger, M.Sc., RPBio, Research Ecologist			
	TRUST COUNCIL MEETING June 27 - 29 Recording	Local Governments in Reconcili-Action Presenters: Brent Mueller, Director, Governance Relations (MUNI) and Lisa Bhopalsingh, Manager of Community & Cultural Planning, City of Nanaimo #1PowerPoint #2PowerPoint			Gabriola Island field trips to Museum, Recycling Centre, Elder Cedar Forest
	TRUST COUNCIL MEETING September 26 – 28 Recording				Guided Visit to KELA_EKE Kingfisher Forest or Tour of Magic Lake Estates
	November 29			Cityview Bylaw Enforcement Extension	
	TRUST COUNCIL MEETING December 5 – 7 Recording				San Juan County Council Session

Islands Trust Council Plan for Continuous Learning
2022-2026 Term

	Date	Trust-Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2024	**TRUST COUNCIL MEETING** March 12-14	Media and Social Media Training - Jan Enns, Communications Consultant			
	TRUST COUNCIL MEETING June 18 – 20 Recording				
	TRUST COUNCIL MEETING September 24 – 26				
	November 26				Xwe'et tay/Lasqueti Archeology Project
	TRUST COUNCIL MEETING December 3 – 4				San Juan County Council Session
2025	**TRUST COUNCIL MEETING** March 11-13				
	TRUST COUNCIL MEETING June 17-19		Conduct Training Session with Facilitator Allison Habkirk		
	TRUST COUNCIL MEETING September 16-17		DRIPA Implementation Update by Presenter Doug S. White		Gabriola Island field trip to the Makerspace and Recycling Centre.
	October 10 & 28		Chair and Meeting Management Training with Facilitator Allison Habkirk		

Islands Trust Council Plan for Continuous Learning
2022-2026 Term

	Date	Trust-Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
	TRUST COUNCIL MEETING December 2-4		First Nations Relationship Building Presentation by Brodie Guy (ICET)		San Juan County Council Session
2026	January – February (TBC)	**Deferred:** Public Engagement Best Practices			
	TRUST COUNCIL MEETING March 10-12				
	April-May	**Deferred:** Structured Decision-Making Workshop (TBC)			
	TRUST COUNCIL MEETING June				
	TRUST COUNCIL MEETING September				
	****NEW TERM TRUST COUNCIL MEETING** November	New Term Orientation	New Term Orientation	New Term Orientation	New Term Orientation
	TRUST COUNCIL MEETING December	New Term Orientation	New Term Orientation	New Term Orientation	New Term Orientation

**General Local Election October 17, 2026. Trust Council Bylaw No. 101 (2.1). *The first regular meeting of the Council shall be held on the first Wednesday of November following a general local election.*

*** Webinars offered for both public and trustee benefit.

Islands Trust Council Plan for Continuous Learning
2022-2026 Term

Date	Trust-Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others

++ Outstanding Continuous Learning Item from 2018-2022 Trust Council term on FUAL report – TC-2022-103 "*Coordinate the provision of expert advice and training to the incoming Trust Council, early in the new term, on the theme of public engagement and consultation, building on lessons learned from the first three phases of Islands 2050 public engagement from 2019 - 2022.*"

Legislative and Information Services Report
Prepared on: January 17, 2026

1. ACCESSIBILITY COMMITTEE

Under the *Accessible British Columbia Act,* Trust Council must have an accessibility committee. The role of the committee is to help Trust Council identify barriers to accessibility in all aspects of the organisation and identify means to mitigate those barriers. The Committee's role is to first develop, and then on a three-year schedule, review and update an accessibility plan. There is a public consultation component in the legislation.

Additional members of the public have indicated interest in being on the Accessibility Committee. Trust Council will be asked to consider ratification of appointments at March Trust Council Meeting.

2. LEGISLATIVE SERVICES

Legislative Services is continuing to work in the background to begin preparing for the 2026 local government elections. Draft agreements with the regional districts will be brough to the June Trust Council for approval.

Staff continue to work on a Records Management Manual, identify office of primary responsibility for each record, and establish a more robust and simplified retention schedule that meets industry standards.

Legislative Services staff will also be working together to begin implementation of the Islands Trust Reconciliation Plan. This essentially is codifying processes into our every day operations to ensure inclusiveness of First Nations in planning and policy work.

3. INFORMATION SERVICES

Information Services continues to maintain all technology services and support to staff and trustees as part of ongoing operations. With the recent hire of the Information Technology Manger, Information Services is now fully staffed. Focus over the next two months are:

1. Supporting Trust Council at the March Trust Council meeting. This involves equipment checks, updates and planning to ensure connectivity.
2. Beginning work on a five-year Information Services plan (one of the products from the recent Chief Administrative Officer's operational review).
3. Implementation of a customer relationship database initially for the Islands Trust Conservancy and indigenous relations.
4. Implementation of a new expense form system.

5. Implementation of File Cloud as a means to replace our dated and unsecure FTP server.

MapIT and TAPIS

The previous MapIT had to be shut down as the software it was running on was out of date and no longer supported. GIS Staff upgraded the online mapping software in mid-December 2025, which required extensive modifications, and accommodation to ensure the data is secure. Staff has also upgraded the web mapping application and the final step is recreating the necessary scripts that automate the continued updating of data in MapIT and provide the high-quality property reports that the public has come to expect. Once this is complete, and security concerns are tested, MapIT will be made available to the public via our website, with an estimation of early March. A communications plan has been created with the Communications staff to make this release as smooth as possible.

TAPIS (Trust Area Planning Information System) is an internal map for staff which has been running again since March 2025 and was upgraded in December 2025 with new features and tools to which staff has responded favourably. In January of 2025, GIS Staff provided training sessions and there is also a user manual available on our Knowledge Base.

Note: Bold text in the charts below indicate an update since the last report.

LEGISLATIVE MONITORING REPORT

Updated March 2026

This document is intended to advise Trust Council about past or proposed external regulatory changes that could directly affect Islands Trust operations, local trust committee/island municipality bylaws or regulations, or Strategic Plan projects. The chart captures changes made in the last six months and is organized according to the following categories:

- **PLANNED LEGISLATION** – the intention to draft and pass new legislation is being developed and may be in a consultation or draft stage. No bill has been introduced to legislature/parliament yet.
- **LEGISLATION IN PROCESS** – a bill has been introduced to legislature/parliament and has 1st reading or is awaiting Royal Assent, or Royal Assent has been issued but the new law or regulation has not come into force yet.
- **NEW LEGISLATION IN EFFECT –** legislation has received Royal Assent and any specified timeline for it to come in effect has occurred.
- **COURT DECISIONS** – a ruling from any level of court that affects the Islands Trust.
- **NEW RESOURCES** – publically available reports or websites that provide information relevant to Islands Trust work.
- **DISCUSSION, PLANNING, CONSERVANCY, and ADVOCACY TOPICS** – information related to topics of interest to Islands Trust.

Note: Bold text in the charts below indicate an update since the last report.

Provincial Planned Legislation

PLANNED LEGISLATION	STATUS	BACKGROUND / KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Heritage Conservation Act Transformation Project	**Postponed indefinitely.**	The purpose of the Heritage Conservation Act (HCA) is to encourage and facilitate the protection and conservation of B.C.'s unique cultural heritage. The Province recognizes the need to transform the HCA to better meet the needs of all British Columbians. Transforming the HCA will provide for alignment with the UN Declaration and will support the provincial mandate of lasting and meaningful reconciliation. It will also aim to increase certainty and stability for First Nations, landowners, proponents, developers, and government, while supporting sound decision making. Drafting of legislative, policy and program reforms are targeted for Spring 2024. **UPDATE:** The Joint Working Group on First Nations Heritage Conservation invited stakeholders to participate in virtual engagement sessions on the **Heritage Conservation Act Transformation Project**. These sessions introduced a proposed suite of near-term legislative, regulatory, policy, and program changes being proposed for Cabinet consideration, and ultimately, legislative introduction in Spring 2024. Two sessions were held on **September 26** and **September 28**, 2023 January 2024 Given recent feedback, rather than introducing a near-term package of legislative amendments this mandate, the HCATP will instead work towards the development of a more comprehensive package. This means that changes will not be introduced this legislative session, but will be developed for future legislative sessions, which will allow time to ensure the proposed legislative	Local trust committees and Bowen Island Municipality can designate Heritage Conservation Areas in their OCPs. To date, only Salt Spring Island Local Trust Committee has done so with the Ganges Village Core Heritage Conservation Area to recognize and protect the identifiable heritage features and character of the village. Heritage Conservation Areas may require a heritage alteration permit for: alteration of land, feature, building, or structure, subdivision (Bowen), additions, or new construction.	Staff will continue to monitor. Capital Regional District staff are also monitoring.

Note: Bold text in the charts below indicate an update since the last report.

		amendments are more responsive to First Nations and stakeholder feedback. **UPDATE: Current Status (January 2026)** **The provincial government has announced the postponement of proposed amendments to the *Heritage Conservation Act* (HCA). Concerns expressed to the provincial government included potential scope creep of the proposed expanded definition of "heritage" to include specified intangible cultural values and the need for local governments to have the ability to choose among archeological firms when compliance work is undertaken. For additional background: Province delays HCA legislation**		
Declaration on the Rights of Indigenous Peoples Act	**Preliminary information.**	**In early 2026, the B.C. government announced plans to amend the *Declaration on the Rights of Indigenous Peoples Act* (DRIPA) to limit the judiciary's role in interpreting the legislation**	**Awaiting more information**	**Awaiting more information**
Code of Conduct for Elected Officials	**Preliminary information.**	**The government is actively moving toward strengthening codes of conduct for local elected officials, with changes expected to be in place for the October 2026 local general election**	**Islands Trust has a Standards of Conduct policy.**	**Awaiting more information on direction the Province intends to take.**

Note: Bold text in the charts below indicate an update since the last report.

Federal Planned Legislation

PLANNED LEGISLATION	STATUS	BACKGROUND / KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Update to the *Canada Water Act*	Ongoing	By the end of 2023, the government will introduce the legislation that will fully establish the Canada Water Agency as a standalone entity, outside of Environment and Climate Change Canada with regional offices. This has long been a priority for water champions and leaders across the country and signals a deeper cross-government and collaborative approach to water. February 2024 This is included in *An Act to implement certain provisions of the fall economic statement tabled in Parliament on November 21, 2023, and certain provisions of the budget tabled in Parliament on March 28, 2023* tabled on November 28, 2023 – See Legislation in Progress section **UPDATE: Current Status (January 2026)** **The 2023 Federal Budget included provision for the creation of the Canada Water Agency, it was established in 2024 and aims to improve freshwater management by effective collaboration with all levels of government. Engagement with partners and parties interested in participating in the updating of the *Canada Water Act* were scheduled to begin in 2025. Engagement is ongoing: Canada Water Act Engagement**		

Note: Bold text in the charts below indicate an update since the last report.

Provincial Legislation in Progress

LEGISLATION IN PROCESS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Bill 15-2025 Infrastructure Projects Act	**Royal Assent May 29, 2025** **Comes in force by regulation.**	A Bill intended to designate different types of infrastructure projects and to use specified streamlining options in relation to designated projects. The Islands Trust is a specified authority in relation to a trust area under the *Islands Trust Act*, the local trust committee as defined in section 1 of that Act.	**None to Date.**	**No action planned.**
Bill M 208-2025 Emergency and Disaster Management Amendment Act	1st Reading **No progress since April 2025.**	Intent of this Bill is to establish the BC Volunteer Corps. This provincial organization will encourage volunteerism and create a centralized platform for individuals to access volunteer opportunities and training programs. There may be an opportunity for local Trust Conservancies to leverage volunteers for nature reserve management through the centralized platform. Legislation may stem from the previously monitored Emergency Management Regulations	**None to date.**	**Staff will continue to monitor.**

Note: Bold text in the charts below indicate an update since the last report.

BILL M 216 – 2025 Professional Reliance Act	**2nd Reading November 17, 2025** **Bill is in committee for debate and comment.**	This Bill provides for the streamlining of development projects and reduction of administrative costs in the approval of development projects by local governments. Written input on the bill was received until early January 2026. Given the volume of input (approx. 500 submissions), additional time to complete the review was requested. Further consideration of the bill will be delayed until the review is completed.	Islands Trust Council Chair sent a letter Letter to Minister of Housing and Municipal Affairs	Planning team is monitoring movement of bill.

Federal Legislation in Progress

LEGISLATION IN PROCESS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Clean Coasts Act Private Members' Business C-244 An Act to amend the Canadian Environmental Protection Act, 1999 and the Wrecked, Abandoned or Hazardous Vessels Act (Clean Coasts Act) Bill C-64	**In progress**	Introduced by the MP for West Vancouver-Sunshine Coast-Sea to Sky Country, the proposed legislation is intended to strengthen Canada's ability to prevent and respond to marine pollution by closing gaps in Canadian law (marine dumping and amending the Wrecked, Abandoned or Hazardous Vessels Act). This is subsequent to the Private Members Bill introduced June 15, 2023 by the MP for Nanaimo-Ladysmith.	When this Bill was introduced in 2023, Islands Trust Council indicated an interest and made significant efforts to advocate for better federal management of wrecked, abandoned or hazardous vessels.	Direction to be confirmed

Note: Bold text in the charts below indicate an update since the last report.

(Senate Bill) BILL S-237 An Act Respecting a Cities and Municipalities Day	**1st Reading October 2, 2025**	Recognizing municipalities' increasing responsibility for water distribution, road maintenance, waste management, land-use planning and etc, the 31 October is proposed to be known as "Cities and Municipalities Day". Intent is to emphasize the crucial role cities and municipalities have in building fairer, more inclusive and more resilient communities. By extension, this includes the Islands Trust Area.		Confirm with planning that this day conforms with Trust Area values.

Provincial Legislation in Effect

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
Bill 3-2025 Protected Areas	**Royal Assent March 31, 2025** **In Force.**	Amendment to protected areas, including the protection of a park supporting Rhododendron macrophyllum which is found only in the vicinity of Southern Vancouver Island and the southwest Coast of British Columbia. Rhododendron macrophyllum was important to Indigenous nations and early settlers as it leaves were used to make a tea rich in Vitamin C.	None to date	Staff will seek to identify nature reserves where rhododendron macrophyllum grows and share the knowledge with First Nations.
Bill 25-2025 Housing and Municipal Affairs Statutes Amendment Act	**Royal Assent November 27, 2025** **In Force.**	A comprehensive bill which defines manufactured home zone and lays out the conditions for restricted zones. In Part 2 of the Bill amendments are made to Short-term Rental Accommodations. Proposed changes will impact Islands' residents and Official Community Plans.	Short Term Vacation Rentals (STVR) have been a long standing concern for Islands Trust In 2012, the Salt Spring Island Local Trust Committee was unsuccessful at seeking an injunction via the Supreme Court of British Columbia to restrain a company from using or offering	Article in Discussion Topic section below from Young Anderson should be reviewed in conjunction with this Bill.

Note: Bold text in the charts below indicate an update since the last report.

Provincial Legislation in Effect

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
			residentially-zoned properties for commercial guest accommodation rather than on individual property owners. Most LTCs have considered whether to opt-in to the principal residence requirement.	
BILL M 202 – 2025 Eligibility to Hold Public Office Act	**Royal Assent May 29, 2025** **In Force.**	This Bill provides that a person who is a member of the Legislative Assembly is disqualified from holding a local elected office. In this Act, local elected office includes at 1(a) (v) a local trust area trustee, within the meaning of the *Islands Trust Act*.		For awareness as the Trust Area prepares for fall 2026 elections.

Federal Legislation in Effect

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
		Seven Bills have received Royal Assent in this sitting of Parliament; however, none are directly relevant to the work of the Islands Trust.		

Note: Bold text in the charts below indicate an update since the last report.

Court Decisions

COURT DECISIONS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Aboriginal Title Declared Over Fee Simple Lands	Under appeal	In a landmark decision, already the subject of an appeal by the Province, the British Columbia Supreme Court has granted the Cowichan Tribes Aboriginal title over a large swathe of land in the southeastern portion of the City of Richmond. Cowichan Tribes v. Canada (Attorney General), 2025 BCSC 1490 is not only important because it represents a rare instance of a successful claim for Aboriginal title, but also because it is the first time that a Canadian court has granted remedies that include the invalidation of certain fee simple titles within the claim area. Of particular relevance and concern to local governments in British Columbia, the Court invalidated the title of certain lands held by the City of Richmond in fee simple. Notably, the claim area also included lands held by other fee simple owners. While the Court did not invalidate those titles, as the Cowichan Tribes did not seek such a remedy, it did declare that Cowichan Tribes has Aboriginal title over those lands.	**No Action**	**No Action Planned**

New Resources

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Voices of Youth Indigenous Leaders	Published December 2025	An interim report of the Standing Senate Committee on Indigenous Peoples, focusing on Indigenous identity, languages and cultures.		Recommended staff reading.

Note: Bold text in the charts below indicate an update since the last report.

New Resources

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		Crystal Starr Lewis, a member of the Squamish Nation was chosen to participate in the Senate discussion. She stressed that sustainability was a central issue for youth. It interconnects with land, wellness and identity.		

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS

TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Next Agricultural Policy Framework: Share Ideas	ongoing	Canada's Next Policy Framework will succeed the current Sustainable Canadian Agricultural Partnership (Sustainable CAP). Consultation period is open until 30 Jun 26. Comments may be submitted at: Agriculture and Agri-Food Canada's Consultation on the 2026 Next Policy Framework		Islands Trust farmers, leaders and planners may wish to contribute on the future of agriculture in the Trust Area//BC.
Conservation Challenges for Seaside Juniper	ongoing	Seaside juniper was and is still culturally important to local First Nations. It was planted as a medicinal plant. Branches were used to safeguard houses from illness, e.g. they were hung in the house, or placed under mattresses. Branches have a strong pleasant aroma and continue to be used in ritual ceremonies connected with sweat lodges. Indeed, the type specimen for the species is to be found on Tsartlip First Nation's land along Brentwood Bay. Link to the Tstartlip nation is important. Additionally, trees were looked at on Saturna, Galiano and Pender Islands.	NA	Islands Trust Conservancy will note nature reserves which have seaside juniper and share the information with First Nations.

Note: Bold text in the charts below indicate an update since the last report.

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS				
TOPICS	**STATUS**	**SUMMARY**	**ISLANDS TRUST ACTIONS – PAST**	**ISLANDS TRUST ACTIONS - FUTURE**
Regulating Short-Term Rentals: A Novel Constructive Taking Claim (pg 11-13)	September 2025 opinion (Ramon Dabiryan)	Discussed in the Young Anderson opinion piece is a hypothetical case brought forward to the courts by the Westcoast Association for Property Rights regarding Short-term Rental Accommodations Act (STRAA). The Association argued that the effect of the Act forbids owners from offering short-term rentals in units that were not principal residences, thereby eliminating the members' rights to use their additional properties for lawful business activities.		Planning staff will bear this hypothetical argument in mind.
Georgia Strait Alliance Resilient Coastal Communities	2025 Mini-Newsletter	The Alliance is re-strategizing and joining forces with local groups to restore waterways and to launch a new campaign to reduce harmful anchorages near the Gulf Islands. They are also exploring what a conservation economy may look like. The issue of increased anchorage usage during the FIFA soccer games may be at direct odds with the Alliance's position on reducing available moorings.	NA	Monitor indications of increased yacht presence and potential mitigation strategies to reduce environmental damage.
Local Government Integrity Commissioners	Ombudsperson letter to Minister of Municipal Affairs 26 Mar 25	In a letter to the Minister of Municipal Affairs, the Ombudsperson underscores an urgent need for legislation to ensure oversight of, and integrity by, municipal councils and their members. The letter is an important benchmark underscoring the importance of public trust and confidence in local government.	NA	A reminder of the importance of ethical behaviour.
BC Ferries Project	Ongoing	Key issues in BC Ferries Performance Term 7 are: • Recognition that ferries are an "essential public service" • Calibrating growing demand, system capacity and future service levels • Operating costs are rising faster than revenues		Trust Council is actively monitoring renewal initiatives and will continue to follow the affordability issue

Note: Bold text in the charts below indicate an update since the last report.

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS				
TOPICS	**STATUS**	**SUMMARY**	**ISLANDS TRUST ACTIONS – PAST**	**ISLANDS TRUST ACTIONS - FUTURE**
		• Renewal of critical infrastructure is long overdue • Aging assets impact reliability • Affordability is central to setting regulated price caps • Long-term debt load is a concern Note: BC Ferries is predicting increasing affordability tension as costs (labour, maintenance and borrowing) outpace established fare caps. One-time supports (fare relief) will be required to maintain fares.		

Trust Council Requests to the Province of BC for Changes to the Islands Trust Legislation/Regulation and Related Legislation 2007 - present

ISLANDS TRUST COUNCIL REQUEST	WHEN	ADVOCACY METHOD	RESPONSE
1. **Amendments to the *Islands Trust Act* that would cause four local trustees to be elected to sit on the Salt Spring Island Local Trust Committee and Trust Council.**	July 20, 2007	Letter to Hon. Ida Chong, Minister of Community Services	May 2008 Minister Chong suggested Islands Trust hold a referendum in the Salt Spring Island LTA. If the referendum was successful, Minister Chong was willing to approve four local trustees for the SSILTC, but not to increase Salt Spring Island representation on Trust Council. Turned down by Salt Spring Island LTA referendum November 15, 2008.
2. **Changes to the *Islands Trust Act* that would enable the Islands Trust Council to determine the size of its Executive Committee.**	July 20, 2007	Letter to Hon. Ida Chong, Minister of Community Services	Not advanced by the Ministry. Never formally turned down.
	June 2008	Trust Council later requested a simpler amendment - that S. 20(3) of the Islands Trust Act be amended to increase the number of vice chairs from three to four.	
	June 2011	Raised during a meeting between the Executive Committee and the Hon. Ida Chong, Minister of Community Services	
3. **The necessary changes to provincial / legislation and regulations to permit Islands Trust bodies to hold meetings through electronic or other communication facilities.**	July 20, 2007	Letter to Hon. Ida Chong, Minister of Community Services	**Achieved** in 2009 through provincial creation of a new Islands Trust Regulation.
4. **Changes to provincial/legislation and regulations be made, if**	July 20, 2007	Letter to Hon. Ida Chong, Minister of Community Services	**Resolved**. This topic originally arose in response to a court case, where a bylaw was quashed

ISLANDS TRUST COUNCIL REQUEST	WHEN	ADVOCACY METHOD	RESPONSE
necessary, to confirm that Islands Trust bodies may perform their duties and functions while outside of the Islands Trust Area.			because the public hearing was held outside the jurisdiction. Further evaluation determined that the relevant legislation had been amended and did not apply to local trust committees.
5. Natural Area Protection Tax Exemption Program (NAPTEP) – extension to Bowen Island Municipality	October 27, 2009	Meeting with Hon. Bill Bennett, Minister of Community and Rural Development	**Achieved** June 2010 through minor amendment to legislation.
6. Bylaw dispute adjudication system	October 27, 2009	Meeting with Hon. Bill Bennett, Minister of Community and Rural Development	**Achieved** in 2011
7. Trust Fund Board corporate status and name change	May 31, 2018	Name change achieved via *Miscellaneous Statues Bill*	**Achieved** via amendment to Islands Trust Act.
	January 23, 2018	Executive Committee raised the name change request as number one Trust priority during meeting with the Hon. Selina Robinson, Minister of Municipal Affairs and Housing	Advised by Minister she would investigate further.
	June 2011	Name change raised during a meeting with the Hon. Ida Chong, Minister of Community Services	Advised by Minister to explore other solutions first to determine if can resolve challenges in other ways. Trust Fund Board has asked Trust Council Chair to seek this change in writing. Several requests have been made
	June 2011	Staff met with Ministry staff	
	November 20, 2012	Letter to Hon. Bill Bennett, Minister of Community, Sport and Cultural Development	Response received Feb 2013. Minister Bennett stated that changing the corporate structure of the Trust Fund Board has broad implications that require careful consideration. He further noted that government often requires a compelling reason, such as a legislative barrier to operations, prior to considering such a legislative request. He suggested that Islands Trust staff contact the

ISLANDS TRUST COUNCIL REQUEST	WHEN	ADVOCACY METHOD	RESPONSE
			Assistant Deputy Minister to arrange for further evaluation of the proposal.
	Sept 2013 and Feb 2014	Letters to Hon. Coralee Oakes, Minister of Community, Sport and Cultural Development	Several contacts with Ministry staff have been made, most recently in May 2015. The Assistant Deputy Minister repeated earlier advice that that the ministry does not currently have the capacity to undertake this complex a legislative change, given other provincial priorities.
	May 12, 2015	Executive Committee and senior staff met with new Assistant Deputy Minister Jay Schlosar, who has since left government	
	September 2015	Letter to Hon. Peter Fassbender, Minister of Community, Sport and Cultural Development	Minister Fassbender was not responsive to Trust Council's request for legislative changes. Conversation during the meeting focused on Salt Spring governance and his request that Executive Committee meet with the Aboriginal Aquaculture Association.
	November 2015	Executive Committee and CAO met with Hon. Peter Fassbender, Minister of Community, Sport and Cultural Development	
8. **Support in principle amending the Islands Trust Act to add "First Nations" to the list of those with whom we work "in co-operation."**	September 2015	Trust Council requested the Executive Committee to consider asking the Minister of Community, Sport and Cultural Development to make this amendment, at an appropriate time, with respect to available resources and the potential for the amendment to be achieved.	**Achieved** in 2021 (see below)

TRUST COUNCIL DIRECTION	WHEN	ADVOCACY METHOD	RESPONSE
THAT the Islands Trust write to the Minister requesting amendments to the Islands Trust Act, specifically[1]: 1. Allowance for entry warrants by bylaw officers; 2. Development permit area enforcement via municipal ticketing; 3. Adoption of development approval information bylaws by LTCs; 4. Amending the Act to add "First Nations" to the list of those with whom we work "in co-operation."; 5. The ability to delegate to staff the granting of development permits; 6. Seeking clarification of foreshore zoning authority; 7. Broadening of Islands Trust entities under the Local Government Act, relative to s. 294, allowing for "incidental or conducive powers."; 8. Ability to provide an affordable housing agreement with a third party and to create a Housing Service. 9. Include reference to the ecosystem in section 8.2 of the Islands Trust Act. 10. And enact the ability to charge fees for telecommunication applications.	Sept 2018	Letter to Hon. Selina Robinson, Minister of Municipal Affairs and Housing	**Partially Achieved.** In 2021 The Province amended the Islands Trust Act to: • Include a specific reference to First Nations in the Trust's Object statement to recognize its ongoing relationship and reconciliation efforts with First Nations. (#4) • Enable Islands Trust to give financial support to third parties for activities that provide education about or preserve the environment and unique amenities of the Trust Area. This is an optional new power that Trust Council can use if desired. (#9) • Streamline the Islands Trust development approvals processes by transferring from Trust Council the ability to adopt and amend development approval information bylaws to local trust committees providing greater local autonomy. (#3) In 2021, the Province also amended BC Regulation 275/2021 deposited under the Islands Trust Act to enable local trust committees to delegate, by bylaw, issuance of development permits to staff with allowance for re-consideration of staff decisions by the local trust committee if warranted. (#5) Foreshore authority – on-going meetings between Islands Trust Staff, Ministry and CwVRD staff on foreshore jurisdiction in that RD. (none since March 2023 report).
That Trust Council request the Minister of Municipal Affairs and Housing to add the Islands Trust to the	Sept.	Letter to Hon. Selina Robinson, Minister of	**Not Achieved**. In February 2020 the Ministry announced that the Auditor General for Local

TRUST COUNCIL DIRECTION	WHEN	ADVOCACY METHOD	RESPONSE
Auditor General Act, allowing for review of the Trust by the Auditor General for Local Government.	2019	Municipal Affairs and Housing	Governments would be closed down. The office was accepting no new files and finishing the ones it had.
That the Islands Trust Council request the Chair write to the Honourable Doug Donaldson, Minister of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD), and the Honourable Selina Robinson, Minister of Municipal Affairs and Housing (MAH), and the Honourable Scott Fraser, Minister of Minister of Indigenous Relations and Reconciliation, requesting amendments to the Private Managed Forest Land Act that would enable local trust committees to regulate, but not prohibit, forest activities on land within the Islands Trust Area.	June 2020	Letter to Hon.Doug Donaldson, Minister of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD), and the Hon.Selina Robinson, Minister of Municipal Affairs and Housing (MAH), and the Hon. Scott Fraser, Minister of Minister of Indigenous Relations and Reconciliation, March 4, 2021 meeting	April 2021 response from Director Doug Kelly committing to work collaboratively with Islands Trust to continue to address issues as they evolve.
That Islands Trust request the Province enhance the Trust's jurisdiction over tree cutting bylaws to make its jurisdiction equal to that of municipalities under section 8 of the Community Charter.	Sept. 2020	Letter to Hon. Josie Osborne Minister of Municipal Affairs In May 2022, discussed status of request for some forest authority, discussed the letters to his office re the Policy Statement process and the forest issue.	**Withdrawn by Trust Council** in March 2023 through resolution 2023-038: Islands Trust Council request the Chair to promptly inform the Province that it no longer wishes to proceed with its request…. Previously the indication from Ministry was that this is a significant request, has Province implications from regional governance perspective. Explanation from Ministry that “the Trusts authority in relation to trees is longstanding and complex, a review of the request will require a consideration of policy choices made when the municipal authority was created, noting that this authority is primarily aimed at trees in urban environments.”

[1] Note: On March 14, 2018, Trust Council received a staff report that summarized the relevant strengths and weaknesses for each of 20 potential amendments, including some not listed below.

TRUST COUNCIL DIRECTION	WHEN	ADVOCACY METHOD	RESPONSE
That Trust Council request the Lieutenant Governor in Council for the Province of British Columbia to conduct a review of the Islands Trust's mandate, governance and structure. That the Islands Trust Chair, on behalf of Council, submit a letter to the Lieutenant Governor in Council making the review request under Section 8(2)(e) of the Islands Trust Act that outlines the potential scope of a review, including, but not limited to: a. An assessment of the optimum governance model to preserve and protect the Trust area pursuant to the Province's vision for the future of the Trust area. b. The object of the Islands Trust Act and clarification of the mandate of the organization. c. The governance structure of the organization. d. The alignment of decision-making processes and structures with the Declaration on the Rights of Indigenous Peoples Act. e. The geographic scope of the organization and in particular authority over marine areas. f. The funding mechanisms provided to the organization in light of a clarified mandate.	June 2022	Letter to Hon. Nathan Cullen Minister of Municipal Affairs Meeting of Executive Committee and Minister Cullen with follow-up letter in June 2022	The Minister replied on September 23, 2022 stating that he looks forward to learning of the measures being taken by the Trust in response to the governance and management review and in relation to the broader issues that are raised in the context of this request for a review of the Islands Trust governance, mandate and opportunities for alignment with the principles of the Declaration Act.
That Trust Council call on the Province of British Columbia, in partnership with Indigenous leadership, to develop and communicate in a timely way the process and timelines through which they will develop new legislation to protect and restore biological diversity and ecosystem health, in a manner consistent with the United Nations Declaration on the Rights of Indigenous Peoples, and with the involvement of local governments, civil society groups, Indigenous and scientific experts, and the concerned public.	June 2022	Letter to The Hon. Katrine Conroy Minister of Forests and The Hon. Josie Osborne Minister of Land, Water, and Resource Stewardship	**Achieved.** In February 2023, the B.C. government launched new measures to protect more old growth by fast-tracking innovation and co-developing new local plans with First Nations to better care for B.C.'s forests.

TRUST COUNCIL DIRECTION	WHEN	ADVOCACY METHOD	RESPONSE
That Trust Council request the Chair to submit a resolution to Union of British Columbia Municipalities September 2022 convention concerning a request to the Province for new legislation to protect and restore biological diversity and ecosystem health.	June 2022	AVICC/UBCM resolution	**Achieved.** The Province has released a draft biodiversity and ecosystem health framework.
That Trust Council request the Lieutenant Governor in Council for the Province of British Columbia to conduct a review of the Islands Trust's mandate, governance and structure. That Trust Council make the request by submitting the letter attached as Appendix 1 to the Lieutenant Governor under Section 8(2)(e) of the *Islands Trust Act* outlining the potential scope of a review, including, but not limited to: a) An assessment of the optimum governance model to preserve and protect the Trust area pursuant to the Province's vision for the future of the Trust area; b) The object of the *Islands Trust Act* and clarification of the mandate of the organization; c) The governance structure of the organization; d) The alignment of decision-making processes and structures with the Declaration on the Rights of Indigenous Peoples Act; e) The geographic scope of the organization and in particular authority over marine areas; and f) The funding mechanisms provided to the organization in light of a clarified mandate.	Sept. 2024	Letter to Hon. Anne Kang, Minister of Municipal Affairs	Minister Kahlon replied on April 28, 2025 stating that he is not in a position to consider a review of the Islands Trust Act prior to the next general local elections. He further stated: • Land use planning to preserve and protect the Trust area and its unique amenities and environment is the core responsibility of the Islands Trust. This reflects the ecological mandate of the Trust, the toolkit deliberately supplied by government, and that island communities have a role to play in local environmental stewardship. • It is his expectation that the Trust Council recognizes that this requires careful deliberation and consideration of perspectives to manage expectations of growth, development and local economies without exceeding the carrying capacity of local ecosystems and preserving unspoiled natural amenities. • Over the balance of their term of office, he needs Trust Council to take particular care to ensure that engagement with the public and First Nations on the bylaws put before me for approval, including amendments to Official Community Plans and the Trust Policy Statement, are undertaken in a

TRUST COUNCIL DIRECTION	WHEN	ADVOCACY METHOD	RESPONSE
			manner that demonstrates mutual respect and builds towards consensus. • The established Trust Policy Statement is the current touchstone which aids in the interpretation of the organization's mandate. The development of the next iteration requires care to result in a Policy Statement in which all involved can all have confidence. • Before returning with another request for provincial review I will expect the Trust Council to ensure that it has engaged in a meaningful way with the agencies and governments that would be expected to participate in or be impacted by such a review. These include the First Nations in whose territories the Trust are stewards through its land use authorities and the local governments who share constituents with the Local Trustees, and the Islands Trust Conservancy Board.
That Trust Council request the Chair to write a letter on behalf of Trust Council in support of the request by North Salt Spring Water District's letter to the province dated May 16, 2025. NSSWD request, as set out in May 16, 2025 letter which was in the June 2025 Trust Council agenda, was: *We respectfully ask the Province to empower the Islands Trust or NSSWD with the regulatory tools necessary to ensure these new water connections are allocated to where they are needed most in our community, and if possible, for BC Housing to immediately prioritize any potential new projects/partnerships within the Ganges area.*	June 2025	Letter to Hon. Ravi Kahlon, Minister of Housing and Municipal Affairs from Brian Pyper (NSSWD) Letter to Hon Ravi Kahlon from Islands Trust Chair conveying support for the NSSWD request.	Response from Minister outstanding.

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	March 10, 2026
From:	**Director, Legislative and Information Services**	**Date Prepared:**	March 4, 2026
SUBJECT:	**Meeting Streaming and Recording**		

PURPOSE:

To provide information on the cost and options for live-streaming and recording Islands Trust meetings.

BACKGROUND:

Current Situation:

Islands Trust contracts with a third-party to stream and host videos. This practice is not required under legislation, and is being undertaken in response to the expressed desire of Trust Council to stream and maintain video recordings of meetings.

The contract, currently costing $15,000 per year, allows Islands Trust to push video streams from our Zoom meetings and Zoom webinars to the company. They process the stream on their servers, and make it available as a live stream to the public via a link from Islands Trust website. The company also records the live stream and then hosts that recording on their servers. These videos are available as video on demand (VOD) via links from the Islands Trust website. We have an opportunity to edit recorded videos to address issues such as conforming with Trust Council policy on the publishing of defamatory or inappropriate comments before the video becomes VOD for public consumption.

The contract allows unlimited storage of videos on demand and full ownership of the videos remains in Islands Trust control. At present, the company reports that the meeting videos hosted to date is about 1.5 terabytes.

Alternatives:

Option 1: Status Quo – Actual: $15,000

Under this option, there would be no change to the current process. Videos would continue to be streamed, recorded and hosted as described above. The cost for this would be $15,000 annually.

Option 2: Not record or stream meetings - $0.00

Under this option, a local recording via Zoom would still be made to assist with minute taking, but this would not be made available to the public and would be destroyed once it was no longer needed for minute taking. The meetings would not be streamed; members of the public could still watch and listen to the meeting by joining the meeting as an attendee from a link on our website.

Under this option, existing videos would no longer be available and links to them would be disabled. This could be mitigated by transferring existing videos to Islands Trust's servers for access by staff. However, this would require upgrades to our servers, and a small contract to retrieve and store the videos. The estimated cost for this would be $6,000.

While there is no legislated requirement to stream or provide recordings of meeting, eliminating this established practice would likely result in some criticism that it undermines transparency. It would also be inconsistent with the practice applied by most local governments.

Option 3: Self Host - Estimated: $52,000

Under this option, staff would record and stream via Zoom and our own servers. In 2024 we processed 180 meetings. To administer the technical support for self-hosting live-streams and recordings for this many meetings, we estimate that the cost to undertake this option would require a 0.4 (two days per week) full-time equivalent technical staff person ($42,000) to monitor and process the live-stream and recording, and maintain streaming and recording links. Additional hardware would also be required to support the storage requirements ($10,000).

If existing videos were to be retrieved and stored on our servers for access by staff and the public, this could be accommodated within the additional hardware noted above, and a small contract to retrieve, store and link the videos. The estimated additional cost for this would be $3,000.

Option 4: Host on YouTube – Estimated: $22,000

Under this option, staff would record and stream via a dedicated YouTube channel. In 2024 we had 180 meetings. To administer the technical support for hosting on YouTube livestreams and recordings for this many meetings, we estimate that the cost to undertake this option would require staff time to administer. At present, we do not have a good sense of how much time administering YouTube for 180 meetings per year will require. The administration includes editing videos once the live stream is completed if necessary, categorizing the 21 meetings types into channels to maintain organization on YouTube, and ensuring Zoom is linked appropriately to YouTube for the livestream.

The staff person would monitor and process the live-stream and recordings on YouTube, and maintain the streaming and recording channel. Should this option

be preferred, staff recommend funding be allocated for a part-time position one day per week– approximately $22,000.

A YouTube Brand Account (which is the appropriate business account for local governments) is free. But this comes with terms of use that allows YouTube to remove videos that do not meet its terms of service, and as such, Islands Trust would not have full control of the videos. YouTube also does not offer technical support, meaning that all the work to create, edit, publish and maintain videos would be with Islands Trust staff using YouTube tools to make those edits. YouTube may also insert ads into the video for those watching who do not have a paid YouTube subscription. With a Brand account, the maximum length of a live stream is 12 hours, and the maximum number of videos that can be stored is unlimited.

Bowen Island Municipality streams and saves recordings of its Council meetings on YouTube. The staff report that for them, minimal staff time is required to administer the live stream or recordings. Livestreams are automatically saved as recordings once the live stream completes with no option to edit before becoming available. However, Bowen Island Municipality also does not have the complexity of managing videos for a dozen separate local trust committees in addition to Trust Council, Executive Committee, council committees and Islands Trust Conservancy.

If existing videos were to be retrieved and stored on YouTube or our servers, this would require additional hardware if self-hosting the archived videos, as well as a small contract to retrieve and store the videos. The estimated additional cost for this would be $3,000 to $6,000.

Considering the volume and complexity of meetings at the Islands Trust, of the above options, the current approach of using a third-party at $15,000 annually to stream up to 100 hours per month and for unlimited storage of video-on-demand, is the most cost-effective option for streaming and providing recordings of Trust body meetings.

If Trust Council wish to stream and maintain recordings of meetings, Option 1 is the most cost-effective and safest from an ownership and control of content point of view.

If Trust Council does not wish to stream and maintain recordings of meetings, then Option 2 is appropriate without the sub-option to retain existing recorded videos.

ATTACHMENT(S):

N/A

FOLLOW-UP:

As directed by Trust Council

Prepared By: **David Marlor, Director, Legislative and Information Services**
Reviewed By/Date: **Chief Administrative Officer/March 5, 2026**
Information Technology Manager/March 4, 2026

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 10, 2026
From:	Governance Committee	**Date Prepared:**	February 20, 2026

SUBJECT: Trustee Remuneration Policy Amendments and Bylaw Repeal

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RECOMMENDATION:

1. THAT Trust Council adopt the amended Policy 7.2.1 Trustee Remuneration dated March 10, 2026.

2. THAT Trust Council request staff to implement new Trustee Remuneration rates effective April 1, 2027, using 2026 published remuneration, population and folio data.

3. That Islands Trust Council Bylaw 207, cited as the "Islands Trust Council Trustee Remuneration 2013-14 Repeal Bylaw", be Read a First Time.

4. That Islands Trust Council Bylaw 207, cited as the "Islands Trust Council Trustee Remuneration 2013-14 Repeal Bylaw", be Read a Second Time.

5. That Islands Trust Council Bylaw 207, cited as the "Islands Trust Council Trustee Remuneration 2013-14 Repeal Bylaw", be Read a Third Time.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The proposed policy amendments reflect the recommended option and changes presented in the consultant's report on trustee remuneration. If Trust Council opts to adopt a different option from the recommended one, the policy can be amended accordingly. Per the recommendations, any changes to remuneration rates approved by this Council will not take effect until April in the year 1 following the election. This means there would be no impact to the fiscal 2026/27 budget before Council for consideration.

Trustees should note that section 104 (1)(c) of the *Community Charter* provides an exemption from conflict-of-interest restrictions when "the matter relates to remuneration, expenses or benefits payable to one or more council members in relation to their duties as council members."

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1 PURPOSE:

To update Trust Council Policy 7.2.1 Trustee Remuneration

2 BACKGROUND:

While trustee remuneration has increased annually in line with policy, remuneration values and methodologies have not been independently reviewed since 2010.

Best practice suggests any review should take place in the last year of a council term, with any revisions to elected remuneration taking effect in the subsequent term. This can be seen as alleviating some of the bias or conflict of interest that would see sitting trustees establishing their own rates of pay.

As part of the approved 2025/26 budget, Trust Council approved funds to hire an external consultant to review trustee remuneration values, methodologies, and rationales for future increases. Islands Trust engaged the Brentwood Consulting Firm to complete this work, and has received a remuneration review report (attached).

The consultant's report recommends, among other things, that any revisions to the Trustee Remuneration Policy take effect at the start of the first fiscal year (April 1) after elections. Staff agree that making changes in line with the fiscal year aligns with best practice, past practice, and practice seen in other public sector organizations.

Draft Amendments to Policy 7.2.1 Trust Remuneration

Draft amendments have been made to Trust Council's Trustee Remuneration Policy based on the recommendations of the consultant.

The following amendments have been made:

1. added a new section "Principles", with five new principles,
2. set Median Overall Trustee Remuneration equal to 60% of Median Regional District Electoral Area Director Remuneration;
3. set the Trust Council Base equal to 30% of Median Regional District Electoral Area Director Remuneration;
4. set the Local Trust Council Base equal to 23% of Median Regional District Electoral Area Director Remuneration;
5. set the Local Trust Council Population and Folio amounts equal to a combined 7% of Median Regional District Electoral Area Director Remuneration;
6. set the Council Committee meeting fee at $150 for Trustees and $200 for the Chair;
7. setting a pro-rata reduction of $400 per half day or $800 per full day non-attendance at regularly scheduled or special Trust Council or Committee of the Whole meetings;
8. maintained the current Trust Vice Chair premium at the Salt Spring Island Trustee rate plus 10%;
9. set the Trust Chair premium at the Vice Chair rate plus 15%;
10. added definitions for "median electoral area director remuneration", "half-day session", "full-day session", and revised the definition of "folios";
11. changed the dollar figures for benefits in lieu;
12. changed how benefits are administered for trustees enrolling in family plans; and
13. revised the "implementation" section to establish how the changes will take effect in 2027 and subsequent years, and to establish policy driven periodic independent reviews.

Islands Trust Council Trustee Remuneration 2013-14 Bylaw

In 2013 Trust Council adopted remuneration values by bylaw. There is no legislative requirement for Trust Council to adopt a trustee remuneration bylaw. A bylaw is more formal, and cannot be varied by Trust Council without amending the bylaw (three readings, followed by adoption). Policy, on the other hand, may be amended by Council

by simple majority resolution, and as it is policy, Trust Council can choose to ignore or waive section if it wishes to do so.

Staff recommend that Trust Council repeal Islands Trust Council Trustee Remuneration 2013-14 Bylaw.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Higher remuneration for trustees may attract a wider range of candidates.

FINANCIAL:
No effect on the 2026/27 Fiscal budget. Any increases to trustee pay will affect the 2027/28 budget.

POLICY:
The draft policy will replace the existing remuneration policy.

IMPLEMENTATION/COMMUNICATIONS:
Implementation will be through information provided to candidates and incoming trustees on remuneration during the 2026 election. Staff will implement the new trustee remuneration amounts beginning in the new term April 1, 2027. Staff will publish the new policy on the Islands Trust website.

FIRST NATIONS RELATIONS:
No First Nations Relations implications.

OTHER:
No other implications.

4 RELEVANT POLICY(S):

Trust Council Policy 7.2.1 Trustee Remuneration
Trust Council Bylaw 153 - Trustee Remuneration

5 ATTACHMENT(S):

a. **Consultant's Report**
b. **Draft Policy Amendments – marked up**
c. **Draft Policy amendments – clean version**
d. **Islands Trust Council Trustee Remuneration 2013-14 Repeal Bylaw 207**

RESPONSE OPTIONS

Recommendation:

1. THAT Trust Council adopt the amended Policy 7.2.1 Trustee Remuneration dated March 10, 2026.

2. THAT Trust Council request staff to implement new Trustee Remuneration rates effective April 1, 2027, using 2026 published remuneration, population and folio data.

3. That Islands Trust Council Bylaw 207, cited as the "Islands Trust Council Trustee Remuneration 2013-14 Repeal Bylaw", be Read a First Time.

4. That Islands Trust Council Bylaw 207, cited as the "Islands Trust Council Trustee Remuneration 2013-14 Repeal Bylaw", be Read a Second Time.

5. That Islands Trust Council Bylaw 207, cited as the "Islands Trust Council Trustee Remuneration 2013-14 Repeal Bylaw", be Read a Third Time.

Alternative:
Trust Council could decide to accept some, but not all, of the recommendations. In this case, the following resolutions would be appropriate:

THAT Trust Council request staff to amend draft Policy 7.2.1 by [replacing X with Y, by removing X, by adding X).

Trust Council may then adopt the policy as amended using the following resolution:

THAT Trust Council adopt the amended Policy 7.2.1 Trustee Remuneration dated March 10, 2026 as amended.

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

Reviewed By/Date: Director, Financial and Employee Services/Feb 13, 2026
Chief Administrative Officer/Feb 12, 2026
Governance Committee/February 17, 2026

Islands Trust

Trustee Remuneration Review

January 23rd, 2026

The recommendations contained within this memo are developed using findings from consultations, input from interview sessions and surveys, appropriate benchmarking, research, and analysis within the scope of the engagement, and was supported by the Brentwood Advisory Group's experience working with other local governments.

Any final decisions with respect to the recommendations contained in this report rest with elected representatives and management. The Islands Trust should conduct its own due diligence and verification to ensure optimal outcomes in adopting and implementing any of the report's recommendations.

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The Assignment

In some areas of British Columbia, specific local authorities can provide local services and administration. These are not local governments, and they either predate the regional district system or exist for a specific purpose. Examples include improvement districts, the Islands Trust, University Endowment Lands, special purpose boards and the unincorporated Stikine region. The Islands Trust is a unique, special-purpose local government established under the Islands Trust Act with a statutory object to preserve and protect the Trust Area. No other B.C. body combines:

- Regional-scale land-use authority
- Local trust committee planning functions
- A multi-island federation structure
- A public-interest conservation mandate

The Islands Trust is undertaking a review of Trustee Remuneration which includes: the current remuneration framework, the current remuneration levels and the methodology for future increases. This includes a survey of Trustee workload and responsibilities and a context scan of comparable councils, boards, and special-purpose authorities.

In keeping with best practices, any adjustments to trustee remuneration are planned to be approved by the outgoing Trust Council, with changes taking effect April 1st of the first year of the new Trust Council term.

Executive Summary

The remuneration approach now in use was originally established in 2010 based on Regional District Electoral Area Director remuneration, the use of population and folio factors as a proxy for relative workload and a premium for Vice Chair and Chair additional workload and responsibility. Since that time Trustee remuneration has been increased using CPI factors and a Council Committee per meeting fee was introduced in 2019. In 2022, Islands Trust staff and Financial Planning Committee undertook a review of the policy to bring policy language more in alignment with UBCM best practices. Those recommendations are considered and incorporated into this report.

UBCM characterizes Regional District Director workload in qualitative terms, emphasizing responsibility, variability, and availability rather than hours worked. In contrast, School Board

trustee workload is more commonly described using indicative monthly or annual time ranges, reflecting a more cyclical and committee-driven governance model. The Islands Trust Trustee role shares elements of both models, supporting the use of annualized peer comparators supplemented by workload-based reasonableness checks. Trustees report higher workload within a more defined role and responsibility than Electoral Area Directors hold.

The current remuneration methodology is reasonable, although not perfect. Keeping the approach as simple as possible, while linking compensation to market comparators that are published and updated regularly is key.

In the survey Trustees describe a role where workload is driven by Trust Council and Local Trust Committee activity and preparation, complexity matters more than size, leadership roles are materially heavier, and current proxies (folios, population alone) feel misaligned. Trustees report significant, variable time commitments driven primarily by Local Trust Committee activity, preparation, and community engagement.

Leadership roles are recognized as carrying materially higher responsibility, while overall remuneration levels are viewed as a barrier to accessibility and renewal. Taken together, the survey confirms the need for a remuneration framework that emphasizes base compensation, clear role-based premiums, objective activity measures and periodic independent review.

1. Policy Review:

The current policy aligns quite well with UBCM best practice tests and can be improved with a combination of the recommended changes from 2022 Financial Planning Committee, and we recommend the following modest policy language edits:

- ✓ ***A set of guiding principles.***
- ✓ ***Reference the use of an independent external consultant resource for each formal review.***
- ✓ ***A formal review of remuneration and benefits once per trustee term (e.g., to be completed within 12 months before elections, to apply to next term), with CPI increases in the interim.***
- ✓ ***A more flexible review definition (not just limited to "the calculations", i.e. all factors and comparatives).***
- ✓ ***Reference to a standard comparator set (Regional District Electoral Directors updated during the formal review each term), and***
- ✓ ***Reference to the publishing of the review results.***

2. Comparator Group:

While no governance body in British Columbia mirrors the unique preserve and protect mandate and federated land-use authority of the Islands Trust, the closest functional and workload comparator group continues to be Regional District Electoral Area Directors in adjacent regional districts. UBCM recommends that local governments should consider using base remuneration paid to elected officials in similar local government jurisdictions as the preferred basis for determining remuneration.

- ✓ ***We recommend no change in the comparator group: all geographically connected Regional District Electoral Area Directors, except for Metro Vancouver. Explicitly reference this in the policy.***

3. Trustee Base Remuneration:

Islands Trust Trustee and Vice Chair/Chair remuneration in many cases falls below or at the lower end of comparable BC governance roles, especially when also considering workload. Secondary comparators, including Municipal Councillors and BC School Trustees, reinforce that elected public service governance roles with high preparation and community engagement demands are frequently under-compensated on an hourly basis. Trust Council has also updated its meeting procedure bylaw to add four Committee of the Whole meetings to the Trustee schedule.

Increasing overall compensation will help address the concern expressed in the Trustee survey about workload and the new Committee of the Whole responsibilities, achieve better alignment with market comparators and help reduce barriers to entry. This compensation would come into effect April 1, 2027, using 2026 Electoral Area Director published remuneration rates and be updated by CPI each year - until the next review in 2030.

Electoral Area Directors have broader regional responsibility than Trustees, but this does not generally include specific local area land use planning. Trustees have perhaps more intense engagement and public scrutiny specific to their narrower mandate. Trustees have reported they have a higher degree of workload than the broad averages used by UBCM for Electoral Area Directors.

Recognising that Trustee positions are predominantly considered to be public service honoraria governance roles, three alternatives were developed that specifically reference Electoral Area Director remuneration as they too are public sector honoraria governance positions that also subjectively consider workload.

While an argument could be made that the combination of public service governance responsibility and workload considerations of an Islands Trust Trustee is equal to that of a comparable Regional District Electoral Area Director, setting remuneration at a lower proportion is both conservative, financially prudent and considers the imperfect nature of such a comparison. The three alternatives suggested for consideration are:

- Option 1 - Equalize Overall Median Trustee Remuneration to 35% of Electoral Area Director Median Rate (Increase rates by ~3%)

  Setting remuneration equal to 35% of Electoral Area Director median remuneration simply maintains overall cost to the Islands Trust but does not address the additional workload from Committee of the Whole, or reflect the relative workload reported by Trustees and the change in comparative market remuneration.

- Option 2 - Equalize Overall Median Trustee Remuneration to 50% of Electoral Area Director Median Rate (25% TC Base, 18% LTC Base and 7% to Population/Folio)

  Increasing the proportion to 50% of Electoral Area Director median remuneration helps correct the change in comparative market but does not substantially address the workload, more focused on public sector honoraria governance.

- Option 3 - Equalize Overall Median Trustee Remuneration to 60% of Electoral Area Director Rate (30% to TC Base, 23% to LTC Base and 7% to Population/Folio)

  Increasing to 60% of Electoral Area Director median remuneration still retains the focus on public sector governance honoraria but better reflects workload and new Committee of the Whole duties, given that Trustee workload is reported more than the average for Regional District Electoral Area Directors.

  This also keeps the financial impact in mind and, while this is the highest cost option, it is the closest to substantially reflecting workload and sets the compensation in the lower segment of the comparative market and could be phased in over time if required.

Directly linking all three components of overall remuneration to a proportion of the median Electoral Area Director remuneration provides consistency, simplicity and a means to regularly update. The lowest overall percentage (35%) simply is equalized to the current cost while the

highest percentage (60%) provides a conservative measure of comparability with the closest public sector governance role in the geographic area.

For these reasons we recommend:

- ✓ ***Option 3 - Establishing a principle of setting Median Overall Trustee Remuneration equal to 60% of Median Regional District Electoral Area Director Remuneration.***

Using Option 3 as the recommended approach, we have allocated a portion of that total 60% factor to the Trust Council Base amount 30%, to the Local Trust Committee amount 23% and to Folio/Population 7%.

Using estimated 2025 EA Director rates, the following table shows the estimated 2026 remuneration for each Trustee in each of these alternatives (if implemented the actual rates will be slightly higher in 2027, being based on 2026 EA Director remuneration):

Trustee	Option 3 60%	Option 2 50%	Option 1 35%	Current
Bowen	9,800	7,000	4,600	4,310
Salt Spring	43,561	43,144	42,882	42,270
Denman	25,072	20,766	14,688	14,058
Gabriola	31,966	29,330	25,296	24,673
North Pender	27,792	24,189	18,893	18,266
Galiano	25,694	21,618	15,680	15,051
Hornby	25,119	20,878	14,784	14,155
Mayne	25,764	21,740	15,802	15,174
Gambier	24,785	20,647	14,350	13,720
Lasqueti	23,502	18,869	12,296	11,665
Saturna	23,652	19,084	12,539	11,908
South Pender	23,130	18,414	11,727	11,095
Thetis	23,877	19,389	12,896	12,265
Median	25,095	20,822	14,736	14,063
Low	23,130	18,414	11,727	11,095
High	43,561	43,144	42,882	42,270

4. Trust Council Base Amount

The Trust Council Base amount reflects overall Trustee role and responsibility, and the workload associated with Trust Council related activities.

The current base remuneration is not directly referenced to Electoral Area Director comparatives and survey respondents indicated a desire to increase the amount to better reflect workload.

On the assumption that Option 3 is the recommended approach, we have allocated from that 60% factor to the Trust Council Base amount 30%. This provides the base honoraria approach which can be supplemented by workload using population/folio. We recommend:

- ✓ ***Option 3 - Setting the Trust Council Base equal to 30% of Median Regional District Electoral Area Director Remuneration.***

5. Local Trust Committee Base Amounts

Local Trust Committee workload varies, depending on level of community engagement and activity in each area. While there are fewer committee meeting hours, they entail more intensive community engagement.

Using a slightly lower proportion for Local Trust Committee Base remuneration will retain room to differentiate for activity and engagement using the Population and Folio factors.

On the assumption that Option 3 is the preferred approach, using a 23% factor increases the Local Trust Council Base from $4,310 to $9,800 and leaves 7% remaining to use with Population and Folios. We recommend:

- ✓ ***Option 3 - Setting the Local Trust Council Base equal to 23% of Median Regional District Electoral Area Director Remuneration.***

6. Local Trust Activity Differential Proxy

Survey respondents did not indicate a strong preference for the use of both folio and population, with several noting it was difficult to assess its use in the remuneration formula.

The number of properties is intended to provide an *imperfect* means of differentiating Local Trust Activity, while population is also used as an *imperfect* measure of community engagement and activity.

Alternative methods did not provide a material improvement in allocation and were discounted. We recommend:

- ✓ ***Option 3 - Setting the Local Trust Council Population and Folio amounts equal to a combined 7% of Median Regional District Electoral Area Director Remuneration.***

7. Implementation

Collectively, this achieves an increase in the current Islands Trust Trustee median remuneration of $14,063 to a new median of $25,095 which is at the low end of current estimated 2026 Electoral Area Director compensation, with a range between $24,433 and $61,766.

If implemented, staff would update remuneration rates for the Electoral Area Director comparators using published 2026 information from each Regional District and the most recently available population and folio numbers.

The percentage factors would then be applied to build a similar table of remuneration which would establish the new base for the next term of the Trust and then the rates would be updated by CPI each year until the next review in 2030.

- ✓ ***We recommend implementing rates effective April 1, 2027, using 2026 published remuneration, population and folio data.***

8. Trust Council Committee Meeting Fees

We favour maintaining a larger base fee structure supplemented by modest meeting fees with a pro rata reduction for non-attendance, rather than a full meeting based fee schedule which is not the norm in practice.

Increasing the Trust Council Committee meeting fee to the previously recommended $150 level will reflect inflation since 2019, travel and preparation for those that attend these additional meetings.

- ✓ ***We recommend the Council Committee meeting fee be set at $150 for Trustees and $200 for the Chair.***

9. Trust Council and Committee of the Whole Attendance

We favour connecting an increase in base remuneration for Trust Council and Committee of the Whole, with a pro rata reduction for non-attendance.

The proposed Trust Council Base fee is $12,600; there are the equivalent of 12 working days for Trust Council and 4 working days for Committee of the Whole for a total of 16 meeting days per year.

Therefore, a reduction of say $400 per half day regularly scheduled meeting or $800 per full day regularly scheduled meeting not attended could be considered.

- ✓ ***We recommend the introduction of a pro rata reduction of $400 per half day or $800 per full day non-attendance at regularly scheduled Trust Council or Committee of the Whole meetings.***

10. Vice Chair Premium

Unlike most Regional District Vice-Chairs, who primarily assume leadership responsibilities when the Chair is absent or through discrete committee assignments, Islands Trust Vice-Chairs actively participate in Executive Committee meetings every three weeks and typically hold ongoing responsibility for chairing several Local Trust Committees.

The current 10% leadership premium approach is broadly consistent with Regional District and School District practice.

Connecting the base Vice Chair rate to local trust workload by using the busiest volume Trustee rate (Salt Spring Island) is also reasonable. The Vice Chair premium rises from $46,497 to $47,917

- ✓ ***We recommend maintaining the current Trust Vice Chair premium at the Salt Spring Island Trustee rate plus 10%.***

11. Chair Premium

The Chair of the Trust Council receives a leadership premium above trustee remuneration in recognition of primary leadership responsibilities, executive committee and the assignment to chair several Local Trust Committees.

This is consistent with similar practice norms in Regional Districts, albeit at a higher percentage which likely was reflective of the lower base on which it was originally established.

- ✓ ***We recommend the Trust Chair premium be set at the Vice Chair rate plus 15%.***

12. Method for Future Increases

Updating remuneration annually or at least very regularly is recommended by UBCM as best practice, especially when paired with a more comprehensive independent review that is tied to the Trustees' term of office.

- ✓ ***We recommend continuing the practise to update remuneration rates annually using the Victoria Area CPI with the change to take effect April 1st of the following year.***

This current approach to complete a more comprehensive census based review every five years does not align with the Trustees' four year term of office. UBCM best practice is to conduct this kind of review each term and apply the results effective in the first year of the next Trust Council term. This could be started in the third year of the term and completed in the fourth year, in time for budget preparation and application in first year of new Trust Council term.

- ✓ ***We recommend specifying a regular policy review to be completed in the fourth year of Trust Council's term of office with application to take effect April 1st of the next (first year of next Trust Council) term of office.***

13. Financial Implications and Phasing

To implement all recommendations at the 60% median remuneration level will have a budget impact of ~$260,000 or the equivalent of a ~2.8% increase in Islands Trust Property taxes if initiated in one year. As the policy is intended to be implemented April 1st the impact in the first year would be less.

Alternatively, a phased approach could also be employed to smooth the impact over a period of years during the next Trust Council's term.

For example: implementing equally over two years would require $130,000 or a ~1.4% lift each year, or over three years would require $85,000 per year or ~0.9% lift each year.

Using a maximum phase in of three years would allow for the next scheduled remuneration review to occur in the fourth year for implementation during the term of the subsequent Trust Council.

Review of Trustee Remuneration Framework

Effective trustee remuneration is essential to supporting good governance, strengthening decision-making, and ensuring that the Islands Trust can attract and retain a diverse group of capable elected officials from across the region. Appropriate remuneration helps remove barriers to participation—particularly for individuals who may not have independent income, flexible employment, or personal resources to absorb uncompensated workload demands.

In the context of the Islands Trust, where trustees carry a unique, multi-layered mandate spanning local land-use planning, Trust Council duties, Executive Committee responsibilities, Islands Trust Conservancy functions, and intergovernmental engagement, compensation should reflect the complexity, time commitment, and accountability inherent in these roles. When setting remuneration, several factors should be considered, including:

- the scope and intensity of trustee responsibilities across multiple bodies.
- comparative benchmarks from similar local governments and regional authorities.
- the principle of fairness and transparency to the public.
- workload variability among committees and geographic areas.
- cost-of-living realities across island communities; and
- the need for a predictable, defensible methodology for future adjustments.

A well-structured remuneration framework ultimately supports Council effectiveness, strengthens the legitimacy of governance processes, and promotes broader accessibility and representation within the Islands Trust's democratic institutions.

The Islands Trust Council's *Policy on Trustee Remuneration* establishes the basis for determining trustee remuneration, sets current remuneration values, and outlines a four factor method for calculating remuneration. The basis for remuneration, remuneration values, and the methodology for determining periodic increases have not been comprehensively reviewed since 2010. While not within scope of this assignment, the Trustee Travel Policy also has not been comprehensively reviewed since 2014 and UBCM best practice suggests a review while remuneration reviews occur.

In 2022, an internal review of the *Policy on Trustee Remuneration* was conducted against the Union of BC Municipalities '*Council & Board Remuneration Guide*'. This review by Financial Planning Committee identified several recommendations. These recommendations have been incorporated in this report.

What the current Remuneration Policy does well

The current policy already achieves significant alignment with the Union of BC Municipalities' UBCM Recommendations. There are a clear purpose and scope (Trustees, Executive Committee, and Trust Council Committee roles) and a workload proxy built into the formula. There is a periodic "structural" review trigger (census updates) for population/folio-driven adjustments, and the current policy is *structured and formula-based*, which is transparent and repeatable:

- The core remuneration formula is sound (simple, explainable, formula-based).
- Annual CPI indexing is adequate when combined with regular review.
- There are defined Chair, Vice Chair and Executive Committee differentials.
- Use of meeting supplements and committee recognition are generally appropriate.
- Benefits access is broadly consistent with UBCM guidance.

Where the current Remuneration Policy could be improved

Consistent with areas noted in the 2022 review, we have identified structural/technical changes that would serve to further improve the policy approach, none of which materially change the practical application of the process.

Guiding Principles

Including a set of guiding principles in the Remuneration Policy would provide clarity of purpose and a rationale for the overall approach:

1. *Public Service, Not Employment.* Remuneration recognizes service to the public and does not constitute a salary or employment relationship.
2. *Equity and Accessibility.* Compensation should not create undue financial barriers to participation and should reflect differing workload realities.
3. *Transparency and Predictability.* The methodology for setting and adjusting remuneration shall be clear, formula-based, and publicly explainable.
4. *Workload and Responsibility Recognition.* Remuneration should reasonably reflect the governance, committee, travel, and representational demands of the role.
5. *Independence and Integrity.* Structural changes to remuneration should be reviewed independently and implemented in a manner that avoids real or perceived conflicts of interest.

✓ *We recommend adding policy language that identifies a set of guiding principles.*

A UBCM aligned governance process

UBCM's guide emphasizes fair, transparent, locally appropriate remuneration processes which are already referenced in the current approach. An improved alignment can be achieved with modest language changes.

We recommend adding improved policy language which requires:

- ✓ *a formal review once per trustee term (e.g., the fourth year of the term).*
- ✓ *a more flexible review definition (not just limited to "the calculations").*
- ✓ *use of a standard comparator set (Regional Districts' Electoral Area Directors).*
- ✓ *documenting and publishing of the results.*

Reference the use of Independent External Review

UBCM recommends use of an independent Task Force as the preferred option for regular independent review. This independence from decision-makers, as well as staff, enables it to operate in a way that is free of local government involvement and more importantly is *perceived* to be free of such involvement.

The primary value of a remuneration task force is its independence from the local government. However, this can be quite expensive and time consuming, and the intent can be substantially achieved using an independent external consultant. We recommend:

- ✓ *Adding the use of an independent external consultant resource for each formal review.*

Benefits

UBCM suggests that local governments should periodically re-examine the benefits provided to ensure that benefits programs reflect changing needs and reduce barriers to participation. This is a standard component of remuneration programs, and while Trustees did not indicate a desire to substantially review the current benefits program, we recommend:

- ✓ *Aligning the review of benefits coverage at same interval as the remuneration review.*
- ✓ *Update Benefits Reimbursement to $1,350 per year.*

Communications

UBCM also suggests that local governments should consider including in their communications information the nature of elected official roles, the purposes of remuneration, principles to guide the setting of remuneration, details on remuneration levels, remuneration reviews, and expenditures made.

While much of this information is already communicated by the Islands Trust, structured communications each time a review occurred would provide added transparency. We recommend:

- ✓ *Including a requirement for structured communications during the remuneration review.*

Reconfirming the Comparator Framework

The Islands Trust is a unique, special-purpose local government established under the Islands Trust Act with a statutory object to preserve and protect the Trust Area.
No other B.C. body combines:

- Regional-scale land-use authority
- Local trust committee planning functions
- A multi-island federation structure
- A public-interest conservation mandate

While no governance body in British Columbia mirrors the unique preserve-and-protect mandate and federated land-use authority of the Islands Trust, the closest functional and workload comparator group continues to be Regional District Electoral Area Directors in adjacent regional districts.

UBCM characterizes Regional District Director workload in qualitative terms, emphasizing responsibility, variability, and availability rather than hours worked. In contrast, School Board Trustee workload is more commonly described using indicative monthly or annual time ranges, reflecting a more cyclical and committee-driven governance model.

The Islands Trust Trustee role shares elements of both models, supporting the use of annualized peer comparators supplemented by workload-based reasonableness checks. Primary comparators are organizations that:

- Operate within British Columbia and involve elected officials
- Exercise statutory governance authority
- Have regular meeting, preparation, and public accountability obligations
- Are routinely used in public-sector remuneration benchmarking

Islands Trust Trustees make a significant work commitment, aligning with Regional District Electoral Area Directors and Councillors in small or rural municipalities who:

- Exercise land-use authority in small or rural areas
- Represent dispersed island and/or rural populations

- Have high engagement with constituents
- Serve on multiple regional committees
- Face similar challenges in many cases of limited staff capacity, travel constraints, and diffuse community expectations

This was recognised in the 2010 McKivett Consultant Report, concluding explicitly: *"The mandate, responsibilities, activities and taxing authority for Islands Trust Trustees are more comparable to the position of regional district directors than any other body."* It was used in the 2010 remuneration model, reflecting combined governance, land-use, constituent, and committee work and the notion that previously historical Electoral Area Director remuneration ranges generally had aligned with historical Trustee ranges.

UBCM recommends that local governments should consider using base remuneration paid to elected officials in similar local government jurisdictions as the preferred basis for determining remuneration.

We recommend:

- ✓ *No change in the comparator group: all geographically connected Regional District Electoral Area Directors except for Metro Vancouver.*

This remuneration analysis relies primarily on regional district comparators, with broader context provided by reference to municipal and governance-context comparators (School Districts, Municipalities, Bowen Island and Salt Spring Islands Local Community Commission):

- Use Regional District Electoral Area Directors as the fundamental basis for pay structures and recognition of related workload and travel and geographic considerations.
- Use rural municipalities, the Salt Spring Island Local Community Commission and Bowen Island Municipality to provide general context on expectations of part-time elected officials. validate perception of fairness and committee and meeting-based compensation practices.
- Use BC School Trustees to provide general context on expectations of part-time elected officials, validate perception of fairness and meeting-based compensation practices.

Regional Districts (Electoral Area Directors)

Based on geography and overlapping responsibilities, we continue to compare with all geographically connected Regional Districts, except for Metro Vancouver due to the size and complexity of that organization. The comparators are:

- Capital (CRD)
- Cowichan Valley (CVRD)
- Squamish Lillooet RD (SLRD)
- Nanaimo (RDN)
- Sunshine Coast (SCRD)
- Comox Valley (CVRD)
- qathet (Powell River)

Small / Rural Municipalities (Part Time Councillors)

These municipalities provide context for workloads involving planning decisions, public hearings, local bylaws and community pressure on elected officials. Although municipalities are general purpose governments (services and land use), their elected officials are usually part-time, mirroring Trustee status and workloads. They serve as a reference for expected public service time commitment and overall remuneration. Contextual examples include:

- Village of Tahsis, Village of Alert Bay, Village of Masset, District of Highlands and Village of Cumberland.
- Bowen Island Municipality - Part of the Islands Trust federation and required to "have regard to" the Islands Trust. Councillors receive municipal remuneration and a smaller fixed amount from Islands Trust.
- Salt Spring Island Local Community Commission - Established by the Capital Regional District as a Local Community Commission in 2023, the LCC oversees and advises the Capital Regional District Board on economic development, wastewater disposal, community parks and recreation, small craft harbour facilities, transit and transportation services, street lighting, grants-in-aid and the contribution services for arts, public library, and search and rescue.

BC School Districts (Part Time Trustees)

BC School Trustees differ structurally but are relevant and a strong functional comparator because they are elected part time governance roles that carry consistent high meeting, preparation, and community engagement workloads.

They operate under stipend or simple remuneration models and face similar public expectations for carrying governance, not service-delivery responsibility despite modest compensation.

Survey Summary - What We Heard

The Islands Trust – Trustee Remuneration Survey polled all Islands Trust Trustees, and 100% were received. This provided a credible cross-section of Trustee experience rather than a single-interest view. Ten Trustees also took up the option of providing follow up comments via phone conversation.

The Trustee Remuneration Survey was designed to capture Trustees' actual experience of workload, role expectations, and compensation adequacy, and to test whether the existing remuneration framework aligns with those realities.

Trustees describe a role where workload is driven by TC and LTC activity and preparation, complexity matters more than size, leadership roles are materially heavier, and current proxies (folios, population alone) feel misaligned. Trustees report significant, variable time commitments driven primarily by Local Trust Committee activity, preparation, and community engagement.

Leadership roles are recognized as carrying materially higher responsibility, while overall remuneration levels are viewed as a barrier to accessibility and renewal. **Taken together, the survey confirms the need for a remuneration framework that emphasizes base compensation, clear role-based premiums, objective activity measures and periodic independent review.**

Overall time commitment and role intensity

Most trustees reported significantly higher time commitments than implied by an honorarium-style role. Typical monthly workloads clustered in the 30–65 hour range, with periodic peaks well above this during Local Trust Committee (LTC) cycles, hearings and referrals and Trust Council and committee periods. Trustees emphasized that workload is uneven and unpredictable, rather than evenly distributed across the year. This helps confirm that the Trustee role functions as a serious governance responsibility, not a light volunteer position and that annualized remuneration models are more appropriate than per-meeting or per-hour approaches.

What drives Trustee workload

Trustees consistently identified the following as the largest drivers of time and effort: Local Trust Committee meetings and agenda volume, preparation and file review, correspondence and community engagement.

Travel, while time-consuming, was generally described as expected and largely unavoidable, rather than a differentiating factor between islands.

This also helps confirm that Trustees' lived experience aligns with the hours data showing LTC meeting hours correlate with total workload and validates the use of activity-based measures rather than abstract proxies.

Perceptions of fairness and equity across Trust Areas

Many Trustees expressed concern that current formulas do not fairly differentiate workload between islands. There was skepticism that folio counts, or population alone accurately reflect effort, complexity, or intensity. Several respondents noted that small or low-population islands can still generate high conflict, engagement, and preparation demands. This suggests that Trustees themselves do not experience folios or population as fair workload proxies.

Population was generally seen as relevant to engagement and correspondence, but insufficient to explain overall workload. Folios were frequently described as hard to interpret or disconnected from day-to-day trustee effort. Few respondents expressed strong support for folios as a remuneration driver. Trustee perceptions mirror the statistical findings: population explains some workload, folios explain very little. And Trustees' intuition and the data point in the same direction.

Leadership and additional responsibility roles

There was broad recognition that Chair, Vice-Chair, and LTC chairing roles carry materially higher and less discretionary workloads. Respondents emphasized accountability, visibility, preparation burden, and decision-making risk. At the same time, some expressed concern that the current structure is difficult to understand or explain, even if leadership roles are acknowledged. From this we interpret that leadership premiums are accepted in principle and the issue is clarity and structure, not whether leadership should be compensated.

Adequacy of current remuneration

A clear majority indicated that current remuneration is too low relative to time commitment. Several respondents highlighted barriers to participation for working people, challenges for those without flexible employment or independent income and risk to diversity and renewal. Compensation levels affect who can realistically serve, not just how much they are paid, and this is a governance capacity issue.

Accountability, attendance, and public expectations

Trustees generally supported clear attendance expectations and accountability mechanisms. There was little appetite for purely per-meeting pay, or models that incentivize attendance over preparation and follow-through. Trustees value accountability but recognize that much of the work happens outside meetings. Base remuneration with standards is preferred to purely transactional pay models in this case.

Predictability and review over time

Respondents expressed support for periodic, principled reviews, and independent input. Trustees value stability, predictability, and legitimacy in how remuneration is set. Regular review is seen as good governance, not self-interest.

Remuneration Review and Recommendations

While no governance body in British Columbia mirrors the unique preserve-and-protect mandate and federated land-use authority of the Islands Trust, **the closest functional and workload comparator group continues to be Regional District Electoral Area Directors in adjacent regional districts, and no change to this comparative group is suggested.**

Broad context is provided by comparison to Bowen Island Municipality, Salt Spring Island Local Community Commission, School District Trustees and Small Municipalities:

- Island Trust Trustee 2026 Median $ 14,603
- All Comparative Regional District EA Director 2026 Median $ 41,907
- Salt Spring Island CRD Regional Director 2026 estimated $ 37,694
- Southern Gulf Islands CRD Regional Director 2026 estimated $ 48,449
- School District Trustee 2024 ~$ 25,900
- Salt Spring Island Community Commission Commissioner 2025 $ 13,129
- Bowen Island Councillor 2024 $ 19,711
- Small Municipality Councillor 2024 ~$ 15,000

Current Island Trust Trustee remuneration is about ~35% of median comparative Regional District Electoral Area Directors.

Regional District Electoral Area Directors

Regional District Electoral Area Directors in Districts aligned geographically were included in this comparator group, with exception of Metro Vancouver.

UBCM notes that Regional District Directors typically serve on the Regional Board, one or more standing committees and advisory or service-specific boards (e.g., transit, waste, water, emergency management). For Electoral Area Directors, this often includes additional service commissions that municipal directors do not sit on. Regional District Directors are compensated for responsibility, availability, and accountability, not just attendance.

UBCM also notes that Electoral Area Directors carry a heavier workload than municipal directors because they represent residents without municipal councils, act as the primary political contact for constituents, manage local service areas directly and handle land-use, infrastructure, and community issues personally. This will be slightly different for those that represent within Islands Trust areas as the Islands Trust Trustees represent residents in land use and other Trust mandated matters.

Electoral Area Directors are paid a base remuneration including expense allowance with additional premiums paid for these committee responsibilities, meeting attendance and leadership (Chair and Vice Chair) roles.

When the 2010 report was completed, Electoral Area Directors in the Regional Districts associated with the Islands Trust geographic area received between $8,000 and $28,000 per annum with a median of $22,400. Since that time Director remuneration has increased to between $24,400 and $61,800 with a median of $41,907.

Of specific interest the CRD Salt Spring Island Regional Director remuneration is $37,694 and the Southern Gulf Islands Director is $48,449. The Salt Spring Island Local Community Commission Commissioners received 13,129 each in 2025.

Small Community Municipal Councillors

Municipal Councillor remuneration comparisons typically assume a part-time governance workload. Guidance from UBCM and FCM, along with established municipal remuneration review practice in British Columbia, supports a normal workload range of approximately 30 to 50 hours per month with a midpoint of approximately 40 hours per month commonly used as a comparator.

Bowen Island provides a connected example for context and a Councillor in that municipality receives remuneration of ~$20,700 in 2026. Other small municipality Councillors receive in the range of $16,000 to $21,000 annually. An Island Trust Trustee receives a typical 2026 remuneration of $14,603; this is materially lower with a higher average workload than Bowen Island and many small community municipal Councillors such as in Highlands, Tofino, Ucluelet.

School District Trustees

A typical Trustee (Non Chair) is reported by the BC School Trustee Association and BC Ministry of Education to commit 20 to 35 hours per month or between 240 and 420 hours per year. This rises when the Trustee has some committee leadership or complex portfolio responsibility to 30 to 45 hours a month or between 360 and 540 hours per year. Duties are cyclical, committee-based, and calendar-driven.

In comparison an Islands Trust Trustee (median of 760 hours per year) typically makes a time commitment at the upper end of the typical School Trustee, and like School Board Trustees attends structured meetings, committees and hearings. Like regional District Directors they consider land-use decisions, have community level accountability and travel.

Most recent published (2024) School District Trustee remuneration ranges between $15,599 (SD48 Sea to Sky) and $28,531 (SD68 Nanaimo) with a median of $21,303. An Island Trust Trustee receives typical 2026 remuneration of $14,603 and this is materially lower than all School District Trustees in the comparator group, with a higher workload. Typical Islands Trust Trustee remuneration is currently about 50% of the School District Trustee rate.

Trustee Remuneration:

Islands Trust Trustee and Vice Chair/Chair remuneration generally aligns with, but in many cases falls below, comparable BC governance roles, especially when also considering workload. Secondary comparators, including Municipal Councillors and BC School Trustees, reinforce that elected public service governance roles with high preparation and community engagement demands are frequently under-compensated on an hourly basis.

Trustee remuneration was originally linked to the low and high comparatives of Electoral Area Director Remuneration; however, Electoral Area Director remuneration has increased substantially since that time and outpaced CPI increases.

The 2026 median Islands Trust Trustee remuneration of $14,603 represents ~35% of the median estimated 2026 Regional District Electoral Area Director remuneration of $41,907.

Survey respondents reported a median workload of ~760 hours per year and feel that remuneration is not reflective of workload. We have apportioned these hours for purposes of this analysis 80% to Local Trust related activities and 20% to Trust Council.

Survey respondents also discussed the merits of connecting remuneration to attendance. General practice in the Regional District sector continues to focus on the use of fixed base rates, with small meeting fee increments to reflect additional workload.

Electoral Area Directors have broader regional responsibility than Trustees, but this does not include specific local area land use planning. Trustees have perhaps more intense engagement and public scrutiny specific to their narrower mandate.

While an argument could be made that the combination of public service governance responsibility and workload considerations of an Islands Trust Trustee is equal to that of a comparable Regional District Electoral Area Director, setting remuneration at a lower proportion is both conservative, financially prudent and considers the imperfect nature of such a comparison.

The current remuneration policy approach generally reflects this and no change in overall approach is suggested. We favour maintaining the use of base fees with a pro rata reduction for nonattendance, rather than a return to a full meeting based fee schedule which is not the norm in practice.

Increasing overall compensation will help address the concern expressed in the Trustee survey about workload and the new Committee of the Whole responsibilities, achieve better alignment with market comparators and help reduce barriers to entry.

Recognising that Trustee positions are predominantly considered to be public service honoraria governance roles, three alternatives were developed that specifically reference Electoral Area Director remuneration as they too are public sector honoraria governance positions that also subjectively consider workload.

Directly linking all three components of overall remuneration to a proportion of the median Electoral Area Director remuneration provides consistency, simplicity and a means to regularly update. The lowest overall percentage (35%) simply is equalized to the current cost while the highest percentage (60%) provides a conservative measure of comparability with the closest public sector governance role in the geographic area.

Three options were developed:

Option 1 – Equalize to 35% of Electoral Area Director Median Rate

Median Remuneration equalized to **35%** of EA Director Median Remuneration

- Increase rates by 3%
- Keeps cost about the same and doesn't address low remuneration concern
- Median remuneration increases from $14,603 to 14,736
- Cost ~$658,000

Setting remuneration equal to 35% of Electoral Area Director median remuneration simply maintains overall cost to the Islands Trust but does not address the additional workload from Committee of the Whole, or reflect the relative workload reported by Trustees and the change in comparative market remuneration.

Option 2 – Equalize to 50% of Electoral Area Director Median Rate

Median Remuneration equalized to **50%** of EA Director Median Remuneration

- Modest increase and minimally addresses lower remuneration
- 25% to TC Base, 18% to LTC Base and 7% to Population/Folio
- Median remuneration increases from $14,603 to $20,822
- Cost ~$796,000 or 1.8% Tax Impact

Increasing the proportion to 50% of Electoral Area Director median remuneration helps correct the change in comparative market but does not substantially address the workload, more focused on public sector honoraria governance.

Option 3 – Equalize to 60% of Electoral Area Director Rate

Median Remuneration equalized to **60%** of EA Area Director Median Remuneration

- Reasonable increase in remuneration and closer link to EA Director workload
- 30% to TC Base, 23% to LTC Base and 7% to Population/Folio
- Median remuneration increases from $14,603 to $25,095
- Cost ~$895,000 or 2.8% tax impact and consider phasing this in.

Increasing to 60% of Electoral Area Director median remuneration still retains the focus on public sector governance honoraria but better reflects workload and new Committee of the Whole duties, given that Trustee workload is reported more than the average for Regional District Directors.

This also keeps the financial impact in mind and, while this is the highest cost option, it is the closest to substantially reflecting workload and sets the compensation in the lower segment of the comparative market and could be phased in over time if required.

For these reasons we recommend:

- ✓ *Option 3 - Establishing a principle of setting Median Overall Trustee Remuneration equal to 60% of Median Regional District Electoral Area Director Remuneration.*

On the assumption that Option 3 is the recommended approach, we have allocated a portion of that total 60% factor to the Trust Council Base amount 30%, to the Local Trust Committee amount 23% and to Folio/Population 7%.

The following table shows the estimated 2027 remuneration (based on 2026 estimated Electoral Area Director Remuneration rates) for each Trustee in each of these alternatives:

Trustee	Option 3 60%	Option 2 50%	Option 1 35%	Current
Bowen	9,800	7,000	4,600	4,310
Salt Spring	43,561	43,144	42,882	42,270
Denman	25,072	20,766	14,688	14,058
Gabriola	31,966	29,330	25,296	24,673
North Pender	27,792	24,189	18,893	18,266
Galiano	25,694	21,618	15,680	15,051
Hornby	25,119	20,878	14,784	14,155
Mayne	25,764	21,740	15,802	15,174
Gambier	24,785	20,647	14,350	13,720
Lasqueti	23,502	18,869	12,296	11,665
Saturna	23,652	19,084	12,539	11,908
South Pender	23,130	18,414	11,727	11,095
Thetis	23,877	19,389	12,896	12,265
Median	25,095	20,822	14,736	14,063
Low	23,130	18,414	11,727	11,095
High	43,561	43,144	42,882	42,270

Trust Council Base Amount

The Trust Council Base amount is intended to reflect overall Trustee role and responsibility, and the workload associated with Trust Council related activities. The current base remuneration is not directly referenced to Electoral Area Director comparatives and survey respondents indicated a desire to increase the amount to better reflect workload.

Trustee workload attributed to Trust Council activities is generally estimated at a minimum of 300 hours per year including meetings, preparation and travel. Adding say 20% of reported community engagement hours raises this to ~390 hours per year.

Using 30% of Median Electoral Area Director remuneration for Trust Council Base is a conservative comparative allocation, compensates for the added COTW meetings and would increase the Trust Council Base from $5,657 to $12,600. We recommend:

- ✓ *Option 3 - Setting the Trust Council Base equal to 30% of Median Regional District Electoral Area Director Remuneration.*

Local Trust Committee Base Amounts

Local Trust Committee workload varies, depending on level of community engagement and activity in each area. For context, five year average reported hours for local trust committee meetings range between 11 and 64 hours per year with a median of 26 hours but also entails significant community engagement outside of those meetings. Reported community engagement hours range between 40 and 945 hours per year with a median of 384.

We have allocated 20% of community engagement hours to Trust Council related work which leaves 80% allocated to Local Trust Committee work, bringing the median hours for Local Trust Committee to ~370 per year. While there are fewer committee meeting hours, they entail more intensive community engagement.

Using a slightly lower proportion of Electoral Area Director comparative remuneration for Local Trust Committee Base remuneration will retain some room to differentiate for activity and engagement using Population and Folio factors. Using a 23% factor increases the Local Trust Council Base from $4,310 to $9,800 and leaves 7% remaining to use with Population and Folios. We recommend:

- ✓ *Option 3 - Setting the Local Trust Council Base equal to 23% of Median Regional District Electoral Area Director Remuneration.*

Local Trust Committee Activity Differential Proxy – Folio and Population

Survey respondents did not indicate a strong preference for the use of both Folio and Population with several indicating it was difficult to assess its use in the remuneration formula.

The number of properties is intended to provide an *imperfect* means of differentiating Local Trust Activity, while population is also used as an *imperfect* measure of community engagement and activity. Attempting to use more specific measures such as recorded Local Trust Committee meeting time was considered but ultimately discounted as they did not provide a substantial improvement in differentiation.

Imperfect and high level as these are, we considered if there was a stronger relationship with the five year long run average of LTC meeting hours with application activity and engagement intensity, rather than Folio and Population. We found that substituting the LTC Hours average did not produce materially different remuneration results than with Population and Folios, even though LTC hours might be a more intuitive measure and retained the current formula.

Based on the recommended overall principle of 60% of Median Regional District Electoral Area Director remuneration with 30% allocated to the Trust Council and 23% to Local Trust Committee Base amounts, 7% remained to be used equally between the population and folio factors to provide a differentiation between island areas. We recommend:

- ✓ *Option 3 - Setting the Local Trust Council Population and Folio amounts equal to a combined 7% of Median Regional District Electoral Area Director Remuneration.*

Implementation

Collectively, this achieves an increase in the current Islands Trust Trustee median remuneration of $14,603 to a new 2027 estimated median of $25,095 which is at the low end of current Electoral Area Director compensation, with a range between $24,433 and $61,766.
If implemented, staff would update remuneration rates for the Electoral Area Director comparators using actual published 2026 information from each Regional District and the most recently available population and folio numbers.

The percentage factors would then be applied to build a similar table of remuneration which would establish the new base for the next term of the Trust and then the rates would be e updated by CPI each year until the next review in 2030. We recommend:

- ✓ *Implement rates effective April 1, 2027, using 2026 remuneration population and folio data.*

Trust Council Committee Meeting Fees

Survey respondents noted the merits of connecting remuneration to attendance and the current level of Council Committee meeting fee. General practice in the regional district sector continues to focus on the use of fixed base rates, with small meeting fee increments to reflect additional workload in some cases. The current policy approach reflects this and no change in approach is suggested. However, with the introduction of higher base remuneration levels, policy language could also be added that provides for an attendance standard.

We suggest maintaining a larger base fee structure supplemented by modest meeting fees with a pro rata reduction for non-attendance, rather than a full meeting based fee schedule which is not the norm in practice.

The base meeting fee for attendance at Council Committees (Trust Programs Committee - TPC, Regional Planning Committee - RPC, Financial Planning Committee - FPC, Governance Committee - GOV, Accessibility Committee and Islands Trust Conservancy Board - ITCB) was originally recommended at $150 in 2010 but rejected at that time. In 2019 it was established at $100 and has not increased since. The closest comparative is the Capital Regional District which has $110 meeting fees.

Increasing the Trust Council Committee meeting fee to the previously recommended $150 level will reflect inflation since 2019, travel and preparation for those that attend these additional meetings. We recommend:

- ✓ *The Council Committee meeting fee be set at $150 for Trustees and $200 for the Chair.*

Trust Council and Committee of the Whole Attendance

We suggest connecting an increase in base remuneration for Trust Council and Committee of the Whole, with a pro rata reduction for non-attendance.

The proposed Trust Council Base fee is $12,600 and there are four Trust Council meetings of three days each and four Committee of the Whole Meetings. This is the equivalent of sixteen days per year and therefore a reduction of $400 per half day regularly scheduled meeting or $800 per full day regularly scheduled meeting not attended could be considered.

Trustees are remunerated monthly so any reduction would be processed at the next monthly pay cycle after the meeting missed.

In person attendance continues to be preferred, but virtual attendance capability is provided and would not result in a reduction for those that participate by that means. We recommend:

- ✓ *The introduction of a pro rata reduction of $400 per half day or $800 per full day non-attendance at regularly scheduled Trust Council or Committee of the Whole meetings.*

Vice Chair Premiums

Unlike most Regional District Vice-Chairs, who primarily assume leadership responsibilities when the Chair is absent or through discrete committee assignments, Islands Trust Vice-Chairs actively participate in Executive Committee meetings every three weeks and typically hold ongoing responsibility for chairing several Local Trust Committees. This role includes presiding over quasi-judicial hearings, managing procedural fairness, and leading land-use decision-making at the community level.

The Islands Trust Vice Chairs are responsible to lead on average three local Trust Committees, which annually have a total of twenty four meetings (median of 75 hours and 96 applications) and requires a minimum commitment of 220 hours per committee and a total annual commitment of 660 hours. This can increase depending on the allocation of Local Trust Council responsibilities, although every attempt is made to balance workload among the Vice Chairs. The Vice Chair also receives the base remuneration which includes compensation for one Local Trust Committee.

As a result, the Islands Trust Vice-Chair role entails a higher and more continuous leadership burden than is typical for Regional District Vice-Chairs, supporting a Vice-Chair remuneration differential toward the upper end of Regional District comparator ranges. Across comparable Regional Districts, Vice-Chair remuneration typically represents an additional 10% to 25% above Electoral Area Director remuneration, reflecting a supporting leadership role distinct from the Islands Trust Vice Chair role.

School Boards within the comparator group also appoint Vice Chairs; however, these roles are typically compensated at the same level as trustees or receive only modest additional remuneration, generally in the range of 0–15%, although in many cases this amounts to less than $5,000 annually. Regional District Vice-Chair premiums are higher, reflecting greater governance and committee responsibilities.

The current 10% leadership premium is generally consistent with Regional District and School District practice. Connecting the base Vice Chair rate to local trust workload by using the busiest volume Trustee rate (Salt Spring Island) is also reasonable.

Alternately either of the Salt Spring Island or Southern Gulf Islands Regional District Electoral Director rates could also be considered as the base. The Vice Chair premium rises from $46,497 to $47,917. We recommend:

- ✓ *Maintaining the current Trust Vice Chair premium at the Salt Spring Island Trustee rate plus 10%.*

Trust Chair Premium

The Chair of the Trust Council receives a leadership premium above trustee remuneration in recognition of primary leadership responsibilities, executive committee and the assignment to chair several Local Trust Committees. This compensates for:

- Overall leadership and spokesperson role
- Agenda-setting and coordination with administration
- Board/Trust Council effectiveness and crisis leadership
- External relations and intergovernmental engagement
- Presiding over quasi-judicial LTC hearings
- Procedural rulings and reasons for decision
- Elevated legal/reputational risk
- Preparation, travel, and continuity of adjudicative leadership

The current method was established to provide recognition of the equivalent level of workload as a Vice Chair on Executive Committee and several Local Trust Committees plus the equivalent of a 25% premium for the Chair's leadership responsibility. This is consistent with similar practice norms in Regional Districts, albeit at a higher percentage which likely was reflective of the lower base on which it was originally established.

Given the proposed increase in base remuneration, reducing the Chair's premium from 25% to 15% would provide a modest increase but remain comparative to the market. The median Chair remuneration would rise to $25,095 as a Trustee plus a premium of $59,896 for a total of $84,991. This is in the mid range of comparatives for Chairs of Regional Districts which range between ~$44,200 and ~$120,700. We recommend:

- ✓ *The Trust Chair premium be set at the Vice Chair rate plus 15%.*

Method for Future Increases

Since the establishment of the remuneration approach the original dollar amounts have been updated each year using the Victoria Area consumer price index. These indexes are generally provided on a broader area basis such as Victoria, Vancouver and Nanaimo. Continuing this

practice using the Victoria Area CPI rather than using a mix of area specific CPI combinations is recommended, especially given that a more comprehensive review would be anticipated every four years. We recommend:

- ✓ *Continuing the practise to update remuneration rates annually using the Victoria Area CPI with the change to take effect April 1st.*

Updating remuneration annually or at least very regularly is recommended by UBCM as best practice, especially when paired with a more comprehensive review that is tied to the Trustees' term of office. The Islands Trust Policy mostly reflects this best practice; however, the timing of the review has been tied to the availability of census information which is generally every five years.

This does not align with the Trustees' four year term of office. UBCM best practice is to conduct this kind of review each term and apply the results effective in the first year of the next Trust Council term.

We recommend adjusting policy to conduct a remuneration policy review in the fourth year of the term of office before the Trust Council elections, for application in the first term of office of the next Trust Council. This would mean that adjustments based on any changes would be implemented on April 1st of the first year of office.

When conducted each term, this review would naturally tend to become fairly streamlined with a focus on updating of comparables and data rather than a complete rethink of approach unless circumstances materially changed. We recommend:

- ✓ *Specifying a regular policy review in the fourth year of Trust Council's term of office with application taking effect April 1st of the next (first year of next Trust Council) term of office.*

Financial Implications and Phasing

To implement all recommendations at the 60% median remuneration level will have a budget impact of ~$260,000 per year when fully implemented or the equivalent of a ~2.8% increase in Island Trust Property taxes if initiated in one year. As the policy is intended to be implemented April 1st the impact in the first year would be less.

Alternatively, a phased approach could also be employed to smooth the impact over a period of years during the next Trust Council's term. For example: implementing equally over two years would require $130,000 or a ~1.4% lift each year, or over three years would require $85,000 per year or ~0.9% lift each year.

Using a maximum phase in of three years would allow for the next scheduled remuneration review to occur in the fourth year for implementation during the term of the subsequent Trust Council.

Appendix 1 - Summary of Recommendations

A set of guiding principles:

- ✓ *Reference the use of an independent external consultant resource for each formal review.*
- ✓ *A formal review of remuneration and benefits once per Trustee term (e.g., within 12 months before elections to apply to next term), with CPI increases in the interim.*
- ✓ *Update Benefits Reimbursement to $1,350 per year.*
- ✓ *A more flexible review definition (not just limited to "the calculations", i.e. all factors and comparatives).*
- ✓ *Reference to a standard comparator set (Regional District Electoral Directors updated during the formal review each term), and*
- ✓ *A reference to the publishing of the results.*

Comparator Group:

- ✓ *We recommend no change in the comparator group: all geographically connected Regional District Electoral Area Directors, except for Metro Vancouver. Explicitly reference this in the policy.*

Trustee Base Remuneration:

- ✓ *Option 3 - Establishing a principle of setting Median Overall Trustee Remuneration equal to 60% of Median Regional District Electoral Area Director Remuneration.*

Trust Council Base Amount

- ✓ *Option 3 - Setting the Trust Council Base equal to 30% of Median Regional District Electoral Area Director Remuneration.*

Local Trust Committee Base Amounts

- ✓ *Option 3 - Setting the Local Trust Council Base equal to 23% of Median Regional District Electoral Area Director Remuneration.*

Local Trust Activity Differential Proxy

- ✓ *Option 3 - Setting the Local Trust Council Population and Folio amounts equal to a combined 7% of Median Regional District Electoral Area Director Remuneration.*

Implementation

- ✓ *Implement rates effective April 1, 2027, using 2026 published remuneration population and folio data.*

Trust Council Committee Meeting Fees

- ✓ *The Council Committee meeting fee be set at $150 for Trustees and $200 for the Chair.*

Trust Council and Committee of the Whole Attendance

- ✓ *The introduction of a pro rata reduction of $400 per half day or $800 per full day non-attendance at regularly scheduled Trust Council or Committee of the Whole meetings.*

Vice Chair Premium

- ✓ *Maintaining the current Trust Vice Chair premium at the Salt Spring Island Trustee rate plus 10%.*

Chair Premium

- ✓ *The Trust Chair premium be set at the Vice Chair rate plus 15%.*

Method for Future Increases

- ✓ *Continuing the practise to update remuneration rates annually using the Victoria Area CPI with the change to take effect April 1st of the following year*

- ✓ *Specifying a regular policy review to be completed in the fourth year of Trust Council's term of office with application take effect April 1st of the next (first year of next Trust Council) term of office.*

Appendix 2 - Background

In some areas of British Columbia, specific local authorities can provide local services and administration. These are not local governments, and they either predate the regional district system or exist for a specific purpose. Examples include improvement districts, the Islands Trust, University Endowment Lands, special purpose boards and the unincorporated Stikine region.

The Islands Trust is a unique, special-purpose local government established under the Islands Trust Act with a statutory object to preserve and protect the Trust Area. No other B.C. body combines:

- Regional-scale land-use authority
- Local trust committee planning functions
- A multi-island federation structure
- A public-interest conservation mandate

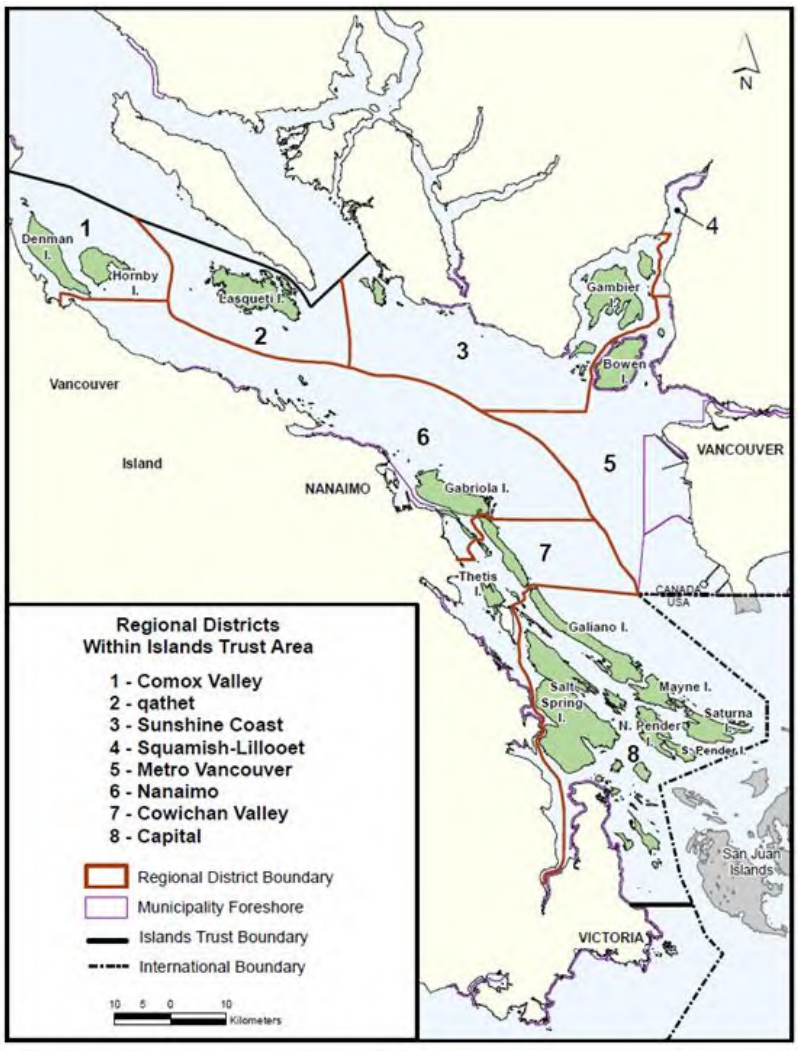
The Islands Trust Area covers 5,200 square kilometres and includes 13 major islands and over 450 smaller islands. The region is home to 26,000 residents, 10,000 non-resident property owners and is the homeland of over 28,000 Coast Salish Peoples.

Islands Trust Council is committed to reconciliation and acknowledges that the Trust Area is located within the treaty lands and territories of the BOḰEĆEN, K'ómoks, Lək̓ʷəŋən, Lyackson, MÁLEXEŁ, Qualicum, Quw'utsun Tribes, scəẃaθən məsteyəxʷ, Scia'new, səl̓ilw̓ətaʔɬ, SEMYOME, shíshálh, Sḵwxw̱ú7mesh, Snaw-naw-as, Snuneymuxw, Spune'luxutth, SȾÁUTW̱, Stz'uminus, ɬaʔəmen, toq qaymɩxʷ, Ts'uubaa-asatx, Wei Wai Kum, We Wai Kai, WJOŁEŁP, W̱SIḴEM, Xeláltxw, Xwémalhkwu/ʔop qaymɩxʷ, and xʷməθkʷəy̓əm First Nations. These Nations had and still have village sites, cultural areas, and spiritual areas in the lands and waters comprising the Trust Area.

The mandate of Islands Trust is *"to preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations, and the government of British Columbia"* (Islands Trust Act). The Trust Area features spectacular beauty, extensive archaeological and culturally important sites, and some of the worlds most endangered and biodiverse ecosystems.

Across the Trust Area, there are thirteen local trust areas and Bowen Island Municipality. Every four years, island residents elect two Trustees to represent them on their Local Trust Committee, Bowen Island Municipal Council and the regional Islands Trust Council. Local Trust Committees and Bowen Island Municipality make decisions about local land use planning and regulation.

As a regional body, the Trust Council acts on matters that affect the entire Islands Trust Area, including setting the annual budget, creating and monitoring a Trust-wide Strategic Plan, implementing and amending the Islands Trust Policy Statement, advocating on issues important to the entire region, and engaging with First Nations and other governments, agencies, and organizations to preserve and protect the Trust Area for future generations. Official community plans and land use bylaws in the Trust Area have a strong emphasis on preserving and protecting the unique amenities and environment of the region.



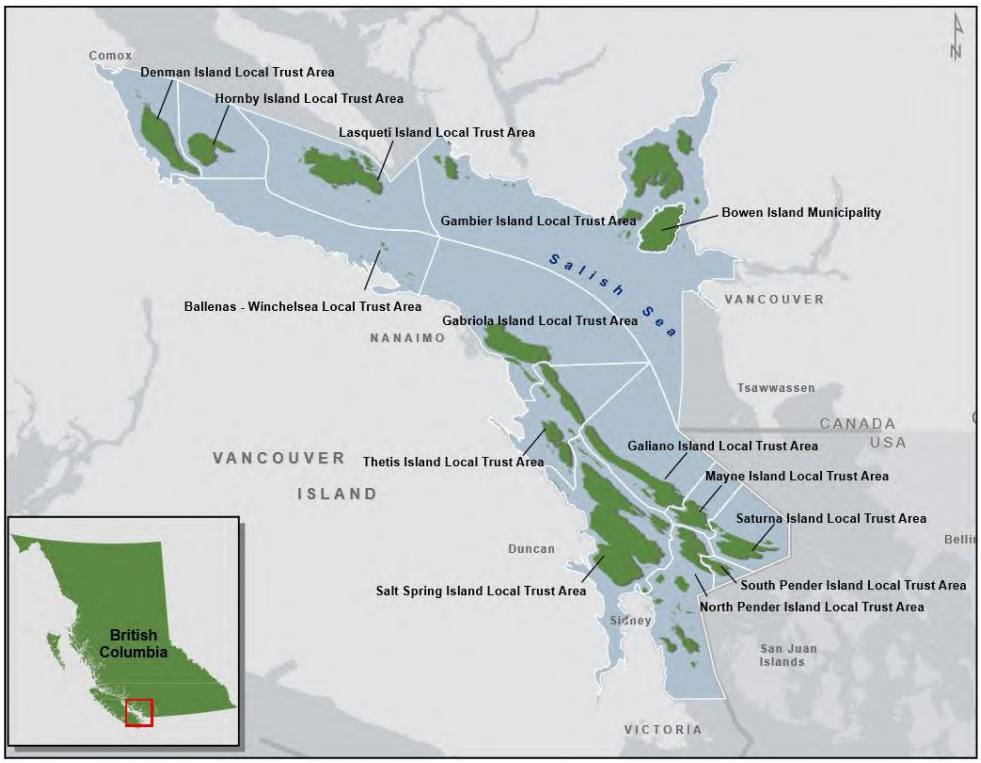
Islands Trust has a governance structure unique in the world. Islanders vote to be represented by islanders.

Without Islands Trust, regional district boards would make land-use decisions from Vancouver Island or the BC Mainland, decisions that would not be rooted in a mandate to preserve and protect.

Each major group of islands (known as a local trust area) and Bowen Island Municipality elect two representatives that sit on Islands Trust Council. The Trust Council then elects from its 26 elected members a Chair and three Vice-Chairs, who sit as the Executive Committee. The Trust Council meets both as

Council and as Committee of the Whole. The Committee of the Whole allows all Trust Council members to sit as a Committee in a less formal structure to discuss complex issues that may require more in-depth consideration. Committee of the Whole is not a decision-making entity and will consider and provide recommendations to the Trust Council.

The Executive Committee is comprised of the Chair of the Islands Trust and three Vice-Chairs, elected for four-year terms by the Trust Council from amongst its members. The Executive Committee's primary functions include overseeing the day-to-day business of the Islands Trust and reviewing bylaws.



In local Trust Areas, the two locally elected representatives, along with the Chair, or a Vice-Chair, make up a three-person Local Trust Committee. Local land-use planning decisions are made by the Local Trust Committee except for Bowen Island, which voted to become an island municipality. This governance model ensures that island communities have local representation, while the off-island Chair brings a valued regional perspective to local decisions and can share best practices from other islands. All decisions must be consistent with the mandate of the Islands Trust to preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and British Columbia as a whole.

About Trustees

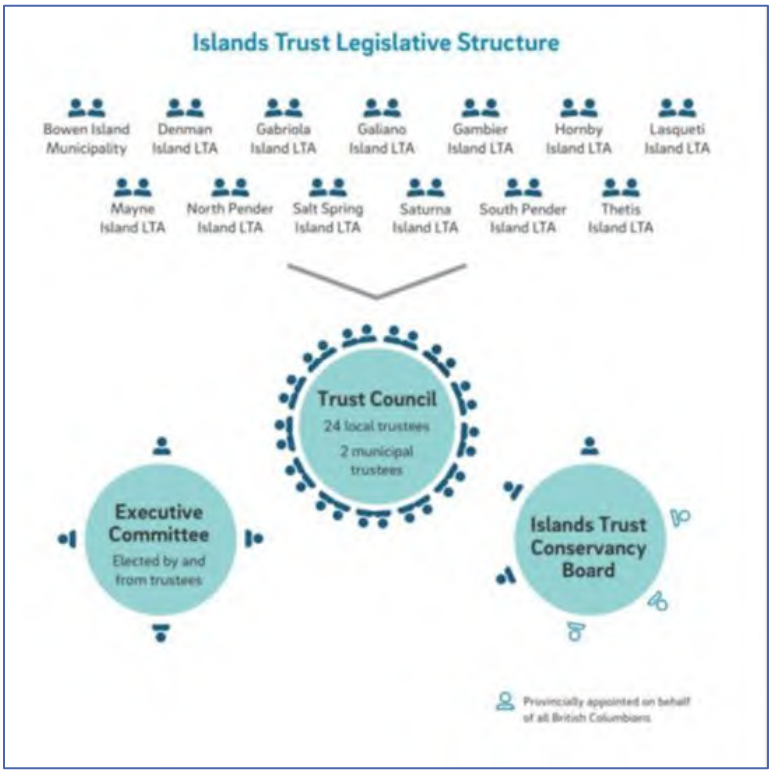
All Trustees serve on Local Trust Committees or Bowen Island Municipal Council to vote on local land-use decisions and on the Islands Trust Council, which sets policies for the whole Islands Trust Area and guides the operations of Islands Trust.

Islands Trust Conservancy

Up to six Trustees serve on the Islands Trust Conservancy Board. Two Trustees are elected by Trust Council from its membership, one is elected from the Executive Committee, and three Trustees are appointed by the Minister of Municipal Affairs as coordinated through the Crown Agencies and Board Resourcing Office. The Islands Trust Conservancy is guided by a five-year plan which is approved by the Minister of Municipal Affairs.

Legislation, Policy & Strategic Plan

Local Trust Committees, Trust Council and its committees, the Islands Trust Conservancy and Bowen Island Municipality must comply with the Islands Trust Act and related legislation.



The Islands Trust Council, Executive Committee, Local Trust Committees, and some decisions of Bowen Island Municipality, are guided by the Island Trust Policy Statement that is approved by the Minister of Municipal Affairs.

Islands Trust Council appoints staff and auditors, adopts the annual budget, and elects Trustees to the Executive Committee and Islands Trust Conservancy Board. The Trust Council creates strategic plans to identify its goals and develop a plan to achieve them.

The Islands Trust Executive Committee and the Minister of Municipal Affairs approve Local Trust Committee's official community plans and land use bylaws. Bowen Island Municipality must submit its Official Community Plan (OCP) bylaws to the Executive Committee and Minister for approval and refers non-OCP bylaws that include a reference to a matter included in the Policy Statement to the Executive Committee.

Appendix 3 - What We heard from the Survey

Trustees describe a role where workload is driven by LTC activity and preparation, complexity matters more than size, leadership roles are materially heavier, and current proxies (folios, population alone) feel misaligned. Trustees report significant, variable time commitments driven primarily by Local Trust Committee activity, preparation, and community engagement.

Leadership roles are recognized as carrying materially higher responsibility, while overall remuneration levels are viewed as a barrier to accessibility and renewal. Taken together, the survey confirms the need for a remuneration framework that emphasizes base compensation, clear role-based premiums, and objective activity measures, supported by periodic independent review

Overall time commitment and role intensity

Most Trustees reported significantly higher time commitments than implied by an honorarium-style role. Typical monthly workloads clustered in the 30–65 hour range, with periodic peaks well above this during Local Trust Committee (LTC) cycles, hearings and referrals and Trust Council and committee periods. Trustees emphasized that workload is uneven and unpredictable, rather than evenly distributed across the year.

This helps confirm that the Trustee role functions as a serious governance responsibility, not a light volunteer position and that annualized remuneration models are more appropriate than per-meeting or per-hour approaches.

What drives Trustee workload

Trustees consistently identified the following as the largest drivers of time and effort:

- TC and LTC meetings and agenda volume
- Preparation and file review
- Correspondence and community engagement

Travel, while time-consuming, was generally described as expected and unavoidable, rather than a differentiating factor between islands. This also helps confirm that Trustees' lived experience aligns with the hours data showing LTC meeting hours correlate with total workload and validates the use of activity-based measures rather than indirect proxies.

Perceptions of fairness and equity across Trust Areas

Many Trustees expressed concern that current formulas do not fairly differentiate workload between islands. There was skepticism that folio counts, or population alone accurately reflect

effort, complexity, or intensity. Several respondents noted that small or low-population islands can still generate high conflict, engagement, and preparation demands. This suggests that Trustees themselves do not experience folios or population as fair workload proxies.

Population was generally seen as relevant to engagement and correspondence, but insufficient to explain overall workload. Folios were frequently described as hard to interpret or disconnected from day-to-day Trustee effort. Few respondents expressed strong support for folios as a remuneration driver. Trustee perceptions mirror the statistical findings: population explains some workload, folios explain very little. And Trustees' intuition and the data point in the same direction.

Leadership and additional responsibility roles

There was broad recognition that Chair, Vice-Chair, and LTC Chairing roles carry materially higher and less discretionary workloads. Respondents emphasized accountability, visibility, preparation burden, and decision-making risk. At the same time, some expressed concern that the current remuneration structure is difficult to understand or explain, even if leadership roles are acknowledged. From this we interpret that leadership premiums are accepted in principle and the issue is clarity and structure, not whether leadership should be compensated.

Adequacy of current remuneration

A clear majority indicated that current remuneration is too low relative to time commitment. Several respondents highlighted barriers to participation for working people, challenges for those without flexible employment or independent income and risk to diversity and renewal. Compensation levels affect who can realistically serve, not just how much they are paid, and this is a governance capacity issue.

Accountability, attendance, and public expectations

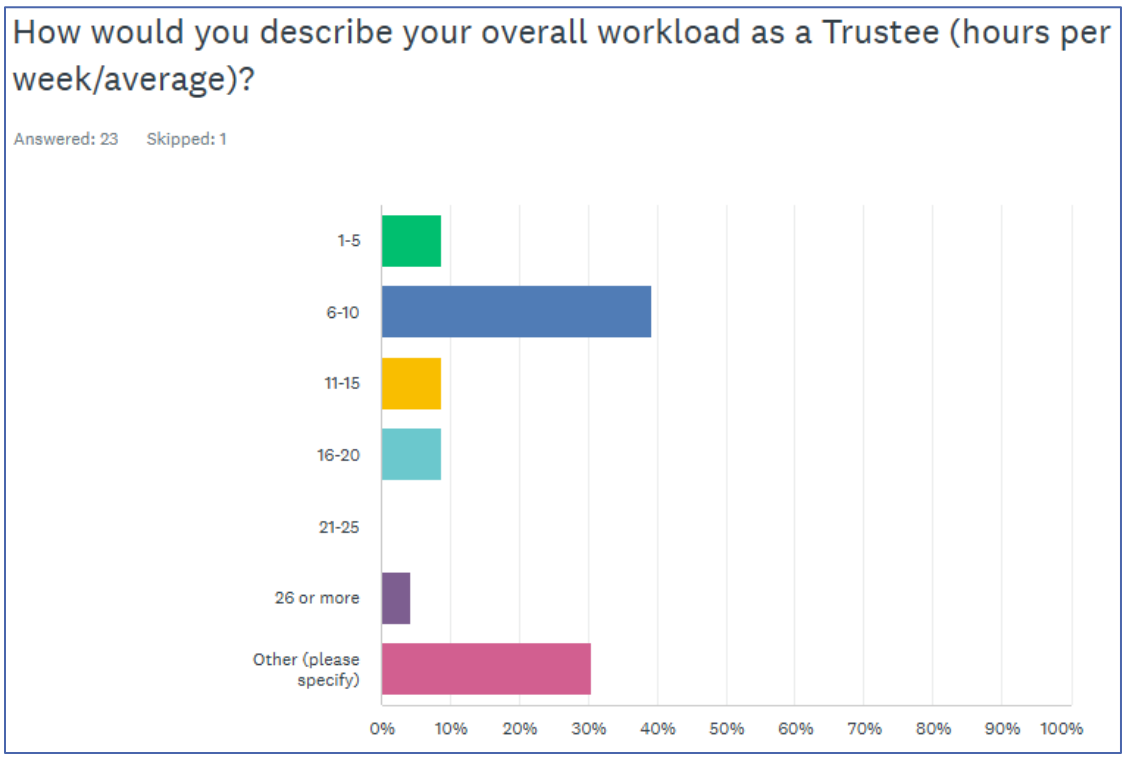
Trustees generally supported clear attendance expectations and accountability mechanisms. There was little appetite for purely per-meeting pay, or models that incentivize attendance over preparation and follow-through. Trustees value accountability but recognize that much of the work happens outside meetings. Base remuneration with standards is preferred to purely transactional pay models in this case.

Predictability and review over time

Respondents expressed support for periodic, principled reviews, and independent input. Trustees value stability, predictability, and legitimacy in how remuneration is set. Regular review is seen as good governance, not self-interest.

Workload and Time Commitment

Trustees report substantial weekly/monthly time commitments, driven by meeting preparation and the reading of complex planning and legal materials, committee work, community engagement and travel. The median response indicates a typical overall workload of 40 hours per month or 480 hours per year for a Trustee.

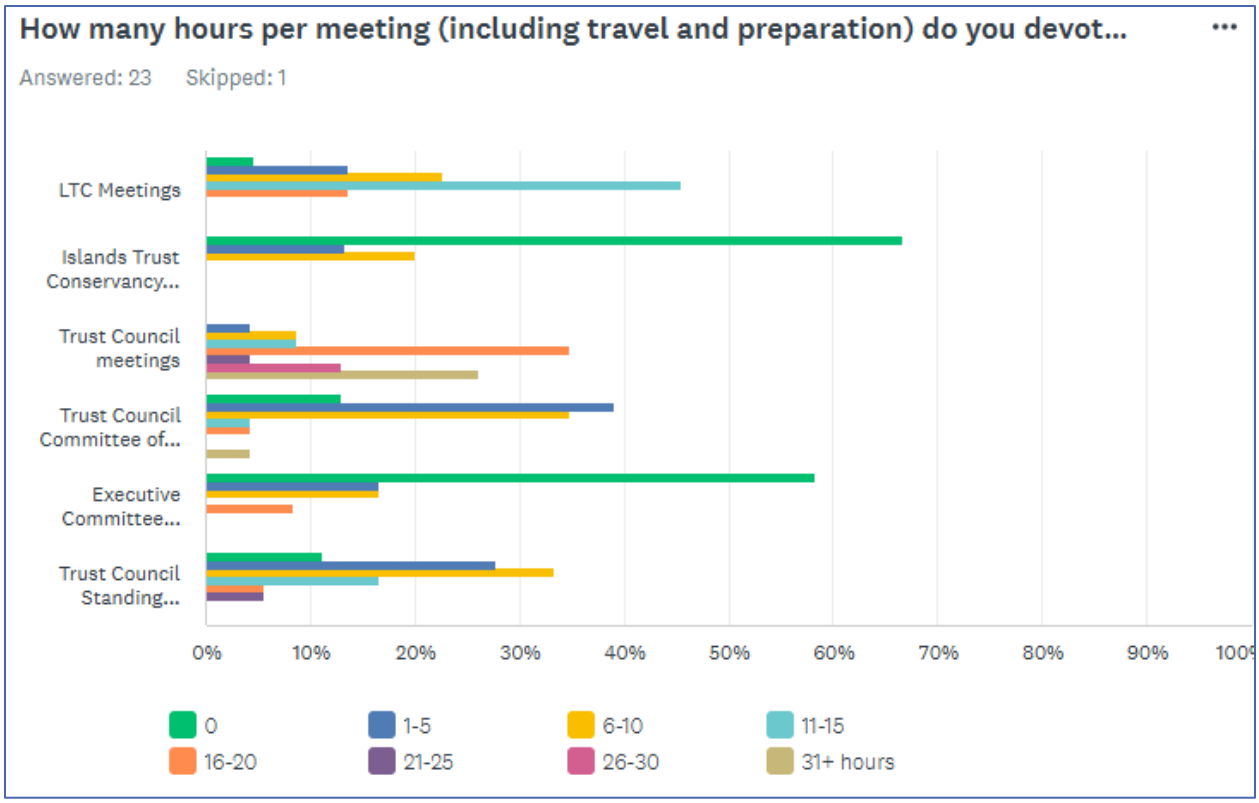


When we compare this to the detailed survey responses this rises to 65 hours per month or 780 per year. TC and COTW prep were estimated at 1.5x meeting time, TC travel at .5x meeting time, LTC 10 year average meeting time, no COTW or LTC travel time and community engagement as submitted by respondents:

- Trust Council 80
- TC Prep 120
- TC Travel 40
- COTW 30
- COTW Prep 45
- LTC Meeting 26
- LTC Meeting Prep 38
- Community Engagement 384

Total Per year 763 or ~65 hours per month

Substantial additional workload and travel is associated with Vice Chair (Executive Committee) and Chair responsibilities and compensated separately. Respondents report a median public Trust Council meeting time of 16 to 20 hours per meeting or 80 hours per year and a Trust Committee of the Whole meeting median of 3 to 4 hours per meeting or 30 hours per year.

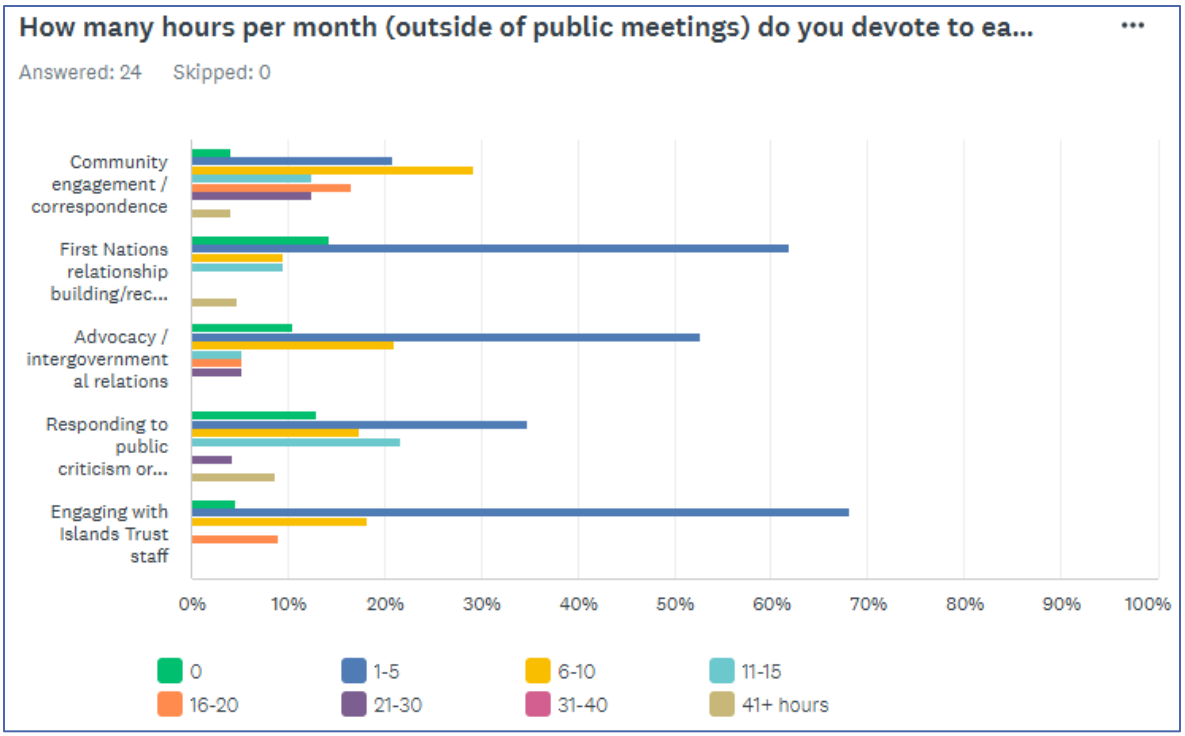


Local Trust meeting time commitments currently range from between 1-5 hours to between 16-20 hours with a median of 11 to 15 hours per meeting and median of 8 meetings per year. This translates to a median reported meeting workload of 25 hours per month or between 8 and 120 hours per year. For purposes of this analysis, we have used the ten year median of 26 hours and 38 prep hours for a total of 62 hours per year.

Individual workload survey responses suggest a median of 32 hours a month or 384 hours per year outside of public meetings:

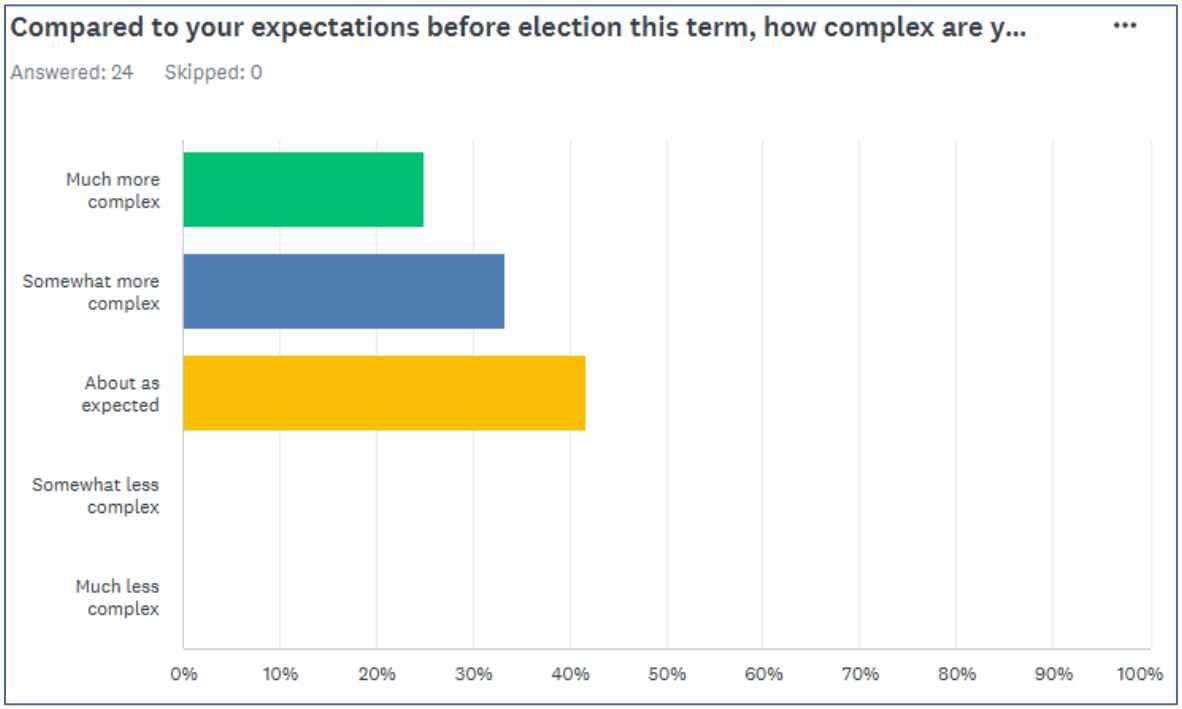
- Engagement and correspondence – 6 to 10 hours
- FN Relationship Building and Reconciliation – 1 to 5 hours
- Advocacy and Intergovernmental relations – 1 to 5 hours
- Responding to public- 6 to 10 hours
- Engaging with Trust staff 1 to 5 hours

The reported median Trustee workload of 760 hrs per year is above the general average used for Municipal Council or Regional District Electoral Directors of 40 hrs/month or 480 hrs/year.



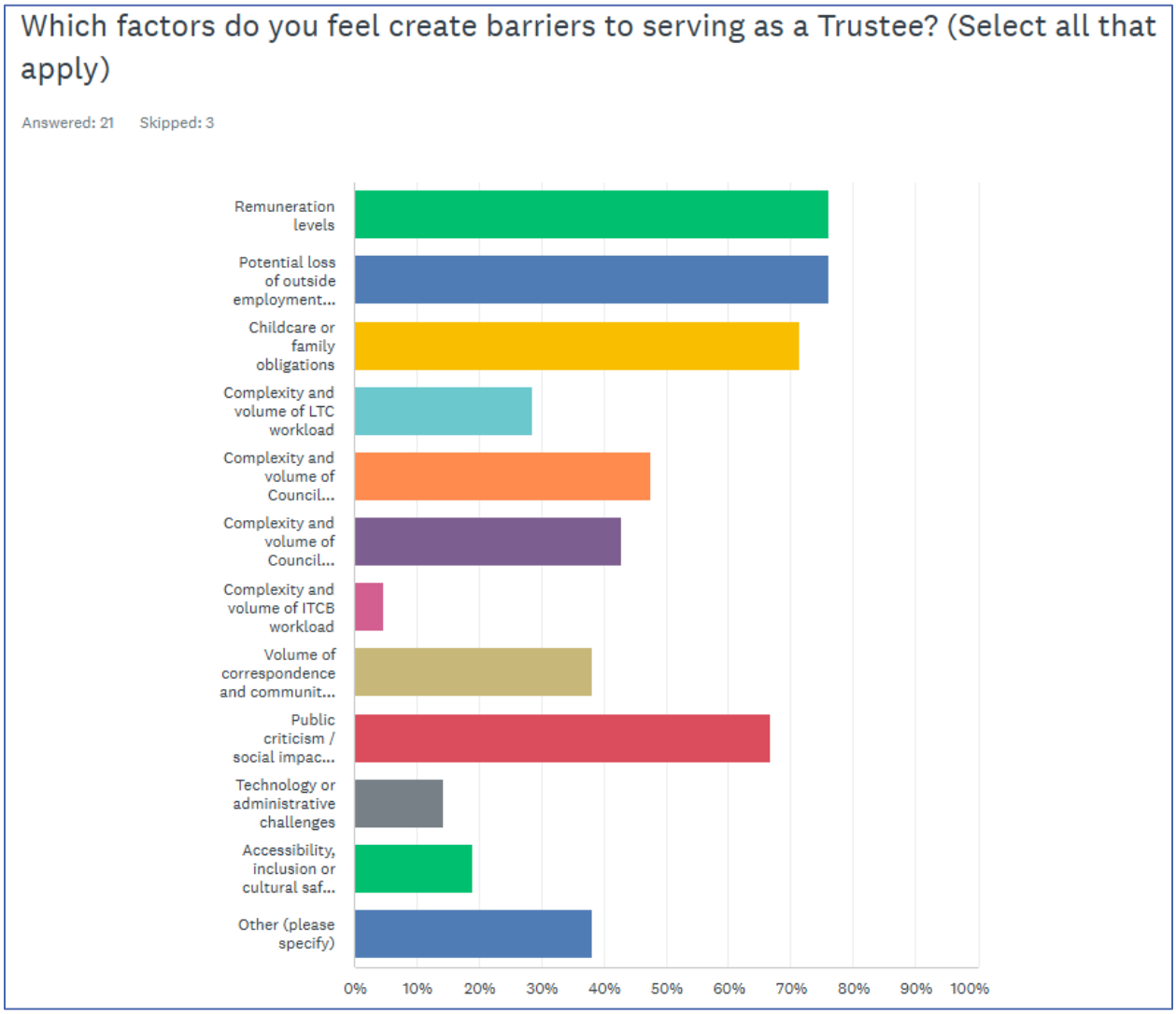
Role complexity

While many Trustees feel the role is as complex as they expected, a majority (58%) feel that it is either somewhat or much more complex than expected before the last election.



There is some informal benchmarking of workload against Regional District Electoral Area Directors or Municipal Councillors and there is a feeling that Trusteeship is equal or greater in effort, yet less consistently compensated. They suggest the role resembles at minimum a part-time governance position, not a casual advisory role and the time required exceeds "honorarium level" expectations.

Barriers include remuneration, loss of income, childcare and the social impact and public criticism.

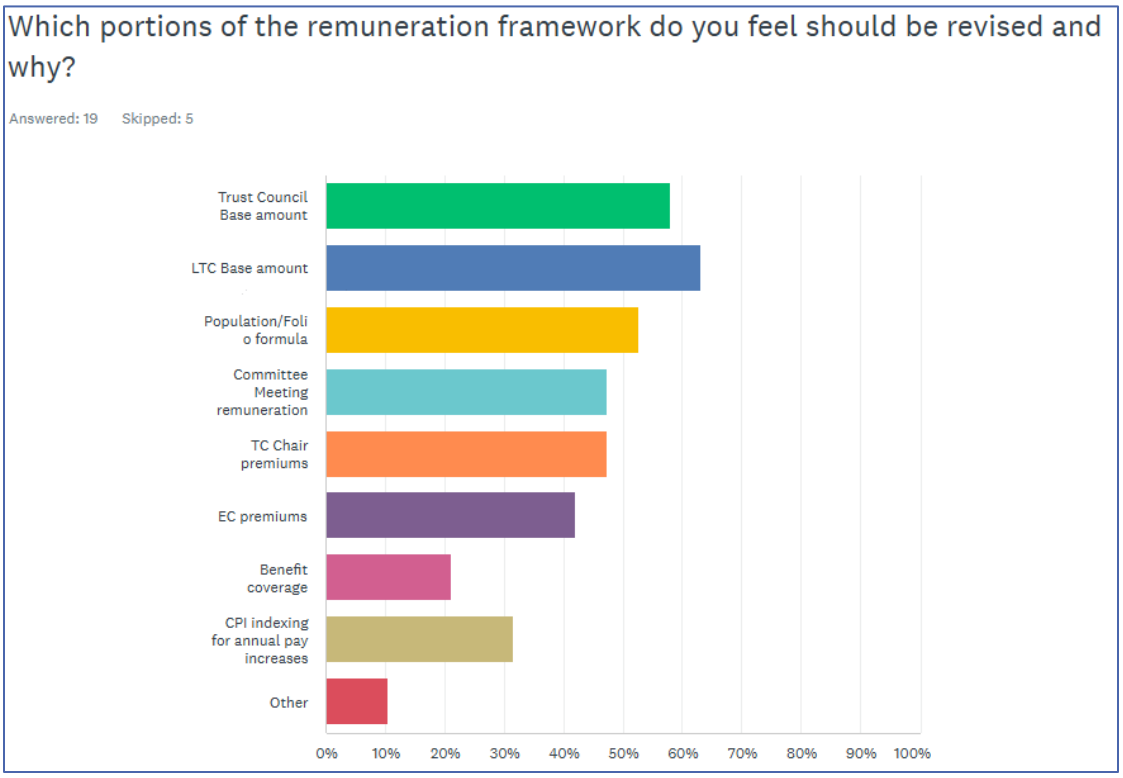


Adequacy of Current Remuneration:

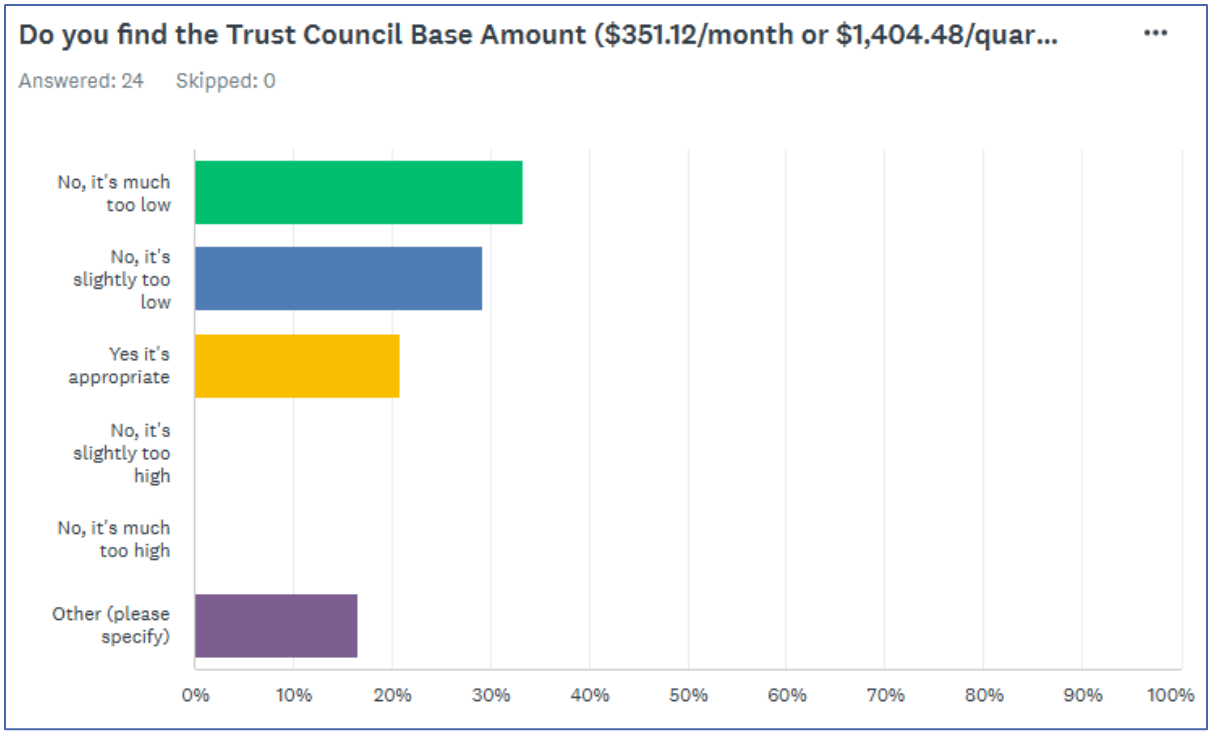
There is strong consensus that the current compensation is inadequate. This is not a marginal dissatisfaction; it is a structural concern. A majority disagree or strongly disagree that current remuneration reflects workload, responsibility, travel and risk or that current remuneration supports retention of qualified trustees.



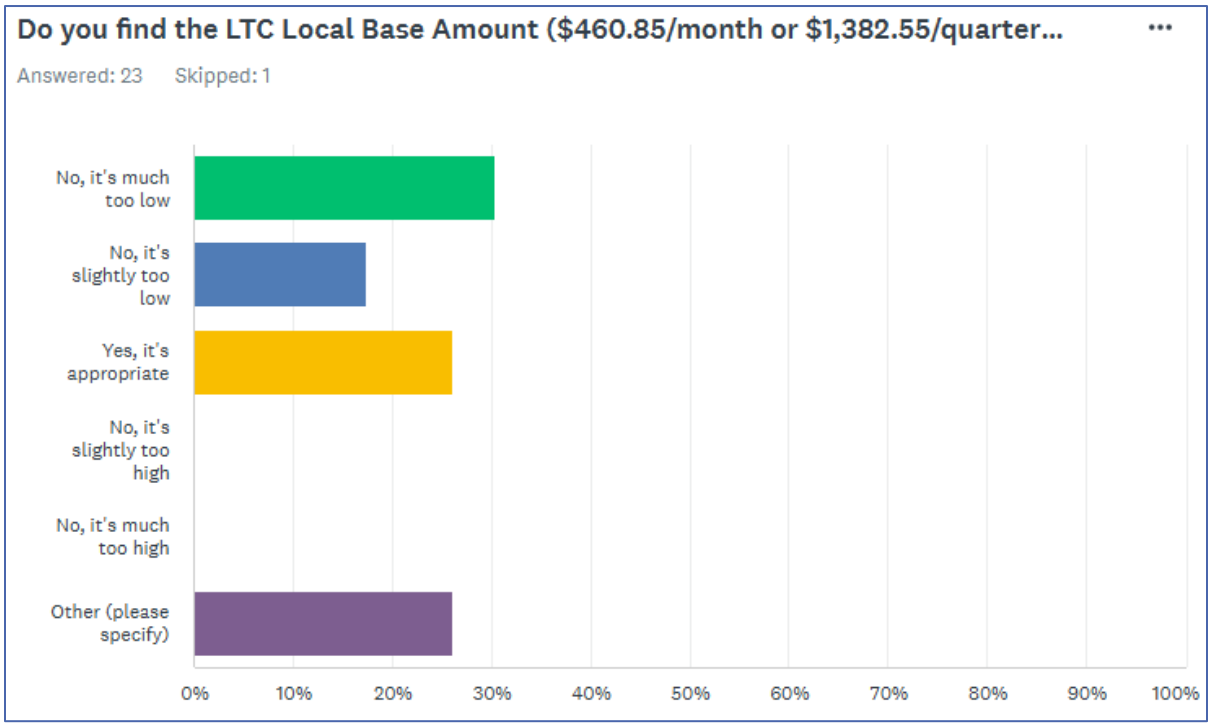
Some feel that organizational or governance changes might help with managing workload by being more efficient. Barriers include remuneration, loss of income, childcare, social impact and public criticism. A majority indicate that the TC and LTC Base amounts should be revised with minority support to update the Population/Folio and committee meeting fees.



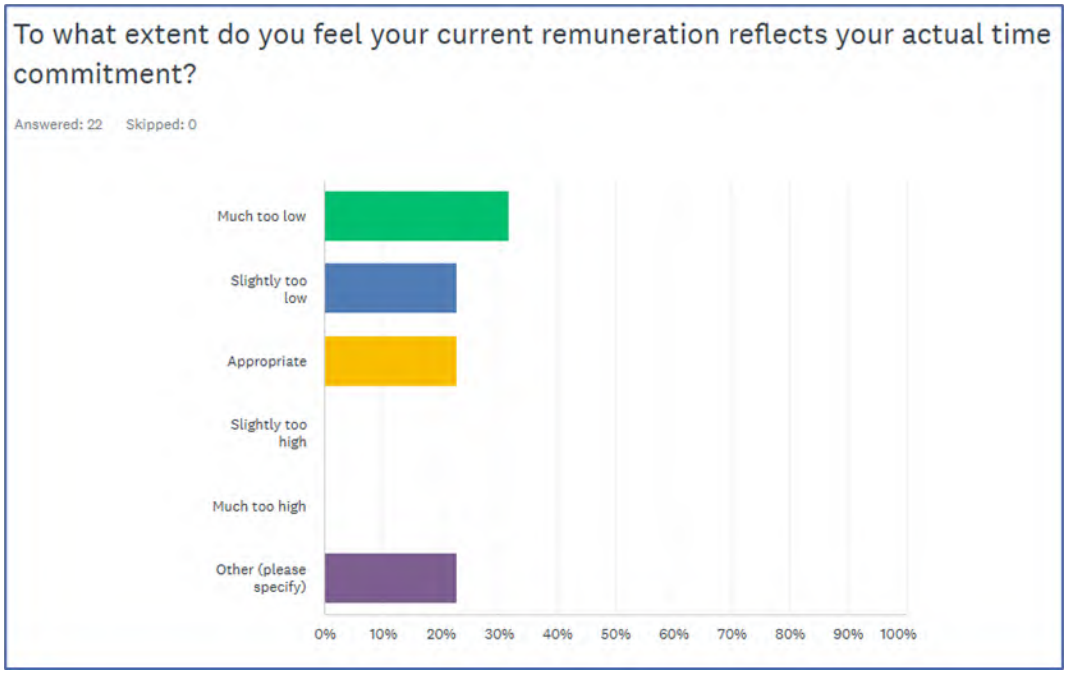
A majority (70%) of respondents feel the TC base amount is either slightly or much too low. This includes those responding *'Other'* to indicate a broader commentary about why the rate was low.



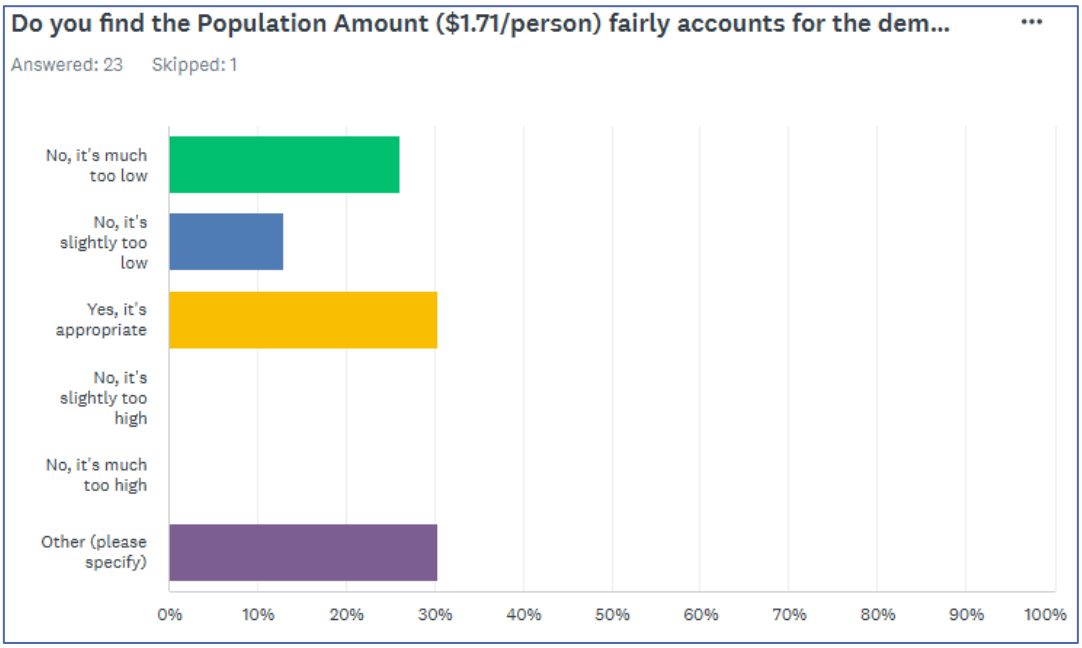
Most respondents (63%) feel the LTC base is either slightly too low or much too low. About a third (37%) feel it is appropriate. This included those in the 'Other' category indicating the rate is low.



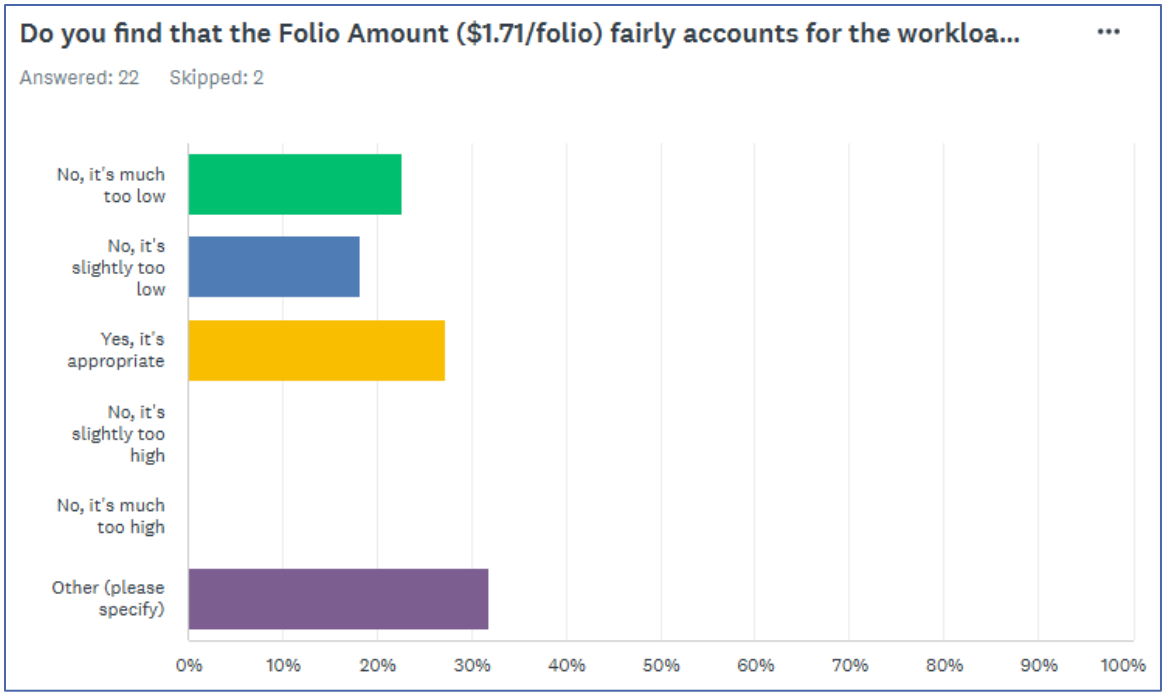
Consistent with survey responses, a majority of Trustees feel that the overall remuneration does not reflect the time commitment and does not explicitly include travel or attendance.



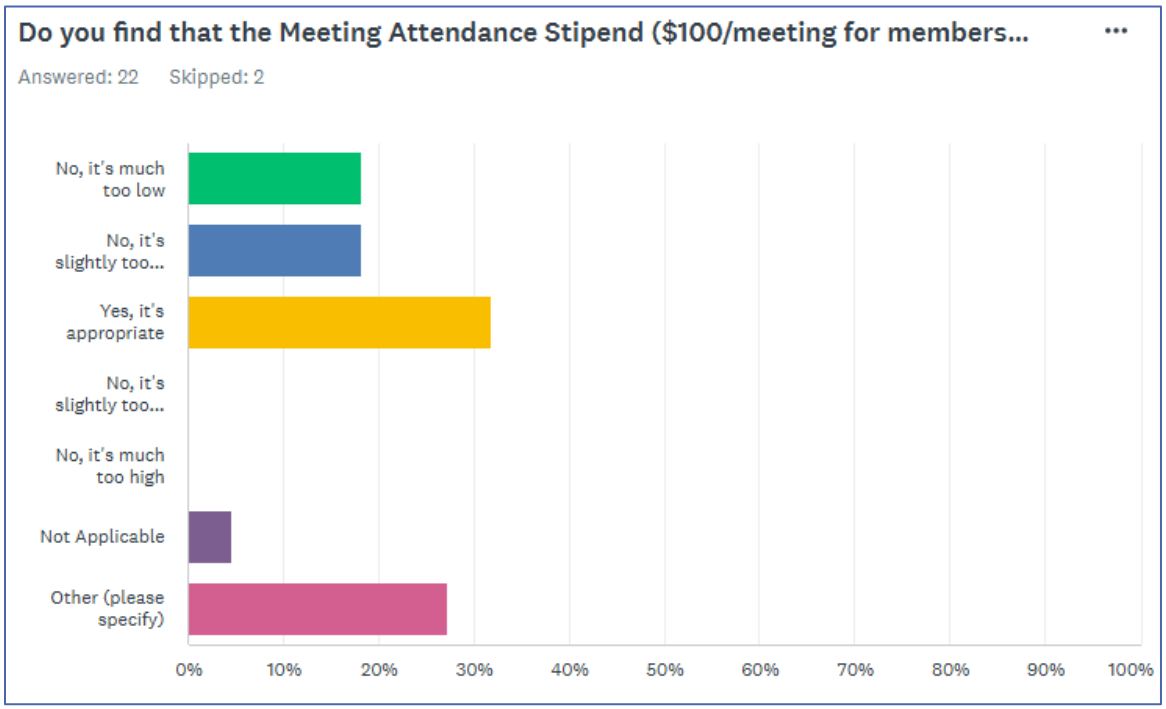
A minority of respondents felt the population amount was either slightly too low or much too low, however several respondents indicated this was difficult to assess but felt population might not be a good proxy for the relative effort needed for LTC work on each Island. Others felt that the workload is mostly consistent for this work except for Salt Spring Island.



Respondents similarly less convinced that the Folio amount needed to change, with about 40% indicating it was slightly too low or much too low. Again, several noted they were unsure how to rank or questioned its use as a proxy, noting difficulty in effectively measuring that factor.



Similarly, a minority (45%) indicated that the meeting stipend was either slightly too low or much too low, relative to the additional workload and travel associated with those meetings.

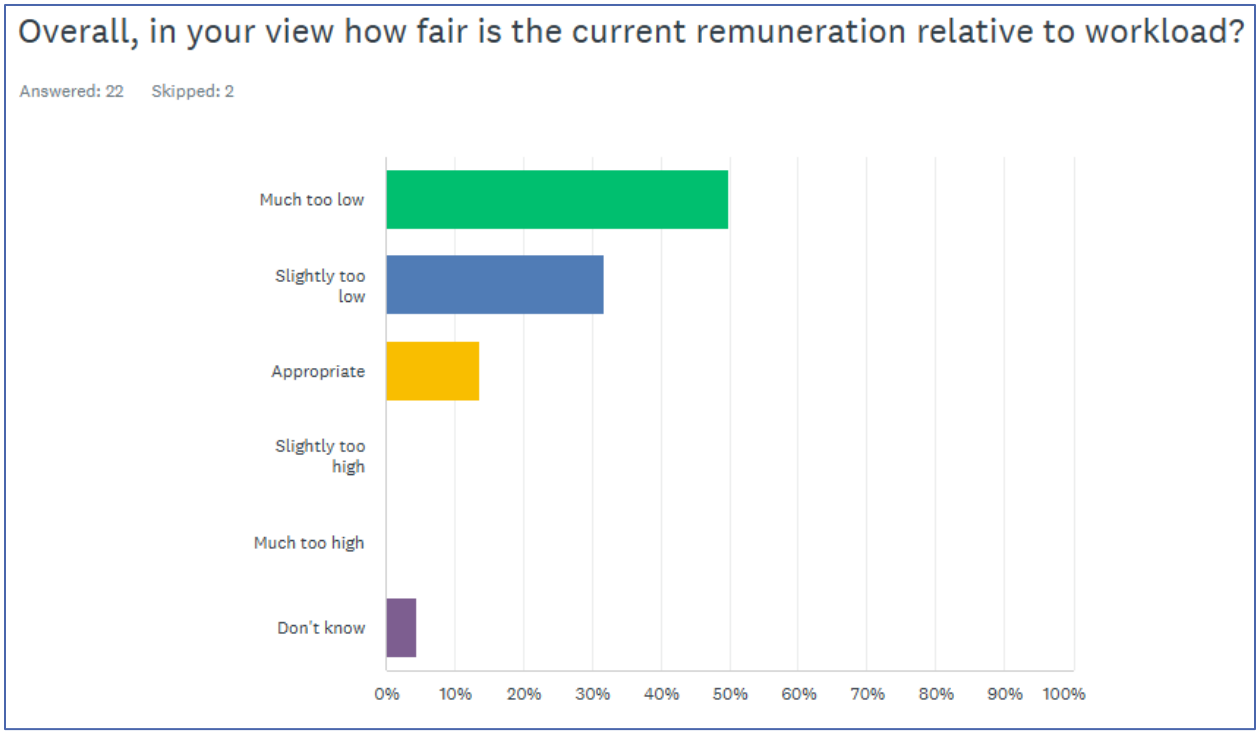


Trustee Sustainability:

Current remuneration is seen as a system equity issue. Respondents link current remuneration to personal financial strain, reduced ability to take unpaid leave from employment, reliance on retirees or those with independent income and is a barrier to younger or working-age candidates. Compensation levels shape '*who can afford to serve*'.

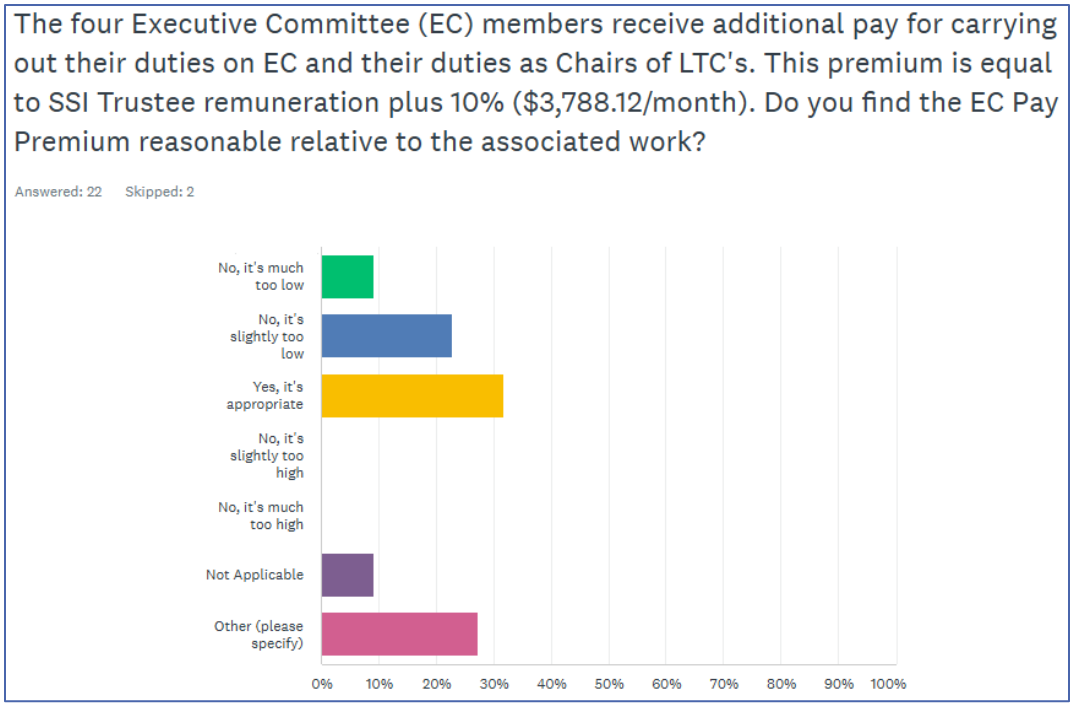
Fairness, Equity & Consistency

Respondents indicate there is some perceived inconsistency across roles. Respondents identify inequities between Trustees vs. comparable elected officials elsewhere in BC, Trustees with heavy committee or executive responsibilities vs. base amounts and Islands with high development pressure vs. low activity areas.

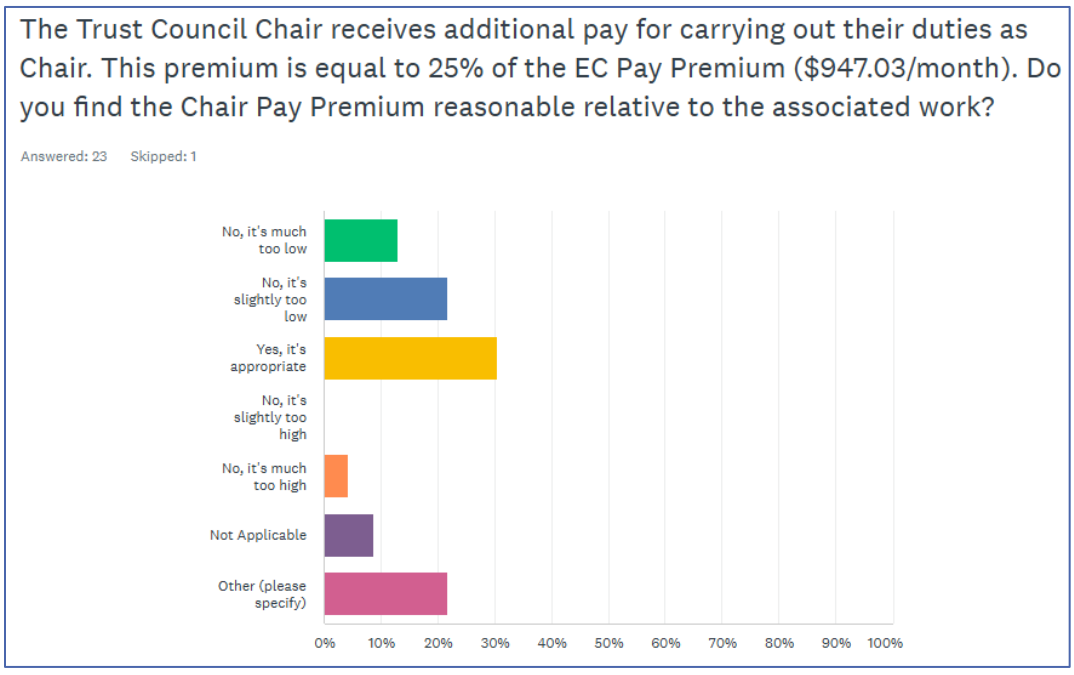


There is support for consideration of adjustments to the base remuneration and workload sensitive formulas with continued recognition of Chair / Vice-Chair / committee leadership roles. Where there are substantial additional committee responsibilities those should be reflected somehow.

Respondents recognise that Executive Committee workload is substantial, noting that structural changes to the organization could possibly relieve some of that workload and that the use of Salt Spring Trustee remuneration as a base for the calculation feels arbitrary.



Similarly, there is recognition of the additional workload and responsibility that comes with the role of Chair, with about a third feeling the amount is appropriate. About one third indicate the rate is low and should be reviewed.



Benefits

We also asked if any changes to the benefits would improve feasibility of serving as a Trustee and, while most indicated that the benefit program did not need a significant change, improvements to mental health coverage with the program were noted.

Organizational Change

Some support was noted for considering organizational change but in a limited and conditional manner. A minority did express interest in streamlining processes, reducing administrative burden and improving staff support and clarity of roles. However, very few respondents framed organizational change as a substitute for fair compensation. The dominant framing was: *"Workload improvements are welcome, but they do not address the core issue."*

Where questions touched on the time burden, role expectations and ability to sustain the role, respondents linked dissatisfaction to total responsibility and accountability, not just hours, unavoidable statutory and governance duties and decision-making risk, not administrative inefficiency. This implies that even if workload were reduced the nature of the role would still justify higher remuneration. Open-ended comments that mentioned organizational change generally fell into three categories:

- "Efficiency would help, but it won't fix this." Comments acknowledged the need for better agendas, fewer late materials and more staff filtering of minor issues but explicitly stated these would not materially change time demands overall, emotional labour and governance risk.
- "The workload is inherent to the mandate." Several trustees noted that the Islands Trust's statutory role, planning complexity and community conflict are structural, not procedural. In other words: this is not self generated "busywork" that can simply be designed away.
- "Reducing workload risks weakening governance." Some cautioned that over-streamlining could undermine local decision-making, democratic accountability and Trustee oversight, being wary of "efficiency" becoming a proxy for downloading responsibility to staff or consultants.

Qualitative Themes (Open-Ended Responses)

The open text comments suggest five themes:

- Role complexity has increased. "The role today is not the role it was even 10 years ago." Planning files are more complex, legal exposure is higher, public scrutiny/conflict is intensified.
- Governance risk is under recognized. Trustees cite personal liability concerns, reputational risk and emotional labour in community conflict as risk areas.
- Recruitment and retention are at risk. Respondents fear that fewer qualified candidates will choose to run for Trustee positions; there will be burnout among experienced trustees and a loss of institutional knowledge.
- Motivation is public service, not pay. Trustees do not argue for high compensation, they argue for fair, respectful, defensible compensation. This strengthens the legitimacy of the findings.
- Desire for Transparent, Principled Policy. Trustees favour clear rationale, comparable benchmarks, periodic review and predictability.

Appendix 4 - Summary of Hours

						COMMUNITY ENGAGEMENT						
	LTC	TC	COTW	PREP	TRAVEL	COMMUNITY	FN	ADVOCACY	PUBLIC C/I	ENG STAFF	CE ANNUAL TOTAL	TOTAL
Bowen	0	80	30	165	40	96	36	66	36	66	300	615
Denman	18	80	30	192	40	156	36	36	66	66	360	720
Gabriola	46	80	30	234	40	216	66	36	96	66	480	911
Galiano	22	80	30	197	40	81	188	66	36	36	407	776
Gambier	15	80	30	187	40	96	36	216	156	36	540	892
Hornby	16	80	30	189	40	156	6	6	26	16	210	566
Lasqueti	3	80	30	170	40	41	16	16	41	16	130	453
Mayne	17	80	30	191	40	156	36	96	66	216	570	928
North Pender	20	80	30	194	40	51	-	-	16	6	73	437
Salt Spring	45	80	30	232	40	126	96	306	156	36	720	1,147
Saturna	11	80	30	181	40	66	36	36	36	36	210	552
South Pender	26	80	30	204	40	171	156	-	492	126	945	1,326
Thetis	10	80	30	180	40	6	6	6	16	6	40	380
Median	18	80	30	191	40	111	36	36	54	36	384	748

Appendix 5 - Application Volumes

Application volumes have significantly increased since the last survey.

Current application volumes by LTA are as follows:

LTA	BW	DE	GB	GM	HO	LA	TH	SS	GL	MA	NP	SA	SP
App Volumes	**0**	**31**	**73**	**35**	**25**	**0**	**8**	**201**	**34**	**32**	**55**	**8**	**11**
Apps as % of all LTAs	0.0%	6.0%	14.2%	6.8%	4.9%	0.0%	1.6%	39.2%	6.6%	6.2%	10.7%	1.6%	2.1%

ISLAND TRUST
Average Number of Applications by Type for Each LTC over 3 Fiscal Years (plus details for the individual fiscal years)

Average # of Applications over 3 years	Denman	Gabriola	Gambier	Hornby	Lasqueti	Thetis	Galiano	Mayne	North Pender	Saturna	South Pender	Salt Spring	TOTAL
Agricultural Land Reserve	2.3	1.3		0.7				1.0	1.0			5.0	11.3
	-	-		-	-	-	-	-		-	-		-
	-	-		-	-		-	-	-	-	-		-
Crown Lease	-	-	-	-	-	-	-	-	-	-	-	0.3	0.3
Development Permits	0.7	0.3	0.3	1.0	-	-	2.3	0.3	5.3	-	-	4.3	14.7
Development Variance Permits	1.0	2.3	7.0	2.7	-	0.3	3.3	5.0	6.7	2.0	0.7	11.3	42.3
Heritage Alteration Permits	-	-	-	-	-	-	-	-	-	-	-	0.3	0.3
LCB	-	0.3	-	-	-	-	-	-	-	-	-	-	0.3
Liquor Licencing	-	-	-	-	-	-	-	-	0.3	-	-	-	0.3
Rezoning	2.0	1.7	1.0	1.3	-	-	2.3	0.7	-	0.7	-	3.3	13.0
		-	-		-	-	-	-	-	-	-	-	-
Soil deposit and Removal	-	-	-	-	-	-	-	-	-	-	-	1.0	1.0
Strata Conversion	-	-	-	-	-	-	-	-	-	-	-	0.7	0.7
Subdivision	3.0	2.7	2.0	2.3	1.0	1.0	1.3	1.0	2.7	0.7	1.3	9.7	28.7
Temporary Use Permit	-	0.7	-	0.3	-	-	-	0.3	1.7	-	-	1.3	4.3
LUB	-	-	-	-	-	-	-	-	-	-	-	0.3	0.3
	9.0	9.3	10.3	8.4	1.0	1.3	9.3	8.3	17.7	3.3	2.0	37.7	

Appendix 6 - Remuneration Context

Regional District Electoral Area Directors:
(Estimated 2025 rates using 2024 published SOFI information plus 2%)

Capital	SGI EA Director	$47,129
Capital	SSI EA Director	$36,929
Sunshine Coast	EA	$34,030
Qathet		$23,767
Squamish-Lillooet	EA	$44,589
Comox Valley		$31,751
Cowichan Valley		$52,128
Nanaimo		$60,083
Median		$40,759
Median Estimated for 2026		$41,800

Small Community Municipal Councillors:
(Estimated 2025 rates using 2024 published SOFI information plus 2%)

Tahsis	$ 5,476
Alert Bay	$ 4,595
Daajing Giids	$ 8,817
Cumberland	$15,916
Highlands	$11,203
Salt Spring LCC	$13,392
Bowen Island	$19,788
Ucluelet	$21,850
Tofino	$22,997

Estimated Range for 2026 between $16,000 and $21,000

Appendix 7 - Remuneration Context

Mayors and Chairs:
(Estimated 2025 rates using 2024 published SOFI information plus 2%)

Capital Region	Board Chair	$105,427
Nanaimo	Board Chair	$115,250
Comox Valley	Board Chair	$ 73,455
Cowichan Valley	Board Chair	$ 80,968
Squamish-Lillooet	Board Chair	$ 69,982
Islands Trust	Chair (budgeted)	$ 56,822
District of Tofino	Mayor	$ 52,025
Sunshine Coast	Board Chair	$ 50,987
Qathet	Board Chair	$ 42,127
Bowen Island Municipality	Mayor	$ 40,247
Cumberland	Mayor	$ 26,527
Village of Daajing Giids	Mayor	$ 14,768
Village of Tahsis	Mayor	$ 10,420

Board Chair Range for 2026 estimated between $44,200 and $120,800

School Districts:
(Estimated 2025 rates using 2024 published SOFI information plus 2%)

	Trustee	Chair
SD 61 – Greater Victoria	27,739	30,799
SD 62 – Sooke	22,265	25,539
SD 63 – Saanich	19,912	24,047
SD 68 – Nanaimo–Ladysmith	28,531	30,745
SD 71 – Comox Valley	22,538	25,788
SD 79 – Cowichan Valley	18,880	21,594
SD 48 – Sea to Sky	15,599	21,505
SD 46 – Sunshine Coast	20,341	25,719

Median Trustee	21,303
Median Chair	25,717

Policy:	7.2.1
Approved By:	Trust Council
Approval Date:	**December 8, 2010**
Amendment Date(s):	December 8, 2010; June 15, 2011; March 11, 2015; June 21, 2017; January 16, 2019, March 10, 2026
Policy Holder:	Director of ~~Administrative~~ Financial and Employee Services

TRUSTEE REMUNERATION

Purpose

To define the process for determining the remuneration and benefits received by trustees, Executive Committee members, and members of Trust Council Committees.

A. Principles

Public Service, Not Employment. Remuneration recognizes service to the public and does not constitute a salary or employment relationship.

Equity and Accessibility. Compensation should not create undue financial barriers to participation and should reflect differing workload realities.

Transparency and Predictability. The methodology for setting and adjusting remuneration shall be clear, formula-based, and publicly explainable.

Workload and Responsibility Recognition. Remuneration should reasonably reflect the governance, committee, travel, and representational demands of the role.

Independence and Integrity. Structural changes to remuneration should be reviewed independently and implemented in a manner that avoids real or perceived conflicts of interest~~. but that doesn't look to be the case.~~

~~A.~~B. Definitions

Benefits

Benefits are defined as:

1. Premiums for dental plans available through the Union of BC Municipalities
2. Premiums for extended health care available through the Union of BC Municipalities
3. Employee Family Assistance Program available through the Union of BC Municipalities

Executive Committee

Executive Committee means the committee referred to in section 20(1) of the *Islands Trust Act*, and is composed of the Chair and Vice-Chairs.

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Folios

Folio counts for local Trust Areas are determined by the most recently available annual BC Assessment Roll. Folios are individual properties as defined by BC Assessment.

Full-Day Session

A full-day session is a session starting before 12 noon and ending after 12 noon and is more than 3.5 hours in length (excluding recess for recess).

Half-Day Session

A half-day session is a session that begins after 12 noon or ends before 12 noon or is 3.5 hours or less if it begins before 12 noon and ends after 12 noon (excluding time for recesses).

Median Electoral Area Director Remuneration

Median Electoral Area Director Remuneration means the most recent median of Electoral Area Director Remuneration from the Regional Districts of Capital (CRD), Nanaimo (RDN), Comox Valley (CVRD), Cowichan Valley (CVRD), Sunshine Coast (SCRD), qathet (qRD) and Squamish Lillooet RD (SLRD).

Population

Population for Local Trust Areas is determined from the most recent Government of Canada Census.

Trust Council Committees

Trust Council Committees are the standing committees of Council as defined in Trust Council Policy 2.3.1, exclusive of the Executive Committee.

Trustees

Trustees are elected officials as defined in the *Islands Trust Act*, Sections 6 (local trustees) and 7 (municipal trustees).

~~**Trustees**~~

~~Trustees are elected officials as defined in the *Islands Trust Act*, Sections 6 (local trustees) and 7 (municipal trustees).~~

~~**Population**~~

~~Population for Llocal Trust Areas is determined from by the most recent Government of Canada Census. census conducted by Statistics Canada.~~

~~**Folios**~~

~~Folio counts for local Trust Areas are determined by the most recently available annual BC Assessment Roll.~~

1. ~~Folios are individual properties as defined by BC Assessment.~~
2. ~~The number of folios in each local Trust Area is determined annually by BC Assessment and reported to the Islands Trust.~~

~~**Median Electoral Area Director Remuneration**~~

~~Median Electoral Area Director Remuneration means the most recent median of Electoral Area Director Remuneration from the Regional Districts of Capital (CRD), Nanaimo (RDN), Comox Valley~~

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(CVRD), Cowichan Valley (CVRD), Sunshine Coast (SCRD), qathet (qRD) and Squamish Lillooet RD (SLRD).

Trust Council Committees

Trust Council Committees are the standing committees of Council as defined in Trust Council Policy 2.3.1, exclusive of the Executive Committee.

Executive Committee

Executive Committee means the committee referred to in section 20(1) of the *Islands Trust Act*, and is composed of the Chair and Vice-Chairs.

Half-Day Session

A half-day session is a session that begins after 12 noon or ends before 12 noon or is 3.5 hours or less if it begins before 12 noon and ends after 12 noon.

Full-Day Session

A full-day session is a session starting before 12 noon and ending after 12 noon and is more than 3.5 hours in length (excluding recess for lunch).

Benefits

1. Benefits are defined as:

    1.1 Premiums for Medical Services Plan (MSP)

    1.2 Premiums for dental plans available through the Union of BC Municipalities (UBCM)

    1.3 Premiums for extended health care available through the Union of BC Municipalities (UBCM)

    1.4 Employee Family Assistance Program available through the Union of BC Municipalities

C. Policy

Trustee Remuneration will be set, at the start of each term, based on the principle of Median Overall Trustee Remuneration equal to 60% of Median Regional District Electoral Area Director Remuneration, and is calculated as the sum of the following fourfive factors:

A. **Policy**

The Islands Trust endeavors to provide trustee remuneration that reflects the relative workload of individual trustees due to their membership on local trust committees (LTC), Trust Council and Trust Council Committees.

Trustee Remuneration will be calculated based on the sum of four factors:

1.

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~~2~~1.1 An amount for all Trustees membership on Trust Council. This amount will be equal to 30% of the Median Electoral Area Director Remuneration ~~the remuneration paid to municipal trustees~~ and will be referred to as the "Trust Council Base Amount".

~~2~~1.2 A base~~n~~ amount for all Trustees, except Municipal Trustees, participation in Local Trust Committee ~~TC~~ business and Local Trust Committee~~TC~~ meetings. This amount will be equal to 23% of the Median Electoral Area Director Remuneration and will be referred to ~~This amount shall be referred to~~ as the "Local Trust Committee ~~TC Local~~ Base Amount".

~~2~~1.3 An amount for all Trustees, except Municipal Trustees, participation in Local Trust Committee business based on the population within a Local Trust Area. This amount will be equal to 4% of Electoral Area Director Remuneration divided by total Trust Area population for the current year, multiplied by the population in each individual Local Trust Area and shall be referred to as the "Population Amount".

~~2~~1.4 An amount for all Trustees, except Municipal Trustees, participation in Local Trust committee business based on the ~~the~~ number of folios within a Local Trust Area. This amount will be equal to 3% of Electoral Area Director Remuneration divided by total Trust Area Folios for the current year, multiplied by folios in each individual Local Trust Area and ~~This amount~~ shall be referred to as the "Folio Amount".

~~2~~1.5 ~~The amounts for each of the above factors are defined set out in Section EC: Implementation.~~

~~2.6~~ An ~~Effective April 1, 2019, an~~ amount for attendance at Trust Council C~~c~~ommittee and Islands Trust Conservancy Board meetings
(excluding Executive Committee, which is remunerated in accordance with Section 3). Meeting attendance will be remunerated at $1500~~.00~~ per meeting attended for committee members, and $200~~150~~ per meeting attended if ~~for~~ chaired~~committee Chairs~~.

~~3.~~2. Additional Remuneration for the Executive Committee:

~~3~~2.1 Members of the Executive Committee receive remuneration for carrying out their duties on the Executive Committee and their duties as chairs of Local Trust Committees~~TCs~~.

~~3~~2.2 The vice-chairs' remuneration shall be defined as equal to the Salt Spring Trustee Remuneration amount, plus 10%.

~~3~~2.3

~~3.3~~ The chair's remuneration shall be defined as the vice-chair remuneration, plus 1~~2~~5%.

D. Implementation

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3. The defined annual compensation amounts in section D.2 for the first implementation of this policy in 2027 will be based on estimated 2026 Electoral Area Director remuneration and the most recently available population and folio data as follows:

   3.1 A Trust Council Base of $12,600

   3.2 A Local Trust Committee Base of $9,800

   3.3 A Folio rate of $1.10 per folio

   3.4 A Population rate of $1.18 per person

~~Municipal TrusteesMunicipal TrusteesMunicipal Trustees~~

4. The defined annual compensation amounts in section E.4 and subsequently D.2 of this policy will be adjusted on an annual basis, coinciding with the fiscal year, based on the annual change in the Victoria Consumer Price Index as reported by BC Statistics in December. Adjustments to Trustee Remuneration that result from inflation will be implemented on April 1st of the following year.

5. ~~Overall~~Periodic Review of Trustee Remuneration

   ~~6~~5.1 A formal review of remuneration and benefits will be completed once per Trustee term, within 12 months before elections, with intent to take effect April 1 of the next Trust Council term.

   ~~6~~5.2 The defined annual compensation amounts in section D.2 of this policy will be updated at the same time as the overall review using most recent Electoral Area Director Remuneration, Population and Folio data.

   ~~6~~5.2 This review may be conducted by an external independent consultant.

   ~~6~~5.3 This review may consider all factors, calculations and comparatives.

6. Trust Council and Committee of the Whole Attendance for Remuneration Calculation Purposes:

   ~~7~~6.1 Trustees are generally expected to attend Trust Council and Committee of the Whole meetings, unless they are absent from illness.

   ~~7~~6.2 Attendance may be virtual using the Islands Trust's online meeting system, and in accordance with the Islands Trust Council meeting procedure Bylaw.

   ~~7~~6.3 Trustees must attend a minimum of ~~at least~~ 50% of each half-day session to be in attendance for the purposes of this remuneration section.

   ~~7~~6.4 Trustees must attend a minimum of 50% of each full day session to be in attendance for the purposes of this remuneration section.

   ~~7~~6.3 Trust Council Base amounts will be reduced by $375 per half day or $750 per full day for non-attendance at regularly scheduled or Special Trust Council or Committee of the Whole meetings.

   ~~7~~6.~~3~~4 Reductions will be processed on the next available monthly payroll.

~~4.~~7. Payment of Benefit Premiums for Trustees

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~~8~~47.1 Trustees will be offered the opportunity to have benefit premiums paid by the Islands Trust. Payments for trustee benefit premiums may be subject to income tax as defined by the Canadian Revenue Agency.

~~8~~47.2 Islands Trust will cover the cost of enrollment for trustees in the single coverage benefit plan. Trustees who request to enroll in the family coverage plan are responsible for paying the difference in cost between the single and family plans.

~~8~~47.3~~2 Trustees who do not subscribe to benefit coverage through Islands Trust will receive an annual amount as defined in Section C: Implementation.~~

~~**B. Implementation**~~

~~1. The implementation of this policy will commence with swearing in of trustees elected in November 2011.~~

~~2. The defined annual compensation amounts for the first implementation of this policy are the sum of:~~

~~2.1 Trust Council Base Amount = $3,200.00~~

~~2.2 LTC Local Base Amount = $4,200.00~~

~~2.3 Population Amount = $1.30 per person~~

~~2.4 Folio Amount = $1.30 per folio~~

~~3. The defined annual compensation amounts in section C.2 of this policy, and the methodology for making adjustments as defined in sections C.4 and C.5 of this policy, will be incorporated into a Trust Council Trustee Remuneration Bylaw.~~

~~4. Overall Review of Trustee Remuneration~~

~~4.1 take effect the first April 1 ofThe Trustee Remuneration calculations will be reviewed when the results are available from the most recent census. Any adjustments based on changes in population or folios will be implemented on April 1st of the following year.~~

~~5. Annual Adjustments for Inflation~~

~~5.1 The defined annual compensation amounts in section C.2 of this policy will be adjusted on an annual basis, coinciding with the fiscal year, based on the annual change in the Victoria Consumer Price Index as reported by BC Statistics in December. Adjustments to Trustee Remuneration that result from inflation will be implemented on April 1st of the following year.~~

~~6. Payments to Trustees Who Do Not Register for Benefits Through Islands Trust~~

~~6.1~~ Local trustees who do not register for benefits through Islands Trust will receive an annual payment of $1,350~~000.00~~, paid evenly over the fiscal year (i.e., $113~~83.33~~ per month).

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7~~8~~6.4~~2~~ If local trustees take office part way through the fiscal year, this payment will be applied proportionately based on how many ~~months~~months there are remaining in the fiscal year.

~~C.~~E. Legislated References

~~Annual Budget Document~~

Islands Trust Act

~~Report on Proposed Trustee Remuneration prepared by Paul McKivett of James R. Craven and Associates dated August 24, 2010~~

~~Trustee Remuneration Committee Report dated August 24, 2010~~

~~RFD on Trustee Remuneration approved by Trust Council September 15, 2010~~

~~Trust Council Policy 2.3.1 – Council Committee System~~

~~D.~~F. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

- Report on Proposed Trustee Remuneration prepared by Brentwood Advisory Group January 23, 2026
- RFD on Trustee Remuneration approved by Trust Council October 31, 2010
- Trust Council Policy 2.3.1 – Council Committee System
- Annual Budget Document

~~n/a~~

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Policy:	7.2.1
Approved By:	Trust Council
Approval Date:	**December 8, 2010**
Amendment Date(s):	December 8, 2010; June 15, 2011; March 11, 2015; June 21, 2017; January 16, 2019, March 10, 2026
Policy Holder:	Director of Financial and Employee Services

TRUSTEE REMUNERATION

Purpose

To define the process for determining the remuneration and benefits received by trustees, Executive Committee members, and members of Trust Council Committees.

A. Principles

Public Service, Not Employment. Remuneration recognizes service to the public and does not constitute a salary or employment relationship.

Equity and Accessibility. Compensation should not create undue financial barriers to participation and should reflect differing workload realities.

Transparency and Predictability. The methodology for setting and adjusting remuneration shall be clear, formula-based, and publicly explainable.

Workload and Responsibility Recognition. Remuneration should reasonably reflect the governance, committee, travel, and representational demands of the role.

Independence and Integrity. Structural changes to remuneration should be reviewed independently and implemented in a manner that avoids real or perceived conflicts of interest

B. Definitions

Benefits
Benefits are defined as:

1 Premiums for dental plans available through the Union of BC Municipalities

2 Premiums for extended health care available through the Union of BC Municipalities

3 Employee Family Assistance Program available through the Union of BC Municipalities

Executive Committee
Executive Committee means the committee referred to in section 20(1) of the *Islands Trust Act*, and is composed of the Chair and Vice-Chairs.

Folios
Folio counts for local Trust Areas are determined by the most recently available annual BC Assessment Roll. Folios are individual properties as defined by BC Assessment.

Full-Day Session
A full-day session is a session starting before 12 noon and ending after 12 noon and is more than 3.5 hours in length (excluding recess for recess).

Half-Day Session
A half-day session is a session that begins after 12 noon or ends before 12 noon or is 3.5 hours or less if it begins before 12 noon and ends after 12 noon (excluding time for recesses).

Median Electoral Area Director Remuneration
Median Electoral Area Director Remuneration means the most recent median of Electoral Area Director Remuneration from the Regional Districts of Capital (CRD), Nanaimo (RDN), Comox Valley (CVRD), Cowichan Valley (CVRD), Sunshine Coast (SCRD), qathet (qRD) and Squamish Lillooet RD (SLRD).

Population
Population for Local Trust Areas is determined from the most recent Government of Canada Census.

Trust Council Committees
Trust Council Committees are the standing committees of Council as defined in Trust Council Policy 2.3.1, exclusive of the Executive Committee.

Trustees
Trustees are elected officials as defined in the *Islands Trust Act*, Sections 6 (local trustees) and 7 (municipal trustees).

C. Policy

1. Trustee Remuneration will be set, at the start of each term, based on the principle of Median Overall Trustee Remuneration equal to 60% of Median Regional District Electoral Area Director Remuneration, and is calculated as the sum of the following five factors:

    1.1 An amount for all Trustees membership on Trust Council. This amount will be equal to 30% of the Median Electoral Area Director Remuneration and will be referred to as the "Trust Council Base Amount".

    1.2 A base amount for all Trustees, except Municipal Trustees, participation in Local Trust Committee business and Local Trust Committee meetings. This amount will be equal to 23% of the Median Electoral Area Director Remuneration and will be referred to as the "Local Trust Committee Base Amount".

    1.3 An amount for all Trustees, except Municipal Trustees, participation in Local Trust Committee business based on the population within a Local Trust Area. This amount will be equal to 4% of Electoral Area Director Remuneration divided by total Trust Area population for the current year, multiplied by the population in each individual Local Trust Area and shall be referred to as the "Population Amount".

    1.4 An amount for all Trustees, except Municipal Trustees, participation in Local Trust committee business based on the number of folios within a Local Trust Area. This

amount will be equal to 3% of Electoral Area Director Remuneration divided by total Trust Area Folios for the current year, multiplied by folios in each individual Local Trust Area and shall be referred to as the "Folio Amount".

1.5 An amount for attendance at Trust Council Committee and Islands Trust Conservancy Board meetings (excluding Executive Committee, which is remunerated in accordance with Section 3). Meeting attendance will be remunerated at $150 per meeting attended for committee members, and $200 per meeting attended if chaired.

2. Additional Remuneration for the Executive Committee:

2.1 Members of the Executive Committee receive remuneration for carrying out their duties on the Executive Committee and their duties as chairs of Local Trust Committees.

2.2 The vice-chairs' remuneration shall be defined as equal to the Salt Spring Trustee Remuneration amount, plus 10%.

2.3 The chair's remuneration shall be defined as the vice-chair remuneration, plus 15%.

D. Implementation

3. The defined annual compensation amounts in section D.2 for the first implementation of this policy in 2027 will be based on estimated 2026 Electoral Area Director remuneration and the most recently available population and folio data as follows:
   - 3.1 A Trust Council Base of $12,600
   - 3.2 A Local Trust Committee Base of $9,800
   - 3.3 A Folio rate of $1.10 per folio
   - 3.4 A Population rate of $1.18 per person

4. The defined annual compensation amounts in section E.4 and subsequently D.2 of this policy will be adjusted on an annual basis, coinciding with the fiscal year, based on the annual change in the Victoria Consumer Price Index as reported by BC Statistics in December. Adjustments to Trustee Remuneration that result from inflation will be implemented on April 1st of the following year.

5. Periodic Review of Trustee Remuneration

5.1 A formal review of remuneration and benefits will be completed once per Trustee term, within 12 months before elections, with intent to take effect April 1 of the next Trust Council term.

5.2 The defined annual compensation amounts in section D.2 of this policy will be updated at the same time as the overall review using most recent Electoral Area Director Remuneration, Population and Folio data.

5.2 This review may be conducted by an external independent consultant.

5.3 This review may consider all factors, calculations and comparatives.

6. Trust Council and Committee of the Whole Attendance for Remuneration Calculation Purposes:

6.1 Trustees are generally expected to attend Trust Council and Committee of the Whole meetings, unless they are absent from illness.

6.2 Attendance may be virtual using the Islands Trust's online meeting system, and in accordance with the Islands Trust Council meeting procedure Bylaw.

6.3 Trustees must attend a minimum of 50% of each half-day session to be in attendance for the purposes of this remuneration section.

6.4 Trustees must attend a minimum of 50% of each full day session to be in attendance for the purposes of this remuneration section.

6.3 Trust Council Base amounts will be reduced by $375 per half day or $750 per full day for non-attendance at regularly scheduled or Special Trust Council or Committee of the Whole meetings.

6.4 Reductions will be processed on the next available monthly payroll.

7. Payment of Benefit Premiums for Trustees

7.1 Trustees will be offered the opportunity to have benefit premiums paid by the Islands Trust. Payments for trustee benefit premiums may be subject to income tax as defined by the Canadian Revenue Agency.

7.2 Islands Trust will cover the cost of enrollment for trustees in the single coverage benefit plan. Trustees who request to enroll in the family coverage plan are responsible for paying the difference in cost between the single and family plans.

7.3 Local trustees who do not register for benefits through Islands Trust will receive an annual payment of $1,350, paid evenly over the fiscal year (i.e., $113 per month).

7.4 If local trustees take office part way through the fiscal year, this payment will be applied proportionately based on how many months there are remaining in the fiscal year.

E. Legislated References

Islands Trust Act

F. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

- Report on Proposed Trustee Remuneration prepared by Brentwood Advisory Group January 23, 2026
- RFD on Trustee Remuneration approved by Trust Council October 31, 2010
- Trust Council Policy 2.3.1 – Council Committee System
- Annual Budget Document

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TRUST COUNCIL

TRUSTEE REMUNERATION BYLAW

BYLAW NO. 207

A Bylaw to repeal Trustee Remuneration Bylaw 153

The 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:

1. This bylaw may be cited as “Islands Trust Council Trustee Remuneration Repeal Bylaw".

2. Trust Council Bylaw 153, cited as “Islands Trust Council Trustee Remuneration 2013-14” is hereby repealed.

READ A FIRST TIME THIS _____ DAY OF _____, 20____

READ A SECOND TIME THIS _____ DAY OF _____, 20____

READ A THIRD TIME THIS _____ DAY OF _____, 20____

ADOPTED THIS _____ DAY OF _____, 20____

_____ _____

CHAIRPERSON SECRETARY

REQUEST FOR DECISION

To:	**Trust Council**	**For the Meeting of:**	March 10, 2026
From:	**Executive Committee**	**Date Prepared:**	February 11, 2026
SUBJECT:	**Enhancing Elected Officials Mental Health Benefits**		

RECOMMENDATION:

1. **THAT Islands Trust Council approve enhancing the trustee benefit plan to include coverage for Clinical Counsellors, and to increase the health coverage limit to $1,000 annually, aligning the coverage and annual dollar limit with provisions provided to staff.**

   AND

2. **That the change be implemented April 1, 2027 in alignment with changes to Trustee Remuneration.**

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The proposed enhancements to the trustee benefit plan accesses recent changes that will allow Islands Trust to bring annual coverage limits in line with staff limits. Consistent with best practice, staff recommend that any enhancements take effect April 1, 2027, aligned with potential changes to trustee remuneration. Trustees should note that section 104 (1)(c) of the *Community Charter* provides an exemption from conflict-of-interest restrictions when "the matter relates to remuneration, expenses or benefits payable to one or more council members in relation to their duties as council members." This permits trustees to approve changes to their benefits coverage.

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1 PURPOSE:

To provide Trust Council with the opportunity to enhance mental health benefits for elected Islands Trust trustees, as recommended by the Executive Committee.

2 BACKGROUND:

At its meeting on February 26, 2025 EC passed the following resolution:

that Executive Committee request staff to report back on options and costs for additional mental health and benefits for trustees.

Staff returned with a report in March 11, 2025 and EC passed the following resolution:

That the Enhancing Elected Officials Mental Health Benefits briefing be circulated to trustees for consideration in the [March 2025] budget session at Trust Council.

The report was circulated to trustees for the March 2025 Trust Council meeting but no action was taken by Trust Council at that time, as the topic was not brought forward for discussion.

At its meeting on March 26, 2025, EC passed the following resolution:

That Executive Committee request staff to bring back options for Enhancing Elected Officials Mental Health Benefits for trustees, for consideration to a future Executive Committee meeting.

Staff brought back the report and options on April 23, 2025, and EC passed the following resolution:

That Executive Committee request staff to prepare a request for decision on enhancing mental health benefits for trustees under the Union of British Columbia Municipality extended benefit plan for elected officials and request staff to include options to fund the planned overspend.

Staff presented the requested RFD on June 4, 2025 and EC passed the following resolution:

That the request for decision on Enhanced Mental Health Benefits for Trustees be deferred to a November 2025 Executive Committee meeting, for consideration.

This deferral was to wait for the current year financial forecast to be available, such that options for funding this action that was not included in the approved budget could be more clearly understood.

At their November 19, 2025 meeting, EC received the RFD and passed the following resolution:

Staff to forward the Enhanced Mental Health Benefits for Trustees - Request For Decision to the March Trust Council Quarterly Meeting agenda.

As the formerly provided RFD now contains outdated information which would not help Trust Council make a sound decision, staff provide updated information in this report.

Current Scenario:

Islands Trust currently enrolls trustees in the Enhanced Benefit Plan (administered by Pacific Blue Cross) through UBCM's Group Benefits Plan for Elected Officials, in addition to the Employee and Family Assistance Plan (EFAP). Mental health coverage under these plans includes:

- **Enhanced Benefits Plan** – Provides up to $300 per year for services from registered psychologists and Online Cognitive Behavioral Therapy. Clinical counsellors are not included in this coverage.
- **EFAP** – Delivered through Homewood Health, this program offers short-term clinical counselling services, including telephone assessment, consultation, resources, support, advice, and coaching. These services address a wide range of personal and family issues. The number of sessions covered is determined by Homewood Health on a case-by-case basis.

Historically, it has not been possible to increase or customize the standard plan for elected officials, as Islands Trust staff are not enrolled in the UBCM benefit plan. This limitation is noted in the *Group Insurance for Elected Officials – 2022 Plan Guide* which states (emphasis added):

> *"For those local governments that have their staff benefits through the UBCM Group Benefits Plan, there is the option to provide your elected officials with the same level of benefits/plan design that you provide to your non-union staff for Extended Health and Dental. Under this approach, the existing group rates for the non-union staff plan would apply.*
>
> ***If you do not have staff benefits under the UBCM Group Benefits Plan**, or you do not wish to provide the same level of benefits to Elected Officials**, then you can choose a standard package.**"*

In response to the Executive Committee's direction, staff contacted UBCM to explore whether Islands Trust's options have evolved—particularly in light of broader, province wide recognition that mental health coverage for elected officials may be inadequate in the current context.

We have confirmed that Pacific Blue Cross has approved an increase in annual coverage under the Enhanced Benefit Plan, allowing Islands Trust to match staff-level benefits, despite staff plans being administered outside the UBCM framework. A quote has been received outlining various coverage options and quotes – see the attachment to this report. Staff have evaluated the two options that would bring annual coverage limits in line with staff limits, but all options in the attached quote are available to Trust Council.

The options available that would increase annual coverage limits to agree with staff limits are as follows:

Option 1: Enhance annual coverage limits for existing services in the extended health plan

Coverage Impact:
This option would increase annual coverage for psychologists and Online Cognitive Behavioral Therapy from $300 to $1,000 per year per trustee.

Cost: The change would increase the total cost of plan premiums by 1.1%, equaling $26.66 per month or $320 annually.

Option 2: Enhance annual coverage limits for existing services in the extended health plan, and also add coverage for Clinical Counsellors

Coverage Impact: This option would:

- Increase annual coverage for psychologists and Online Cognitive Behavioral Therapy from $300 to $1,000 per year per trustee (same as Option #1); and
- Extend coverage to include Clinical Counsellors under the Enhanced Benefit Package, supplementing the coverage already provided to trustees under the EFAP plan.

Cost: The change would increase the total cost of plan premiums by 6.7% equally $170.83 per month or $2,050 annually.

Implementation & Timing:

The change can be implemented at any time through UBCM and Pacific Blue Cross. However, the quote received expires after 6 months, so implementing a change beyond that time frame would require a new quote and may impact rates.

As a best practice, changes in trustee remuneration and benefits are best made at the start of a new term, to avoid any real or perceived conflict of interest in having trustees set their own benefits entitlements.

Staff recommend that any changes to the trustee benefit plan take effect on April 1, 2027 in alignment with the recommended implementation timing for changes in trustee remuneration.

Summary
A summary of the two options discussed are as follows:

CATEGORY	OPTION 1	OPTION 2
COVERAGE CHANGES	Increase annual coverage for psychologists and Online CBT from **$300 → $1,000** per trustee.	- Increase annual coverage for psychologists and Online CBT from **$300 → $1,000** per trustee. - Add coverage for **Clinical Counsellors** under the Enhanced Benefit Package (supplementing EFAP).
IMPACT ON TRUSTEES	Expanded access to psychological and Online CBT services.	- Expanded access to psychological and Online CBT services

		- New access to Clinical Counsellors.
ANNUAL PREMIUM INCREASE %	1.1%	6.7%
ANNUAL PREMIUM INCREASE $	$320/year	$2,050/year
TIMING	Can be implemented at any time; best practice is to align changes with Trustee Remuneration changes at the start of a new trustee term. Current quotes valid for six months.	
OVERALL SUMMARY	Lower-cost enhancement focused on strengthening existing mental-health supports.	Higher-cost enhancement that expands both the level and type of mental-health supports available.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: Enhancing mental health benefits for trustees will cost approximately $2,050 in the first year, subject to premium increases annually after that (not yet known). This amount would be incorporated into the draft 2027/28 budget.

POLICY: No policy changes required.

IMPLEMENTATION/COMMUNICATIONS: Staff will implement direction for benefit plan changes through the plan administrator as soon as possible, and will communicate to trustees when the change is complete and revised coverage limits are accessible.

FIRST NATIONS RELATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):

Trust Council Policy 7.2.1 Trustee Remuneration

5 ATTACHMENT(S):

- Quote for Enhancing Trustee Mental Health Benefits Under Various Options

RESPONSE OPTIONS

Recommendation:

1. **THAT Islands Trust Council approve enhancing the trustee benefit plan to include coverage for Clinical Counsellors, and to increase the health coverage limit to $1,000 annually, aligning the coverage and limit with provisions provided to staff.**

   AND

2. **That the change be implemented April 1, 2027 in alignment with changes to Trustee Remuneration.**

Alternative(s):

- Trust Council may choose not to increase trustee mental health benefits.
- Trust Council may choose to enhance trustee mental health benefits to a different level than recommended.
- Trust Council may choose to implement the enhancement at a different time to what is best practice and recommended.

Prepared By: **Director, Financial and Employee Services**
Reviewed By/Date: R. Bronee, CAO/Feb 24, 2026

Attachment: Quote for Enhancing Trustee Mental Health Benefits Under Various Options

Quote #2 is Option 1 in the RFD.
Quote #5 is Option 2 in the RFD.

Quote #	Class #	Benefit	Current Plan Provision	Revised Plan Provision	Impact to Premium Rates	Approximate Annual Cost Impact
1	1	Extended Health	Psychologist and Online Cognitive Behavioural Therapy combined limit of $300 per member per year.	Increase Psychologist and Online Cognitive Behavioural Therapy combined to a maximum of $750 per member per year	+1.0%	$300
2	1	Extended Health	Psychologist and Online Cognitive Behavioural Therapy combined limit of $300 per member per year.	Increase Psychologist and Online Cognitive Behavioural Therapy combined to a maximum of $1,000 per member per year	+1.1%	$320
3	1	Extended Health	Psychologist and Online Cognitive Behavioural Therapy combined limit of $300 per member per year.	Increase Psychologist and Online Cognitive Behavioural Therapy combined to a maximum of $1,500 per member per year	+1.5%	$470
4	1	Extended Health	Psychologist and Online Cognitive Behavioural Therapy combined limit of $300 per member per year.	Increase Psychologist and Online Cognitive Behavioural Therapy AND add Registered Clinical Counsellors for a combined to a maximum of $750 per member per year	+6.6%	$2,010
5	1	Extended Health	Psychologist and Online Cognitive Behavioural Therapy combined limit of $300 per member per year.	Increase Psychologist and Online Cognitive Behavioural Therapy AND add Registered Clinical Counsellors for a combined to a maximum of $1,000 per member per year	+6.7%	$2,050
6	1	Extended Health	Psychologist and Online Cognitive Behavioural Therapy combined limit of $300 per member per year.	Increase Psychologist and Online Cognitive Behavioural Therapy AND add Registered Clinical Counsellors for a combined to a maximum of $1,500 per member per year	+7.2%	$2,200

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 10, 2026
From:	Executive Committee	**Date Prepared:**	February 19, 2026
SUBJECT:	**Trust Council Public Notification Bylaw**		

RECOMMENDATIONS:

1. **That Trust Council considers that the notification methods in draft Bylaw 206 are reliable, suitable and accessible for the Islands Trust Area.**

2. **That Trust Council Bylaw 206, cited as "Trust Council Public Notification Bylaw" be read a First Time.**

3. **That Trust Council Bylaw 206, cited as "Trust Council Public Notification Bylaw" be read a Second Time.**

4. **That Trust Council Bylaw 206, cited as "Trust Council Public Notification Bylaw" be read a Third Time.**

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The recommendations provide a more cost-effective means of providing public notice throughout the Trust Area when required by legislation.

---

1 **PURPOSE:**

To adopt an Alternate Public Notification Bylaw for Trust Council.

2 BACKGROUND:

The Community Charter establishes the requirements for publishing public notice where public notices are required by the *Islands Trust Act* and *Local Government Act*. The Community Charter includes a default requirement, and an option to adopt an alternative means by bylaw.

The default public notification is by publication in two editions of a newspaper once each week for two consecutive weeks, unless another provision for a specific type of notice states otherwise. The newspaper has to circulate Islands Trust Area. This would require advertising in two editions of up to eight different newspapers for Trust Council bylaws.

Section 94.2 of the *Community Charter* gives local governments the authority to adopt public notice bylaws. If Trust Council adopts a Public Notice Bylaw, Trust Council is required to publish notices by all the methods specified in that bylaw.

When adopting a Public Notice Bylaw, the Trust Council is required to consider the principles of effective public notice (reliable, suitable, and accessible) described by the *Public Notice Regulation*.

Principles of Effective Public Notice

The Public Notice Regulation establishes the principles that must be considered before a public notice bylaw is adopted; these are:

- Reliable – the publication methods are dependable and trustworthy;
- Suitable – the publication methods work for the purpose for which the public notice is intended; and
- Accessible – the publication methods are easy to access and have broad reach.

In considering the adoption of a Public Notification Bylaw, Trust Council must consider and record, either by a resolution recorded in the minutes, or by preamble whereas clauses in the bylaw, that these principles have been considered.

Considering the three principles (reliable, suitable and accessible) possible methods to publish public notices that are available to Trust Council include:

- Online or print newspaper;
- Islands Trust website;
- Community website or newsletter;
- Islands Trust social media page, such as Facebook; and
- Direct email or mail out.

Each of the above meet the principles set out in the Public Notice Regulation. The on-line or print newspaper option still has the problem of being published infrequently, or not circulated through the entire local trust area. Use of a community website or newsletter is outside the control of Islands Trust and each could be shut-down or modified without Islands Trust input; this could compromise the accessibility and reliability principles. Direct mail or a mail-out would reach all owners and residents; however, it could be expensive and time consuming to undertake.

The two best options with the lowest costs and that meet the principles outlined in the Public Notice Regulation are publishing on the Islands Trust website and publishing on an Islands Trust social media page.

At its September 2025 meeting, Trust Council adopted Policy 4.1.16 Model Public Notice Bylaw. This contains the format for such a bylaw and recommends the use of the Islands Trust website and a social media account to post the notices.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
There are no organizational implications

FINANCIAL:
Reduction of cost of advertising for bylaw amendments that require public notification.

POLICY:
There are no policy implications.

IMPLEMENTATION/COMMUNICATIONS:

Staff would use a Resolution Without Meeting to have Trust Council formally adopt Bylaw 206, and then this would be posted on the Islands Trust website.

FIRST NATIONS RELATIONS:
There are no First Nations Relations implications.

OTHER:
There are no other implications.

4 RELEVANT POLICY(S):
N/A

5 ATTACHMENT(S):
Draft Trust Council Bylaw 206

RESPONSE Options

Recommendation:

1. **That Trust Council considers that the notification methods in draft Bylaw 206 are reliable, suitable and accessible for the Islands Trust Area.**

2. **That Trust Council Bylaw 206, cited as "Trust Council Public Notification Bylaw" be read a First Time.**

3. **That Trust Council Bylaw 206, cited as "Trust Council Public Notification Bylaw" be read a Second Time.**

4. **That Trust Council Bylaw 206, cited as "Trust Council Public Notification Bylaw" be read a Third Time.**

Alternative:
Trust Council could decide to add or alter the items recommended by the Executive Committee to be considered in draft bylaw 206. This could be done by a resolution to amend the bylaw before considering the readings.

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

Reviewed By/Date: **Chief Administrative Officer/**
Executive Committee/

DRAFT

TRUST COUNCIL

PUBLIC NOTIFICATION BYLAW

BYLAW NO. 206

A Bylaw to provide for an alternative means of publishing a public notice.

WHEREAS pursuant to section 94.2 of the Community Charter, Trust Council may adopt a Bylaw to provide an alternative means of publishing a public notice;

AND WHEREAS, pursuant to section 94.2(3) of the *Community Charter* and section 2 of the Public Notice Regulation, B.C. Reg. 52/2022, the Trust Council considers the means of publication set by this Bylaw to be reliable, suitable for providing notices, and accessible;

NOW THEREFORE, Trust Council in open meeting assembled, enacts as follows:

1. This bylaw may be cited as "Trust Council Public Notification Bylaw".

2. THAT the means of publication for public notice requirements under the *Community Charter*, *Local Government Act*, or any other enactment may be given by the following methods:

    (i) electronically by posting the notice on the Islands Trust website; and

    (ii) electronically by posting the notice on Islands Trust's social media platform.

READ A FIRST TIME THIS	_____	DAY OF	_____,	20____
READ A SECOND TIME THIS	_____	DAY OF	_____,	20____
READ A THIRD TIME THIS	_____	DAY OF	_____,	20____
ADOPTED THIS	_____	DAY OF	_____,	20____

_____ _____

CHAIRPERSON SECRETARY

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 10, 2026
From:	Governance Committee	**Date Prepared:**	February 17, 2026
SUBJECT:	**Trust Council Policy 2.1.15 Secretariat Services**		

RECOMMENDATION:
THAT Trust Council replace the current Policy 2.1.15 Secretariat Services with the draft updated Policy 2.1.15 Secretariat Services dated January 23, 2026 for reference.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The revised policy updates the policy to reflect current needs, and better reflects the intent of legislation and the object of Islands Trust.

1 PURPOSE: To update the Secretariat Services policy.

2 BACKGROUND:
Staff has undertaken a review of the means in which Trust Council provides coordination support to other bodies in alignment with the Islands Trust legislation and object.

The revised policy makes the link between the program and legislation clearer, retains approval of funding with Trust Council, and establishes a method to accept application, review and allocate the funds that is more manageable for staff, Executive Committee and Trust Council.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
No organizational implications

FINANCIAL:
No financial implications

POLICY:
No policy implications

IMPLEMENTATION/COMMUNICATIONS:
Staff will forward to Trust Council in March 2026 along with a Request for Decision with the Governance Committee recommendation, and the information contained in the background of this Request for Decision

FIRST NATIONS RELATIONS:
No First Nations relations implications

OTHER:
No other implications

4 RELEVANT POLICY(S):
n/a

5 ATTACHMENTS:
1. **Draft Updated Policy 2.1.15 Secretariat Services**
2. **Current Policy 2.1.15 Secretariat Services**

RESPONSE OPTIONS

Recommendation:
THAT Trust Council replace the current Policy 2.1.15 Secretariat Services with the draft updated Policy 2.1.15 Secretariat Services dated January 23, 2026 for reference.

Alternative:
As determined by Trust Council.

Options include to request changes to the draft policy, and in this case, staff would bring those back to a future Trust Council meeting.

Prepared By:	**David Marlor, Director, Legislative and Information Services**
Reviewed By/Date:	**Chief Administrative Officer/January 28, 2026** **Governance Committee/ January 28, 2026**

Policy:	2.1.15
Approved By:	Islands Trust Council
Approval Date:	September 15, 2020
Amendment Date:	March xx, 2026
Policy Holder:	Director Trust Area Services

SECRETARIAT SERVICES

Purpose

To support non-profit organizations and Indigenous Governing Bodies in the coordination, determination, and implementation of regional, improvement district, and government of British Columbia policies that increase public awareness, understanding, and appreciation of the history and heritage of the Islands Trust Area and the unique amenities and environment of the Island Trust Area.

To define a Trust Council process for allocating funding to support administrative functions undertaken by coordinating groups within the Islands Trust Area in support of the Islands Trust object.

A. Definitions

Coordinating Group means a group comprised of Indigenous Governing Bodies, organizations, and/or interested parties that convene regularly to share information and collaborate or to determine, implement or carry out Indigenous Governing Body, regional district, improvement district, or government of British Columbia policies in the Trust Area.

Secretariat Services means 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.

Secretariat Services Budget refers to annual funding granted by the Islands Trust Council for the provision of secretariat services.

Trust Object means the Object of Islands Trust as set out in section 3 of the *Islands Trust Act*.

B. Policy

In accordance with Section 8(2) of the *Islands Trust Act*, the Islands Trust Council has discretionary powers for the purposes of carrying out the Trust Object. Section 8(2)(b) particularly allows for the allocation of funds for the coordination and assistance 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 Islands Trust Area and its unique amenities and environment.

1. Requests for financial assistance may be submitted throughout the year.
2. In September of each year the Executive Committee will recommend to the Islands Trust Council an allocation for the Secretariat Services budget for the following fiscal year.
3. In March, Islands Trust Council will allocate Secretariat Services funds based on the submissions received.
4. If unallocated funds remain following the March meeting, Islands Trust Council may disperse the funds at subsequent meetings during the fiscal year.

5. Islands Trust Council may only allocate funding to or undertake Secretariat Services for Coordination Groups that:
   5.1 have an appointed representative of Islands Trust Council, Bowen Island Municipality, a local trust committee, or the Islands Trust Conservancy Board as a member or regular participant; and,
   5.2 invite and encourage Indigenous Governing Bodies' involvement and leadership in a manner that is consistent with the Islands Trust Council's First Nations Engagement Principles Policy and Reconciliation Declaration; and,
   5.3 undertake work that coordinates and assists in the determination, implementation, and carrying out of municipal, regional and improvement district, and government of British Columbia policies that carry out the Trust Object.
6. When Islands Trust Council allocates funding from the Secretariat Services budget for Secretariat Services to a Coordination Group, the amount may not exceed the direct award commitment spending level in Islands Trust Council's Policy 6.5.3 (Procurement).
7. Where Islands Trust Council commits to undertaking Secretariat Services directly, the Council will seek staff advice regarding staff availability.
8. Coordinating groups seeking Secretariat Services shall submit the attached Secretariat Services form outlining the requirement including the following information:
   8.1 name of and contact information for coordinating entity;
   8.2 information regarding the requirement for secretariat services;
   8.3 funds requested.

C. Legislated References

Islands Trust Act

Islands Trust Council Policy 6.5.3 (Procurement)

Islands Trust Council Policy 6.1.1 (First Nations Engagement Principles)

D. Attachment

1 - Secretariat Services application form

ISLANDS TRUST

SECRETARIAT SERVICES

Name of Co-ordinating Entity:	
Email Address:	
Phone Number:	
Contact Name:	
How does a Local Trustee or Municipality Elected Office participate in the organization or the First Nation?	
What is the linkage between the requesting organization, policy direction and Trust Object?	
What type of support is requested? If financial support is requested, please specify the amount and how the funds will be used.	
What will be the impact if the requested support is provided or not provided?	
Applicant Signature	
Date of Submission	
Approved/Not Approved Date:	**Funds Approved:**

Collection Notice: Personal information contained on this form is collected under the authority of the *Local Government Act* and is subject to the *Freedom of Information and Protection of Privacy Act*. The personal information will be used for purposes associated with the Secretariat Services program. Enquiries about the collection or use of information in this form can be directed to the Director, Legislative and Information Services at 250-405-5169, or send an email to FOI@islandstrust.bc.ca.

Policy:	2.1.15
Approved By:	Trust Council
Approval Date:	September 15, 2020
Amendment Date(s):	
Policy Holder:	Director of Trust Area Services

SECRETARIAT SERVICES

Purpose

1. To define a process for allocating funding and staff time with respect to administrative support for Coordination Groups in the Trust Area, in accordance with Trust Council's authority to coordinate and assist in the determination, implementation and carrying out of municipal, regional and improvement district and government of British Columbia policies.

2. To reinforce that Trust Council, its committees and the Executive Committee are not permitted to provide grants-in-aid in support of other organizations, unless consistent with the Procurement Policy (6.5.3) and the History, Heritage and Conservation Grants-In-Aid Policy (2.1.14), but may support coordination and assistance in the determination, implementation and/or carrying out of First Nation, regional, improvement district, and government of British Columbia policies.

Background

Section 8(2) of the *Islands Trust Act* establishes the discretionary powers of Trust Council for the purpose of carrying out the Trust Object. In accordance with section 8(2)(b), the Trust Council may "coordinate and assist 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." Part II of the Islands Trust Policy Statement further 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."*

A. Definitions

"**Coordination Group**" means a group comprised of First Nations, organizations and/or stakeholders that convene to share information and collaborate or to determine, implement or carry out First Nation, regional district, improvement district, or government of British Columbia policies in the Trust Area.

"**Secretariat Services**" means 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.

"**Secretariat Services Budget**" has the meaning set out in section 1.1 hereof.

"**Trust Object**" means the object of the trust as set out in section 3 of the *Islands Trust Act*.

B. Policy

1. Funding Source

1.1 By September of each year, the Trust Programs Committee will recommend to the Financial Planning Committee an allocation for the Secretariat Services budget for the following fiscal year (the "Secretariat Services Budget").

2. Policy for Providing Secretariat Services

2.1 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.

2.2 Trust Programs Committee may only allocate funding to or undertake Secretariat Services for Coordination Groups that:

2.2.1 have an appointed representative of the Trust Council, Bowen Island Municipality, a local trust committee, or the Islands Trust Conservancy as a member or regular participant;

2.2.2 invite and encourage First Nations involvement and leadership in a manner that is consistent with the Islands Trust Council's First Nations Engagement Principles Policy and Reconciliation Declaration; and

2.2.3 undertake work that coordinates and assists in the determination, implementation and carrying out of municipal, regional and improvement district and government of British Columbia policies that carry out the Trust Object.

2.3 Trust Programs Committee is encouraged to prioritize support for Coordination Groups that work collaboratively and respectfully with First Nations governments and Indigenous Peoples within the Trust Area.

2.4 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.

2.5 Where Trust Programs Committee commits to undertaking Secretariat Services directly, the Committee will seek staff advice regarding availability of staff.

C. Legislated References

Islands Trust Act, Section 3

Islands Trust Act – Subsections 8(2)(b) & (f)-(h)

Islands Trust Policy Statement, Part II - The Islands Trust Object and its Meaning

Policy Manual: History, Heritage and Conservation Grants-In-Aid (2.1.14)

Policy Manual: Procurement (6.5.3)

Policy Manual: First Nations Engagement Principles (6.1.1)

D. Other References

Islands Trust Council's Reconciliation Declaration, March 14, 2019

E. Attachments

N/A

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 10, 2026
From:	Executive Committee	**Date Prepared:**	March 5, 2026

SUBJECT: **Ratification of Accessibility Committee Appointments**

RECOMMENDATION:
THAT Trust Council ratify the February 25, 2026 Executive Committee appointments to the Accessibility Committee.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
Additional members on the Accessibility Committee will ensure the Trust Council is able to meet its obligations under the *Accessible British Columbia Act*.

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1 PURPOSE:

To inform Trust Council of Executive Committee's February 25, 2026 appointments to the Accessibility Committee

2 BACKGROUND:

On June 27, 2023, Trust Council amended Trust Council Policy 2.3.1 [Council Committee System] by adding a new Accessibility Committee, including terms of reference for the Committee, and the criteria for membership on the Committee.

Trust Council Policy 2.3.1 states:

> 1.1.11 Appointments under Section 1.1.10 will be by advertisement or other means as determined appropriate by the Executive Committee. Advertising will occur shortly after the local government general election. The Executive Committee will appoint members from the advertising or other process as soon as possible after the local government general election. Trust Council will ratify the appointments under section 1.1.10.

At the July 10, 2025 Accessibility Committee meeting, the Committee suggested that more members would be helpful for the Committee to conduct its work. Staff created an application form on the Islands Trust website, and advertised on social media, in publications, through subscriber notices, and through sharing with interested and affected parties to subsequently share within their networks.

Islands Trust received applications for membership to the Accessibility Committee from seven individuals, six of whom live on Salt Spring Island and one of whom lives in the Galiano Island Local Trust Area. One individual is a representative of an organization that supports people with disabilities.

At its regular business meeting on March 10, 2026, the Executive Committee raised and reported that on February 25, 2026 Barb Aust, Deborah Scott, Seth Gustafsson, Riley Vardy, Dennis Fortin, Christopher Jason, and Michael Bean have been appointed to the Islands Trust Accessibility Committee.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
There are no organizational implications

FINANCIAL:
There are no organizational implications

POLICY:
Consistent with Islands Trust policy and legislation.

IMPLEMENTATION/COMMUNICATIONS:
Staff will advise the individuals and arrange orientation.

FIRST NATIONS RELATIONS:
There are no First Nations Relations implications

OTHER:
There are no other implications

4 RELEVANT POLICY(S):
Accessible British Columbia Act
Trust Council policy 2.3.1 [Council Committee System]

5 ATTACHMENT(S):
None

RESPONSE OPTIONS

Recommendation:
THAT Trust Council ratify the February 25, 2026 Executive Committee appointments to the Accessibility Committee.

Alternative:
As determined by Trust Council.

Prepared By: **Director, Legislative and Information Services**

Reviewed By/Date: **Chief Administrative Officer/March 5, 2026**

Transition Salt Spring
Delegation to the Islands Trust Council
March 10, 2026
Remarks by Bryan Young, Director, Advocacy Lead, and Past Chair
bryan@transitionsaltspring.com
CHECK AGAINST DELIVERY

Good afternoon. My name is Bryan Young. I am a director on the Transition Salt Spring board, past chair, and lead on our Advocacy Circle. I'm here with my colleague Pam Tarr.

Transition Salt Spring is a charitable non-profit organization whose paid staff and volunteers work to address climate action, ecosystem protection, and community resiliency through positive community supported initiatives. We have published two climate action plans, most recently in 2021. More information is available on our website.

I want to begin by acknowledging the tremendous work and integrity that has informed this draft: by staff, by Council, by Indigenous governments, and by island communities across the Trust Area.

This document matters greatly to our islands. It will shape what is buildable, what is protectable, and ultimately what remains viable on these islands over the next generation and during very challenging times.

Which brings me to climate.

Climate change is no longer one policy issue among many. **It is the governing condition under which the Trust's mandate to preserve and protect must now be interpreted.**

That is not an ideological claim. It's a planning reality with direct implications for public safety, infrastructure liability, and the Trust's duty of care.

Two decades ago, insured losses seldom passed $500 million a year. Today, $1 billion and up is the norm. The Insurance Bureau of Canada (IBC), not known as a radical group of climate activists, says that climate risks "demand that we fundamentally rethink how we build, plan and restore communities across our country... The best way to keep communities safe …is to invest seriously in resilience now."

And a reality check: In 2025 alone, insured damage caused by severe weather events exceeded $2.4 billion. [Catastrophe Indices and Quantification Inc. (CatIQ)].

This concern is durable, it cuts across elections and it reflects evolving science and lived experience.

And most important, it aligns directly with the Trust's responsibility to protect ecosystems -- and the human communities that depend on them.

The draft Trust Policy Statement makes important progress.

- The stronger integration of Indigenous rights and Reconciliation is real and meaningful.
- The clearer emphasis on growth management through intensification is essential.
- And the effort to distinguish directive from advisory policy is a step toward greater consistency.

In fact, Transition Salt Spring is already using this draft as a foundation for our upcoming submission on Salt Spring's OCP update.

In our submission on the TPS we provide recommendations in seven areas. Today, I would like to focus on just a few key ones that warrant emphasis as you prepare to finalize and submit this critical document.

We were pleased to find climate change is discussed in parts of the draft TPS, but, climate is framed as one factor among many -- rather than as a threat multiplier that reshapes and will continue to reshape all other considerations.

- Water availability.
- Forest health.
- Hazard exposure.
- The long-term viability of housing and infrastructure.

These are **no longer separable domains**.

To that end – as you have rightly done with Indigenous rights and their inclusion in Trust Area planning in this draft – you also need to do with climate change.

Given the magnitude of the changes that will only multiply across the Trust Area in the coming decades, climate change is now the governing condition under which Trust Area planning must be undertaken.

To acknowledge and address these risks honestly and holistically, we have recommended adding a new Guiding Principle that properly frames "climate change as a pervasive and compounding risk" that must be incorporated in "all land-use planning and decision-making under this Policy Statement."

While this is an easy change to make, we want to underscore the challenge it represents to the organization and function of the Islands Trust.

Adequately responding to climate change in this TPS heightens a further risk the Trust faces in its implementation.

Local Trust Committees simply cannot carry this alone.

Without additional robust and centralized support, LTCs will be left to interpret and apply the TPS unevenly – let alone if a new climate change focussed principle is added – as it must be.

The result will not be resilience – but policy inconsistency, delay, timidity, insufficiency, all of which will increase risk exposure to the Trust, but also to the islands they are empowered to steward.

- Some islands will push ahead.
- Others will hesitate due to uncertainty.
- Staff time will continue to be consumed by approvals rather than the long-term planning we need to keep our islands safe.

Our submission argues that approving the TPS without a robust implementation plan would leave its most important ambitions completely unrealized.

I am not proposing yet more delays in this long process, or perfection.

Amongst the recommendations we make in our written submission, what's needed is a visible commitment by Trust Council to:

- First, develop and maintain shared and publicly available climate-risk information and tools,
- Second, establish publicly accessible ecosystem health indicators and regular reporting,
- and Third actively support Local Trust Committees in applying this policy consistently and defensibly.

We think that this is how you can make the TPS achievable, fair and impactful.

Before closing, I want to briefly acknowledge an enabling issue that underpins everything we discussed in our submission, that will also impinge

your ability to operationalize the new TPS. And that is the Trust's planning capacity.

On islands particularly like Salt Spring, and I imagine it's the same on Gabriola, our northern sister, planners are increasingly consumed by development approvals and day-to-day triage, rather than being resourced **and insulated from approvals triage** to do the long-range, strategic planning that today's climate conditions demand.

That current imbalance will make it harder to implement an ambitious Policy Statement.

Furthermore, strengthening the Trust's planning capacity and retaining top talent is essential to fulfilling the Trust's mandate. In practice, this would mean ensuring adequately compensated planners have the bandwidth to focus on long-term planning and proactive support for LTCs, rather than being locked into an approvals treadmill.

In closing, as it relates to the Trust Policy Statement before you, our message is simple.

This document has been consulted on extensively.
It reflects real learning.
And it comes at a moment when delay would not represent caution -- but avoidance.

Approving the TPS after careful consideration of extensive public input — including submissions from First Nations, government agencies, boards, and commissions — while pairing it with a clear, accountable implementation commitment will send a powerful signal.

It will say that the Islands Trust understands the scale of the challenge before it, and that it is prepared not just to set direction, but support LTCs in making the TPS real across the entire Trust Area.

With respect to the all-encompassing risks of the climate crisis, we will not succeed with cautious half-measures.

But we can respond effectively with clarity, resolve, and coordinated action that is clearly communicated to the electorate.

Thank you for your time. I welcome any questions you might have.

1. FINANCIAL PLANNING COMMITTEE

In support of the Financial Planning Committee (FPC) we have completed work on the following standard annual areas of work:

- **2025/26 Third Quarter Financial Report:** We have completed the third quarter financial report which tracks actual financial performance against budget for the first six months of the fiscal year. This report showed that overall Islands Trust is trending underbudget, at 67% of budget spent to the end of quarter three.
- **2025/26 Third Quarter Forecast Report:** The forecasted spending for the current fiscal year has been completed which shows that the Islands Trust is expected to spend much less in the year than budgeted, resulting in a contribution to the General Revenue Surplus Fund rather than the budgeted transfer from it.
- **2026/27 Draft Budget:** Committee of the Whole has finalised it's recommended 2026/27 budget for Trust Council's review in March, with approval in mind.
- **Audit Planning**: The Audit Committee met in February to discuss the audit plan with the financial statement auditors, KPMG LLP, who have been appointed by Executive Committee to conduct the fiscal audits of Islands Trust and Islands Trust Conservancy. Staff are looking ahead to year-end close and preparing the audit package in advance of the audit in May 2026.

Upcoming cyclical and special work of FPC can be found on its current and future work programs in this agenda.

2. FINANCIAL SERVICES

In addition to day-to-day operations associated with financial functions at Islands Trust such as accounts payable, accounts receivable, and financial bookkeeping and record-keeping, the team continues to dedicate time to financial reporting, cash flow and investment management, assisting staff with procurement processes, and orienting new staff to expense claim submissions, travel policies, and procurement practices.

Over the last three months, finance staff have focused on several key activities: quarter-end close for third quarter financial statements, compiling third quarter forecast information, and updating budget estimates to support the 2026/27 budget development process.

Staff continue to support three Trust Council approved projects:

1. **Cityview Planning Module Reporting Improvements**:
   The Financial Services team is awaiting discussion with Cityview to determine options to reflect application fee refunds and security deposits received in the system. Currently, the system does not contain fields for this information.

2. **Cityview Bylaw Module:**

The Financial Services team continues to help the Bylaw Enforcement team establish a system that ensures Bylaw Violation Notices are accurately entered and tracked. This includes proper recording of fee amounts, dates fees are incurred, any waivers or forgiven amounts, amounts registered with the courts, and payments received. Validation of the system setup is taking place in February 2026.

3. **Expense Claim System Upgrade:**
   The Financial Services team completed another round of testing on the new system and have sent fixes to the developer for changes. Once fully complete, user manuals will need to be prepared and training sessions delivered prior to a formal roll out of the new system. The current project completion date is estimated for late summer/early fall of 2026. This project has been significantly delayed over the last couple of years due to limited Information Services staff availability, and limited contractor availability.

3. PROCUREMENT & CONTRACT ADMINISTRATION

As part of regular operations, the Financial Services team has processed the following to date in the current fiscal year:

- 57 service contracts
- 12 service contract change orders
- 13 contract continuation confirmations for multi-year contracts
- 111 purchase orders

Over the last three months, Financial Services staff have conducted the following procurement processes:

- Invitation to Quote (ITQ) – Conservation Covenant Residential Area Survey on Galiano Island: The ITQ was sent to three qualified vendors and closed on February 18. A contract is now being drafted for this work.

4. EMPLOYEE SERVICES

We have completed several **hiring actions and internal position updates** over the last quarter, resulting in the following changes to the Islands Trust team:

- Carlie Aston, Conservation Technician co-op student for the Islands Trust Conservancy completed her auxiliary term December 19, 2025. We thank Carlie for a job well done and wish her the best on her next adventure!

- Alan Cavin, temporary Planner 1 for the northern team finished his auxiliary term October 3, 2025. We thank Alan for his many contributions.

- Milad Panahifar, auxiliary Planner 1 for the Salt Spring Island team was made permanent in the position effective December 1, 2025. Congratulations Milad!

- Tedd Drummond, Information Technology Manager joined the Information Services team January 5, 2026. Tedd came to us from the BC Public Service where he gained more than 15 years of experience with hands-on small-team management of information systems. Tedd's most recent assignments were *Director, Business Technology, Ministry of Attorney* General, Prosecution Service, and *Director, Information Technology, Ministry of Citizen Services.* We are grateful to have Tedd join the team after an extended vacancy in this position. Welcome Tedd!

~ Anthony Fotino, Island Planner for the Salt Spring Island team returned from his temporary assignment with the Ministry of Transportation and Infrastructure effective January 26, 2026. Welcome back Anthony!

~ Jemma Green, Team Lead Protected Area Management was made permanent in the position effective January 20, 2026. Congratulations Jemma!

~ Jill Allan, Acting Administrative Assistant for the Islands Trust Conservancy completed her auxiliary term on February 21, 2026. We wish Jill all the best on her future endeavours.

~ Robert Kojima, Regional Planner Manager for the southern team retired effective January 31, 2026 after an impressive 25 years of service with the Islands Trust. His contributions over the decades have been exceptional, and his impact on the organization is immeasurable. We extend our sincere appreciation to Robert and wish him all the best as he begins his next chapter.

~ Kim Stockdill, Southern Team Island Planner has stepped into the role of Acting Regional Planning Manager until the role is filled permanently. We are grateful to Kim for taking on this leadership responsibility during the transition. Thank you, Kim.

~ Mary Storzer will join the Islands Trust as the new Regional Planning Manager for the southern team on March 19, 2026. Mary brings extensive leadership experience in both local and provincial government, with deep expertise in land-use planning, housing, climate policy, and legislative development. She currently serves as Manager of Planning for the District of North Saanich, where she leads major long-range planning initiatives including the Official Community Plan update, Zoning Bylaw update, and housing needs and targets reporting. Many will remember Mary from her time with the Islands Trust between July 2023 and February 2024 as a Senior Policy Advisor. We are pleased to welcome her back!

~ Julia Mobbs, Director, Financial and Employee Services will be taking a leave beginning April 2026. We will miss her presence and leadership, and are grateful to have some time for handover and transition support before she steps away.

~ Derek Cockburn will be stepping in to cover the Director, Financial and Employee Services role during Julia's leave, beginning March 23, 2026. Derek joins us from the BC Public Service, where he currently leads Procurement and Contract Management for the Economy Sector Ministries, including the Ministry of Housing and Municipal Affairs. He brings extensive experience in senior financial roles across multiple provincial ministries and agencies, including the Public Service Agency, Elections BC, and the Office of the Auditor General. Outside of his public-sector work, Derek serves as a National Board Member of the Financial Management Institute of Canada and teaches accounting as a sessional instructor at Royal Roads University, the University of Victoria, and Camosun College. We look forward to welcoming Derek to the Trust.

~ Dede MacLean, Office Administrative Assistant for the Gabriola Island office is set to start on March 2, 2026. Dede comes to us with over 10 years with the Métis Family Services (Ministry of Children & Family Development), and brings vast experience in administrative team's support and strong organizational skills. Dede's excited to join island life on Gabriola Island and is keen to work for the Islands Trust and learn more about our Mandate and the gulf islands. Welcome Dede!

We are currently in the process of hiring for several vacant, upcoming, and new positions across the organization:

- ITC Communications Specialist: Previous postings to fill this position were unsuccessful. This competition has been reposted and is set to close February 24, 2026.
- ITC Covenant Management and Outreach Specialist: This competition has been posted and is set to close February 24, 2026.
- Manager, Finance and Accounting: Previous postings to fill this position were unsuccessful. The most recent posting has closed and has secured a good pool of applicants. Initial applicant screening is underway.
- ITC Administrative Assistant: The job profile for this position is currently under review to ensure it reflects updated responsibilities and organizational needs. Once finalized, the position will be posted and recruitment will begin.
- Island Planner (Salt Spring Island): We are in the final stages of this competition and hope to make a hiring announcement soon.

Our December **All Staff Meeting** was held in person on December 10, 2025 at the Oceanfront Suites at Cowichan Bay. Staff received updates on recent Trust Council activities, as well as announcements regarding new staff arrivals and departures. Quarterly and annual recognition awards were also presented. CAO Bronee provided an update on the excellent progress being made by the Employee Survey Working Group. This was followed by a records management training session provided by Director Marlor and Legislative Services Clerk Robert Barlow. Staff participated in a holiday sweater competition – where participants wore festive attire for their chance to win a small prize and bragging rights for the rest of the year! The afternoon concluded with an Islands Trust trivia session led by our Trivia Host Extraordinaire, Robert Barlow.

We are happy to report the processing of **Trustee T4s** for the 2025 calendar year was completed ahead of schedule this year. T4s have been circulated to trustees, mainly via email, which has helped expedite the process.

We continue to participate in the Public Service Agency's ***Fusion Project*** working group, supporting the rollout of the new BC Public Service recruitment system for provincial boards, agencies, and commissions. Implementation of the system has been delayed due to the provincial efficiency review initiative, but the launch is now anticipated in the first half of the next fiscal year.

The new recruitment system is designed to modernize and streamline hiring processes across the BC Public Service. Key improvements have been highlighted as:

- A more user-friendly applicant experience, with simplified job postings and a modernized application interface.
- Enhanced hiring-manager tools, including improved screening, tracking, and workflow management.
- Better integration with HR reporting tools.
- Improved accessibility and mobile compatibility, supporting a broader and more diverse applicant pool.

Our involvement in the working group ensures that Islands Trust's perspectives and operational realities are reflected in the system's configuration and rollout planning. We will continue to monitor timelines and prepare for transition activities, including staff training, process adjustments, and communications to hiring managers.

The **Occupational Health and Safety (OHS) Committee** continues its dedicated efforts to promote a safe and healthy work environment across all Islands Trust offices. This quarter, the Committee focused on several key initiatives:

- ~ Panic Buttons: The Committee continues to review options for potential panic-button systems and associated safety protocols for Islands Trust offices. Work is underway to assess available technologies, operational requirements, and implementation considerations, with the goal of bringing a recommendation forward to management.
- ~ Communicable Disease Prevention Plan: The Committee has been advised of new communicable-disease resources and policy templates developed by the Public Service Agency. OHS is continuing to work with CAO Bronee to determine whether Islands Trust should update its Communicable Disease Prevention Plan in light of these new materials and current workplace requirements.
- ~ Emergency Plans: Updates continue on the Draft Emergency Plan to be reviewed at the next OHS meeting before submission to management for consideration.
- ~ First Aid Attendants and Emergency Wardens: The Committee is reviewing training renewal dates for these safety-critical roles and is recruiting additional staff where needed. This work ensures continuous coverage across all offices and helps prevent any gaps in our emergency-response capacity.
- ~ Pink Shirt Day: Pink Shirt Day has grown into a global movement that celebrates diversity, kindness, and inclusion — values that the OHS Committee is proud to champion. To support staff participation, we've shared information and resources on how to recognize this important anti-bullying day and reflect on its message. All three offices are also taking part in a *Kindness Card* activity, offering staff an opportunity to acknowledge and celebrate the qualities they appreciate in their colleagues across Islands Trust. Initiatives like this help us continue building a respectful, inclusive, and supportive workplace culture where everyone feels valued.

Throughout the quarter, the Public Service Agency shared a range of **educational materials** on topics of interest to public service employees. Highlights included observances such as Transgender Awareness Week/Day of Remembrance, Indigenous Peoples with Disabilities Month, Gender-based Violence, International Day of Persons with Disabilities, National Day of Remembrance and Action on Violence Against Women, Black Excellence Day, Black History Month and International Day of Commemoration in Memory of Victims of the Holocaust. Staff also had the opportunity to learn about various cultural festivals, holidays, and heritage months recognized across the public service, including Hanukkah and Tamil Heritage Month. Information was also circulated regarding the Moose Hide Campaign and BC Heritage Week.

REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** March 10, 2026

From: Financial Planning Committee **Date Prepared:** February 19, 2026

SUBJECT: DECEMBER 31, 2025 FINANCIAL REPORT

RECOMMENDATION:
That Trust Council approve the December 31, 2025 Financial Report.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The third quarter financial report indicates that Islands Trust is trending below expected spending for 2025/26 to December 31, 2025. This is primarily due to the impacts of the BCGEU strike, legal cost awards offsetting some legal spending, and underspending resulting from staff vacancies, many of which have recently been filled.

1 PURPOSE:
To summarize the findings of the December 31, 2025 third quarter financial report.

2 BACKGROUND:
Islands Trust *Policy 2.3.1 Council Committee Systems* requires the Financial Planning Committee (FPC) to report to Trust Council on the organization's financial management practices. Quarterly financial reports are prepared by staff, reviewed by FPC, and forwarded to Trust Council as part of this requirement.

Financial Report Findings
The benchmark for non-tax, non-grant revenue sources and operational expenditures after three months of operations can be estimated at 75% of the annual budget. As at December 31, 2025 Islands Trust has consumed a net 67% of the annual approved budget, below the straight-line benchmark for this time of year.

Individual areas may experience minor overspending or underspending based on activities in the year to date. Individual revenue and expense items that vary significantly from the 75% benchmark (where significance is determined as more or less than 10%, and more or less than $5,000) are discussed in this report.

REVENUES
Total revenue reports at 98% of the annual approved budget, with approximately $231,000 remaining to collect in order hit revenue targets for the year. Details of individual revenue streams are as follows:

- *Fees* are higher than benchmark by $16,000 (8%), due to applications advancing through due process slightly ahead of budgeted averages. The amount of fees revenue received in the first three quarters of the fiscal year was $167,000. The portion of fees recognised as revenue correlates with the portion of the application process completed.

- *Provincial Grant - Unrestricted* reports at 100% due to the full value of the unrestricted operating grant received in the second quarter of the year.

- *Federal and Provincial Grants – Restricted* reports at lower than benchmark by $14,000 (3%). This is due primarily to:
    - Less revenue recognised related to the Species at Risk, and Environment and Climate Change Canada grants due to delays in advancing this work in the first three quarters of the year.
    - Grant revenue recognised related to the Housing Needs Assessments project, where work spilled over into the current year.

- All revenues from taxation *(General Property Tax Levy, Special Property Tax Requisition, and Bowen Tax Levy)* report at 100% of budget due to the full value of all of them being received in the second quarter of the year.

- *Investment Income reports at 62%,* below benchmark by $28,000 (13%). This is primarily due to lower interest rates on investment compared to projections at the time of budget approval.

EXPENSES BY SERVICE AREA

TRUST COUNCIL (TC) SERVICES

TC Services expenses include costs related to three main areas: Trust Council; Executive Committee; and Trust Area Services; plus, an allocation of general administrative expenses. Inclusive of the general admin allocation, these expenses report at $1,243,000 (65% of budget) which is lower than the 75% benchmark by $194,000 (10%). Individual expense lines within Council services that deviate significantly from benchmark are as follows:

- Trust Council spending is $37,000 (8%) below benchmark due primarily to:
    - No costs have been incurred on the Trustee Remuneration Review project as at the date of the report. This work takes place in the fourth quarter. The budget for this project is $10,000.
    - No costs have been incurred on the Trust Council Policy Review project as at the date of the report. This work will not advance in the current year due to staff capacity issues. The budget for this project is $6,000.
    - Trust Council's meeting expenses are lower than benchmark by $14,000 (11%) due to all three in-person Trust Council meetings that have taken place this fiscal costing less than budgeted.
    - Reconciliation Action Plan costs are lower than benchmark by $10,000 (21%) as progress towards completing protocol agreements with First Nations groups has been slower than expected.

- Executive Committee spending is $8,000 (6%) below benchmark due primarily to fewer applications for land use planning applications being received and approved in the year, to date. With applications now being approved by Trust Council, these costs will be reflected in Trust Council's area moving forward. To date, $1,500 has been approved by Trust Council for this program.

- Trust Area Services spending is $85,000 (11%) below benchmark due primarily to:
    - Staff salaries and benefits reporting below expected by $58,000 (9%) due to 9-month vacancy for the Temporary Senior Policy Advisor, a 2-month vacancy for the Grants Manager, reduced salaries and benefits spending due to the three-week long BCGEU

strike, and no costs incurred for excluded staff salary increases, due to likely directives from the province to hold salaries stable.
- Trust Areas Services Legal budget ($4,000) remains untouched as there has been no need for general legal advice in this area as at the date of the report.
- Policy Statement Review Project costs are lower than benchmark by $5,000 (10%) due to less LTC demand for on-Island in-person engagement than anticipated and some advertising savings.
- Secretariat Services costs are lower than benchmark by $7,000 (38%) due to:
    - Fewer secretariat service applications being received resulting in the full budget for this program not being required or utilized.
    - The Bayne Sound Lambert Channel Ecosystem Forum not able to use the $2,500 earmarked to support them, due to vacancies in their director positions impacting capacity.
- Stewardship Education costs are lower than benchmark by $1,500 (15%), due to the timing of education sessions, which are scheduled to take place in Q4.
- Training and conference, travel for training and travel costs are collectively lower than benchmark by $6,000 (49%) due to reduced time available for non-project travel and training due to workloads, and the BCGEU strike.

- The General Admin Allocation to TC Services reports at 62% of budget, lower than benchmark due to underspending in General Administration discussed later in this report.

LOCAL TRUST COMMITTEE (LTC) SERVICES

LTC Services expenses include costs related to five main areas: Local Trust Committees (LTCs); planning services projects; planning services staff; facilities; the Salt Spring Island office move/renovation; and bylaw enforcement; as well as an allocation of general administrative expenses.

Inclusive of the general admin allocation, these expenses report at $5.5M (70% of budget) which is lower than benchmark by $367,000 (5%). Individual expense lines within LTC services that deviate from benchmark are as follows:

- **Local Trust Committees (LTC) costs** are comprised of rent, phone, internet and office service for on-island trustee offices, the trustee portion of insurance costs, general legal costs, bylaw enforcement legal costs, legal litigation costs, statutory notices, EC travel expenses to chair LTC meetings; trustee-incurred expenses, LTC and APC meeting expenses, LTC communications, special project expenses, LTC statutory notices and the LTC portion of trustee remuneration and benefits.

  Total LTC spending to December 31, 2025 is $864,000 which is $111,000 (89% of budget), higher than benchmark by $132,000 (14%), due primarily to the following:

  - Legal General costs are lower than benchmark by $5,000 (5%) due to fewer legal advice requests sought by Local Trust Committees in Q1, Q2 and Q3.
  - Bylaw Enforcement legal costs are below benchmark by $190,000 (118%) due to a court-ordered cost recovery of $147,000 related to a property clean up on Thetis Island being awarded to Islands Trust. The costs incurred by Islands Trust for the property clean up were incurred last fiscal year, but with that fiscal year closed, these awarded costs are recorded against expenses in the current year.
  - Litigation costs are significantly higher than benchmark by $353,000 (336%) due primarily to significant legal files progressing through the courts. This line also includes $29,500 in cost recoveries awarded to Islands Trust for files on Galiano Island and Salt Spring Island.

- LTC costs for trustee expenses, executive expenses on LTC, LTC meetings, APC meetings and communications are lower than benchmark by a combined total of $16,000 (20%) due to the cancelation of some meetings during the BCGEU strike action.

- **Planning Projects** costs are comprised of all LTC and Regional Planning Committee projects, including the regional freshwater management and housing needs assessment, as well as coordination and project work undertaken by the Salt Spring Island Watershed Protection Alliance (SSIWPA).

  Planning projects report at $147,000 (33% of budget), which is less than benchmark by $189,000 (42%). Straight-line benchmarking can be less appropriate for project work as project plans often see work advancing in uneven portions throughout the years. Underspending on planning projects is due primarily to a combination of the following:

  LTC Major and Minor Projects: Spending on LTC major and minor projects reports at $110,000 (25% of budget). This is primarily due to planned completion of projects later in the fiscal period:

  - **Denman Island LTC Housing Review -** Spending to date is $4,600 (29% of budget)**,** primarily due to the project being slightly delayed. Expected expenses for public hearing, communications and legal will occur at first reading in March, 2026.
  - **Denman OCP Amendment – Technical and First Nations Updates**
    No spending to the end of Q3 against the $4,000 budget. Project expenditures are expected by the end of Fiscal 2026.
  - **Gabriola – OCP/LUB**
    Spending is at $38,000 (79%) of the $48,000 budget to the end of Q3 and the remaining work is expected to take place by the end of fiscal 2026.
  - **Galiano – Small Island LUB Update**
    Minimal spending to the end of Q3 against the $4,000 budget. The public hearing for this project is expected to take place in fiscal 2027.
  - **Gambier – OCP/LUB Review**
    Minimal spending to the end of Q3 against the $10,000 budget. The project was delayed due to an LTC request to modify the work plan. The forecast indicates that only 25% ($2,500) of this total budget will be spent in fiscal 2026.
  - **Hornby – OCP/LUB**
    Spending is at $11,853 (63%) of the $18,750 budget to the end of Q3. There have been delays in the scheduling of the public hearing for this project which will take place in Q4.
  - **Lasqueti – OCP/LUB Review**
    No spending to the end of Q3 against the $15,500 budget. The 2025 Feasibility Assessment for this Lasqueti LTC project indicated this project would start once staff resources are available. Resources were not made available due to longer than expected timelines for other Regional Planning Team projects and impacts from BCGEU strike. There will be no spending for this project in fiscal 2026.
  - **Mayne Island – Housing Project**
    Minimal spending to the end of Q3 against the $8,000 budget. A public hearing will be held in January, with expenditures expected later in the fiscal year. There will be minor spending of $1,000 on this project to the end of fiscal 2026.
  - **North Pender – Raptor Nest DPA Update**
    Minimal spending to the end of Q3 against the $5,000 budget. A public hearing is scheduled for March.
  - **North Pender – Housing Access and Affordability**
    Spending the end of Q3 is $2,000 (28% of budget)**,** where a mail out has not yet taken place and is scheduled to be done in Q4. There will be a total of $4,000 (50%) of this $8,000 budget spent by the end of fiscal 2026.

- **Salt Spring – OCP/LUB Review**
  Spending to date is $50,000 (25%) against this $204,000 budget. This project has been delayed primarily due to a delay in hiring the contractor as well as staff vacancies. It is expected that there will be a total of $130,000 spent to the end of Fiscal 2026 with the remainder of $74,000 coming from surplus to fund the project in fiscal 2027.
- **Salt Spring – Housing Action Program**
  No spending to the end of Q3 against the $5,000 budget. Delay in spending is primarily due to delay in First Nations referral of Bylaw No 537. There is expected to be no spending for the project in fiscal 2026.
- **SSIWPA – Plan Coordination**
  No spending to the end of Q3 against the $55,000 budget. This project is not expected to advance this fiscal year and has not been included in the 2026/27 budget.
- **Salt Spring – Groundwater Sustainability Strategy**
  No spending to the end of Q3 against the $16,500 budget. This project is not expected to advance this fiscal year and has not been included in the 2026/27 budget**.**
- **Saturna – Minor Housing Review**
  No spending to the end of Q3 against the $2,000 budget. The LTC is proceeding without the public hearing these funds were allocated to, therefore this budget will not be spent this fiscal year.
- **South Pender LUB Minor Amendments**
  Spending to date is $1,400 against this $3,000 budget. The public hearing has been completed. No additional expenditures are expected on this project.
- **Thetis – Targeted LUB Amendment**
  No spending to the end of Q3 against the $4,500 budget. This project has been delayed due to BCGEU strike action resulting in extending the timelines in the workplan. No additional expenditures are expected on this project.

- **Other projects –** Spending on regional planning projects is $37,000 over the annual approved budget:
  - Regional Freshwater Management – the budget of $12,000 has been fully spent on a consultant for the Freshwater Atlas.
  - Housing Needs Assessments – there was no budget for spending on The Housing Needs Assessment in this fiscal as it was expected to be completed by the end of the prior year. Therefore, this is showing as overspent by $25,000. This overspend if offset by an equal amount in grant revenues recorded.

- **Planning Staff Costs** include employee salaries, benefits, training, travel, and contracted human resources supporting planning activities. As of December 31, 2025, spending totals $2.3M, representing 68% of the annual budget — $228,000 below benchmark primarily due to underspending on staff salaries and benefits:
  - The Northern Office Planning Team salaries and benefits costs report at 70% of the budget due to a vacancy of 5.5 months in the Office Administrative Assistant position, savings due to the BCGEU strike, and no costs incurred for excluded staff salary increases, due to likely directives from the province to hold salaries stable.
  - The Southern Planning Team has been fully staffed during for the first three quarters of the fiscal year with the exception of the Co-op student position which was budgeted in this area but was hired into the Northern Planning Services team. There were also small savings due to the BCGEU strike and from excluded staff not receiving raises. Despite these savings, salaries and benefits expense for this team report at 74% of budget, almost exactly at benchmark, due to most savings in this area being offset by staff overtime. As a large portion of the savings have been offset by staff overtime.
  - The Salt Spring Office Planning Team salaries and benefits costs report at 57% of the budget due to savings from the BCGEU strike, savings from excluded staff not receiving increases, and vacancies in the Legislative Services Clerk (2.5 months) and Island

Planner (9 months) roles. Some underspending in this budget line was anticipated, and was reallocated to fund SSI office renovation project budgets.

- **Salt Spring Island Office Move/Renovation** spending to December 31, 2025 reports at $179,000 (183%), which is higher than the annual budget by $81,000. This is due to an incorrect portion of the total project budget landing in the approved budget.

- **Bylaw Enforcement** costs include staff salaries and benefits, training, mobile devices, travel costs and the Cityview Bylaw Portal project. Spending to December 31, 2025 reports at $368,000 (67% of budget), which is lower than benchmark by $44,000. This is due primarily to planned spending on the Cityview Bylaw Portal project not making significant advancements until Q4.

- The General Administrative allocation to LTC Services reports at 67% of budget, lower than benchmark due to underspending in General Administration discussed later in this report.

ISLANDS TRUST CONSERVANCY (ITC) SERVICES

Total ITC expenses include costs related to four main areas: Board expenses; Operating expenses; Property management expenses; and Programs as well as an allocation of general administrative expenses.

Inclusive of the general admin allocation, these expenses report at $909,000 (54% of budget), which is lower than benchmark by $344,000.

Individual expense lines within ITC services that deviate significantly from benchmark are as follows:

- **Conservancy Staff and Associated Costs** include employee salaries, benefits, safety equipment, memberships, mobile devices, training and travel costs, as well as any contracted human resources associated with ITC work. This line reports at $581,000 (61%), lower than benchmark by $138,000 primarily due to underspending on salaries and benefits resulting from staff vacancies:
  - ITC Team Lead (5.5 months)
  - Covenant Outreach Specialist (4.5 months)
  - Savings from the BCGEU strike
  - Savings due to no costs incurred for excluded staff salary increases, due to likely directives from the province to hold salaries stable.

  This underspending was slightly offset by overtime for property management staff in the field during the summer and early fall, and by contracted temporary services.

- **Property Management** costs include Professional Consultant Fees, ITC property management expenses, ITC conservation planning and land securement expenses, and First Nations engagement planning. Property management expenses report at $74,000 (32% of budget), lower than benchmark by $102,000. This is due primarily to the following:
  - *Professional Consultant Fees* – no costs have been incurred against the budget to the end of the second quarter and as such this line reports at $14,000 (75%) below benchmark due to delays securing a bookkeeper and a First Nations advisor consultant. Some of these expenditures are expected to take place Q4.
  - *Property Management* – these costs report at $74,000 (32%), lower than benchmark by due to staff vacancies and the BCGEU strike where planned field work did not take place..
  - *Conservation Planning & Land Securement* – these costs report at $250 (1%), lower than benchmark due to a delay executing legal services contracts for land securements, and

extensions given to First Nations referrals for a new covenant securement. It is expected this work will take place in Q4.
- *First Nations Engagement Plan* – these costs report at nil for the first quarter, lower than due to delays actioning First Nations engagement for the ITC Five-Year Plan. Some of these expenditures are expected to take place in Q4.

- **Programs** costs include costs for communications, ITC Ecosystem Mapping, and legal. Program costs report lower than benchmark by $30,000 (62%) primarily due to contractor unavailability and the seasonal timing required to undertake this work. Progress on the ecosystem mapping initiative is not anticipated in the current fiscal year as staffing vacancies continue to limit capacity.

- The general admin allocation to ITC Services reports at 52% of budget, lower than benchmark due to underspending in General Administration discussed later in this report.

General Administration

Total General Administrative expenditures include costs related to six main areas: Executive Office; Financial and Employee services; Office Operations; Legislative and Information Services; Computer, Furniture and Equipment; and Amortization expense. General administration costs are allocated to the three service areas of the Trust (Council, LTCs, and ITCB) based on their relative dollar magnitudes for the period.

General Administration expenses are reported at $1.2M (44% of budget), which is below benchmark by $878,000 due to the following:

- **Office Operations** includes costs for audit fees, bank charges, internet, payroll processing, insurance, portion of office rent and services contributed to the general admin area, postage and courier, recruitment costs, stationery and supplies, telephone, mobile devices, organization-wide training, and all staff meetings and recognition. Office operations costs report at $221,000 (62%), which is lower than benchmark by $45,000 primarily due to audit fees not yet incurred, as well as savings generated in the areas of recruitment and office supplies.

- **Financial and Employee Services** costs include staff salaries, benefits, training, and travel costs. These costs report at $403,000 (60% of budget), lower than benchmark primarily due to a vacancy in the Manager of Finance and Accounting position, savings from the BCGEU strike, and no costs incurred for excluded staff salary increases, due to likely directives from the province to hold salaries stable. Savings are offset in part by staff overtime costs and unused leave balances.

- **Legislative and Information Services** costs include all software support and licensing, technical support, technical supplies, meeting streaming services, mobile devices salaries, benefits, training, and travel costs associated with legislative and information services staff as well as costs for Freedom of information and records management. Legislative and Information Services costs report at $635,000 (64% of budget), below benchmark. This is primarily due to staff vacancies:
  - Senior Technical Analyst position (9 months)
  - Information Systems Specialist position (6.5 months), and
  - GIS Coop position not hired
  - Savings from the BCGEU strike
  - Savings from no costs incurred for excluded staff salary increases, due to likely directives from the province to hold salaries stable.

  These vacancies have been partially offset by $39,000 in contracted temporary services where backfill was necessary for the vacancy in the Information Systems Specialist position.

CONSOLIDATED EXPENSES BY OBJECT

Public Sector Accounting Standards determine that financial reporting for government entities be reported "by function" (i.e.: service area) in the Statement of Financial Operations as presented in the earlier section of this report. Expenses "by object" (i.e.: type) are reported in accompanying financial statements notes. For purposes of greater transparency and understanding of Islands Trust financial results expenses by object are shown as follows:

Object	2025/26 Approved Budget	9 months ending Dec 31, 2025	9 months ending Dec 30, 2024	% of Budget Consumed
Staff Salaries and benefits	7,095,962	4,740,110	4,846,472	67%
Office Operations	1,456,242	1,163,806	998,404	80%
Council and trustee costs	1,111,872	781,997	800,279	70%
Programs	944,410	335,400	395,889	36%
Legal - General	90,000	62,969	43,224	70%
Legal - Bylaw Enforcement	161,000	(69,873)	236,363	-43%
Legal - Litigation	105,000	431,526	164,257	411%
Legal - Statutory Notices	15,000	15,407	7,533	103%
Travel/training and recruitment	219,245	114,113	216,141	52%
Subtotal	11,198,731	7,575,454	7,708,563	68%
Amortization	211,000	75,472	88,364	36%
Total Expenses	11,409,731	7,650,926	7,796,927	67%

Staff salaries and benefits are currently below benchmark due mainly to the following:

DEPARTMENT	2025/26 Approved Budget	**2025/26 Approved Budget to Dec 31, 2025**	**2025/26 Actual Spending to Dec 31, 2025**	Actuals over (under) Budget to Dec 31, 2025 ($)	*Portion of Annual Budget Consumed (%)*	PRIMARY REASON
Trust Area Services	654,118	**490,589**	432,842	(57,747)	*66%*	Vacancies: Temp Senior Policy Advisor (9 months), Grant Manager (2 months) plus strike savings
Islands Trust Conservancy Services	902,189	**676,642**	533,869	(142,773)	*59%*	Vacancies: Team Lead (5.5 months), Covenent Manager & Outreach Specialist (4.5 months) plus strike savings
Legislative Services	111,823	**83,868**	84,991	1,123	*76%*	Deviation from benchmark not significant
Information Services	535,048	**401,286**	272,713	(128,573)	*51%*	Vacancies: Senior Technical Analyst (9 months), Info Systems Specialist (6.5 months), GIS Coop (4 months) plus strike savings.
Financial & Employee Services	666,183	**499,637**	400,912	(98,725)	*60%*	Vacancies: Manager Finance and Accounting (9 months) plus strike savings
Office of the CAO	454,063	**340,547**	347,634	7,087	*77%*	Deviation from benchmark not significant
Southern Planning Services	877,456	**658,092**	651,149	(6,943)	*74%*	Deviation from benchmark not significant
						Vacancies: Legislative Services Clerk (2.5 months), Island Planner (9months), plus strike savings slightly offset by
SSI Planning Services	783,351	**587,513**	445,522	(141,991)	*57%*	Planner 1 acting in Planner 2 role
Northern Planning Services	996,359	**747,269**	696,979	(50,290)	*70%*	Vacancies: Office Administrative Assistant (5.5 months) plus strike savings
Planning Services Director & Specialists	680,775	**510,581**	505,589	(4,993)	*74%*	Deviation from benchmark not significant
Bylaw Compliance and Enforcement	419,596	**314,697**	311,250	(3,447)	*74%*	Deviation from benchmark not significant
SubTotal Salaries and Benefits	7,080,961	**5,310,721**	4,683,450	(627,271)	*66%*	
Contracted Temporary Staff all departments	15,000	**11,250**	56,660	45,410	*378%*	Backfill for ITC Communications, Info Systems Specialist, and assistance to new ITC Manager
TOTAL	7,095,961	**5,321,971**	4,740,110	(581,861)	*67%*	

The collective agreement between the Province and the BCGEU has now been ratified. The quarter three results include a 3% wage increase for included staff retroactive to April 1, 2025 as well as savings generated in salaries and benefits during the BCGEU strike action. No salary changes have been accrued for excluded staff, in anticipation provincial directive will restrict or prohibit these.

Office Operations costs are currently above expected, primarily due to the timing of computer hardware purchases which took place early in the fiscal year to complete IS installation and setup projects.

Council and trustee costs are tracking below budget, primarily due to savings for Trust Council meetings and underspending by LTCs against their meeting and communications budget.

Program costs are currently below benchmark, primarily due to delays in project advancement and in some cases the timing of planned project expenditures that will occur in Q4.

Total Legal expenses are below benchmark, broken down as follows:

- Legal General costs are slightly lower than expected due to less general legal advice sought by Local Trust Committees.
- Bylaw Enforcement legal costs are lower than expected due to a court-ordered cost recovery of $147,000 awarded to Islands Trust related to a property clean up on Thetis Island. The costs incurred by Islands Trust for the property clean up were incurred last fiscal year, but with that fiscal year closed, these awarded costs will offset legal expenses in the current year.
- Litigation costs are higher than expected due primarily to a significant legal file on Gabriola Island progressing through the courts. This line also includes $29,500 in legal cost recovery awarded to Islands Trust for a file on Galiano Island and Salt Spring Island.
- Statutory Notices are slightly higher than expected due primarily to large number of statutory notices on applications being processed during the first quarter.

Traveling/training and recruitment costs are below expected, due to staff vacancies, savings in staff recruitment costs as well as staff taking advantage of more online training.

Amortization expense is tracking as expected, given assets in development and use updated later in the fiscal year.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: None. Expenditures to December 31, 2025 are within the overall Islands Trust annual approved budget.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None. Managing staff will continue to receive financial reporting on their respective areas of oversight throughout the year.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):
Islands Trust Policy 2.3.1 Council Committee System
Bylaw 201 Islands Trust Financial Plan Bylaw, 2025-2026

5 ATTACHMENT:
December 31, 2025 Financial Report

RESPONSE OPTIONS

Recommendation:
That Trust Council approve the December 31, 2025 Financial Report.

Alternative:
None.

Prepared By: N. Roggers, Finance Officer
Reviewed By: Director, Financial and Employee Services

Islands Trust
Detailed Statement of Operations
For The 9 Months Ending December 31, 2025

Expected % of Budget Received/Used as at Report date = **75%**
Exceptions: Grant revenue, property tax levies, other revenues, project spending
Variances > +/- 10% and +/- $5000 include explanations

Description	2025/26 Approved Annual Budget	9 months ending Dec 31, 2025	9 months ending Dec 31, 2024	*Portion of Annual Budget Consumed (%)*	*Budget remaining ($)*
REVENUE:					
Fees & Sales	**198,100**	164,835	132,553	*83%*	*33,265*
Provincial Grant - Unrestricted	**180,000**	180,000	199,000	*100%*	*-*
Federal and Provincial Grants - Restricted	**415,931**	298,131	360,382	*72%*	*117,800*
General Property Tax Levy - All LTAs	**9,262,200**	9,262,200	8,555,040	*100%*	*-*
Municipal Property Tax Levy - Bowen Island Municipa	**460,000**	460,000	391,260	*100%*	*-*
Investment Income	**211,000**	130,761	212,100	*62%*	*80,239*
Total Revenue	**10,727,231**	10,495,928	9,850,335	*98%*	*231,303*
EXPENSES:					
Trust Council Services					
Trust Council	**495,108**	333,859	327,916	*67%*	*161,249*
Executive Committee	**138,400**	95,359	109,365	*69%*	*43,041*
Trust Area Services	**804,128**	517,659	426,140	*64%*	*286,469*
General Admin Allocation - 16%	**478,850**	295,995	293,631	*62%*	*182,855*
Total Council Expenses	**1,916,486**	1,242,871	1,157,051	*65%*	*673,615*
Local Trust Committee Services					
Local Trust Committees	**975,053**	863,697	895,388	*89%*	*111,356*
Projects **- Note 1**	**448,000**	147,135	266,093	*33%*	*300,865*
Planning Staff	**3,416,860**	2,334,575	2,448,476	*68%*	*1,082,285*
LPS Facilities	**380,130**	296,799	293,994	*78%*	*83,331*
Salt Spring Island Office Move/Renovation	**98,000**	178,876	-	*183%*	*(80,876)*
Bylaw Enforcement	**549,281**	368,199	341,163	*67%*	*181,082*
General Admin Allocation - 72%	**1,954,297**	1,309,576	1,443,672	*67%*	*644,721*
Total Local Trust Committee Services	**7,821,621**	5,498,858	5,688,787	*70%*	*2,322,763*
Trust Conservancy Services					
Board	**10,350**	6,311	5,865	*61%*	*4,039*
Conservancy Staff and Associated Costs	**959,945**	581,529	626,829	*61%*	*378,416*
Property Management	**234,460**	74,290	65,242	*32%*	*160,170*
Programs	**49,200**	30,539	11,791	*62%*	*18,661*
General Admin Allocation - 12%	**417,669**	216,529	241,363	*52%*	*201,140*
Total Trust Conservancy Expenses	**1,671,624**	909,197	951,089	*54%*	*762,427*
General Administration Services					
Office of the CAO	**459,371**	349,503	523,694	*76%*	*109,868*
Financial and Employee Services	**676,199**	403,159	327,821	*60%*	*273,040*
Legislative and Information Services	**987,166**	634,565	625,517	*64%*	*352,601*
Office Operations	**353,980**	220,874	247,446	*62%*	*133,106*
Computer/Furniture & Equipment	**163,100**	138,526	182,498	*85%*	*24,574*
Amortization Expense	**211,000**	75,472	71,688	*36%*	*135,528*
General Admin Recovery	**(2,850,816)**	(1,259,348)	(1,978,665)	*44%*	*(1,591,468)*
TOTAL EXPENSES	**11,409,731**	**7,650,926**	**7,796,927**	***67%***	***3,758,805***
YTD Surplus (Shortfall)	**(682,500)**	**2,845,001**	**2,053,409**		
Amortization Adjustment	**(211,000)**	n/a	n/a		
Capital adjustment	**n/a**	317,402	182,498		
Adjusted surplus (shortfall)	**(471,500)**	3,162,404	2,235,907		
Funded by:					
Transfer from (to) General Revenue Surplus Fund	**201,000**	(3,253,419)	(2,393,480)		
Transfer from (to) LTC Reserve Fund	**199,000**	91,015	157,574		
Transfer from (to) Special Tax Requisition Fund	**71,500**	-	-		
Net Unfunded Balance	**-**	0	(0)		

Description	2025/26 Approved Annual Budget	9 months ending Dec 31, 2025	9 months ending Dec 31, 2024	*Portion of Annual Budget Consumed (%)*	*Budget remaining ($)*
Note 1: LTC & Planning Services Project Spending					
Unallocated LTC Reserve Fund Draw	**9,000**	-	-	*0%*	*9,000*
Denman Housing Review	**15,750**	4,612	97	*29%*	*11,138*
Denman TUP Review	**-**	-	47	*0%*	*-*
Denman Amend OCP for technical + First Nations up	**4,000**	-	-	*0%*	*4,000*
Gabriola OCP/LUB	**48,000**	38,119	14,607	*79%*	*9,881*
Galiano Groundwater Strategy Implementation	**-**	-	1,241	*0%*	*-*
Galiano Small Islands LUB update	**4,000**	228	-	*6%*	*3,772*
Gambier OCP/LUB	**10,000**	75	-	*1%*	*9,925*
Gambier Keats Island Shoreline Protection Review	**-**	-	4,976	*0%*	*-*
Hornby OCP/LUB	**18,750**	11,853	-	*63%*	*6,897*
Lasqueti OCP/LUB	**15,500**	-	-	*0%*	*15,500*
Mayne Island Housing	**8,000**	516	-	*6%*	*7,484*
Mayne LUB Minor Amendments	**-**	-	1,241	*0%*	*-*
North Pender Raptor Nest DPA update	**5,000**	688	90	*14%*	*4,312*
North Pender Housing Access & Affordability	**8,000**	2,223	423	*28%*	*5,777*
Salt Spring OCP/LUB	**204,000**	50,253	134,084	*25%*	*153,747*
Salt Spring Housing Action Program	**5,000**	-	-	*0%*	*5,000*
SSIWPA Plan Coordination	**55,000**	-	-	*0%*	*55,000*
Salt Spring Groundwater Sustainability Strategy	**16,500**	-	-	*0%*	*16,500*
Saturna Minor Housing Review	**2,000**	-	250	*0%*	*2,000*
South Pender LUB Minor Amendments	**3,000**	1,450	517	*48%*	*1,550*
Thetis Targeted LUB Amendment	**4,500**	-	-	*0%*	*4,500*
Total LTC Projects	**436,000**	110,015	157,574	*25%*	*325,985*
Regional Freshwater Management	**12,000**	12,000	15,900	*100%*	*-*
Housing Strategy	**-**	-	8,000	*0%*	*-*
Cityview Planning Portal (LGDAP)	**-**	-	53,220	*0%*	*-*
Housing Needs Assessments	**-**	25,120	31400	*0%*	*(25,120)*
Total Regional Planning Projects	**12,000**	37,120	108,520	*309%*	*(25,120)*
Total All Planning Projects	**448,000**	147,135	266,093	*33%*	*300,865*

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 10, 2026
From:	Financial Planning Committee	**Date Prepared:**	February 18, 2026

SUBJECT: FINANCIAL FORECAST AS AT DECEMBER 31, 2025

PURPOSE:
To provide Trust Council with an overview of forecasted financial performance to the end of the current fiscal year, to support their responsibility for financial management oversight.

BACKGROUND:
The forecasted financial results to March 31, 2026 have been prepared based on actual financial performance to December 31, 2025, plus estimates of forecasted spending for the remainder of the fiscal year submitted by expense authorities across the organization.

DESCRIPTION	Approved Annual 2025/26 Budget	9 month Actual Spending to December 31, 2025	12 month Forecasted Spending to March 31, 2026	*Forecast Over (Under) Budget*
Tax revenues	9,722,200	9,722,200	9,722,200	-
Grant revenues	595,931	478,131	655,517	*59,586*
Other revenues	409,100	295,597	365,047	*(44,053)*
TOTAL REVENUE	**10,727,231**	**10,495,928**	**10,742,764**	**15,533**
Operating Expenses	10,444,631	7,056,038	9,740,000	*(704,631)*
Project Expenses	704,000	258,856	495,300	*(208,700)*
Capital Expenses	261,100	336,033	392,000	*130,900*
TOTAL EXPENDITURES	**11,409,731**	**7,650,926**	**10,627,300**	***(782,431)***
SURPLUS (SHORTFALL)	**(682,500)**	**2,845,002**	**115,464**	**797,964**
Funded by:				
Changes in amounts invested in TCA	211,000	173,375	231,200	*20,200*
Transfer from (to) Gen Rev Surplus Fund	201,000	(3,128,392)	(533,364)	*(734,364)*
Transfer from (to) LTC Project Reserve Fund	199,000	110,015	186,700	*(12,300)*
Transfer from (to) Special Property Tax Reserve Fund	71,500	-	-	*(71,500)*
Net unfunded	-	-	-	**0**

SUMMARY:

The forecast to March 31, 2026 reflects a projected annual surplus of $115,464. The approved budget expected a shortfall of $682,500.

Total revenue is forecasted to complete higher than budget primarily due to increased recognition of grant funds that is offset by a decrease in the investment income where interest rates have been lower than those expected at the time of budget approval.

Operating expenses are forecasted to complete below budget due primarily to underspending in salaries and benefits due to savings generated by the three-week long BCGEU strike, no raises included for excluded staff, and staff vacancies. Underspending in this area is offset by overspending in legal expenses associated with bylaw enforcement litigation and litigation defense.

Project spending is forecasted to complete lower than budget primarily due to LTC project delays, or projects not moving forward at all in the year. Project delays may arise from things such as staff vacancies, shifting political priorities, changes in project scope, or delays in securing contracts for consultant work.

Capital spending is forecasted to complete higher than budget due primarily to higher than budgeted cost incurred for the Salt Spring Island office renovation, which completed in September 2025.

An explanation of the significant revenue and expenditure areas contributing to this forecasted variance are as follows (where significance is determined as greater than or less than 10% from budget, and greater than or less than $5,000 from budget).

REVENUES:
Total revenues are forecasted to complete at $16,000 (0.14%) higher than budget due to:

- Revenue from grants is recorded when eligible spending of the funds takes place. Amounts forecasted as revenue reflect anticipated spending this fiscal year on the projects these grants are funding. Forecasted grant revenue recognition that differs from budget is as follows:
  - ~ Provincial Grant Income for the Community-to-Community grant for work with Tsawout grant revenue is forecasted at $20,000 (100%) higher than expected due to this grant only becoming available during the fiscal year and therefore was not anticipated at budget time.
  - ~ Provincial Grant Income for First Nations Engagement is forecasted $7,000 lower than expected due to lower than planned spending on First Nations capacity funding where work on agreements in place was slower than anticipated.
  - ~ Provincial Grant Income for the SPARC Accessibility grant is forecasted at $25,000 high than expected due to this grant only becoming available during the fiscal year and therefore was not anticipated at budget time.
  - ~ Provincial Grant Income for the Housing Initiatives Program is expected to be $25,000 (100%) higher than budget as eligible grant spending relating to the completion of this project did not take place until the beginning of this fiscal year where it was originally budgeted and forecasted for completion in the prior fiscal year.
  - ~ Interest Income is expected to be $46,000 (22%) lower than budget where interest rates have decreased in comparison to figures used at the time the fiscal 2026 budget was formulated.

EXPENDITURES:
Total expenditures are forecasted to complete at $780,000 (6.9%) lower than budget.

Significant areas of underspending and overspending by expense type include:

- Amortization Expense – forecasted underspending of $57,000 (27%) due to the timing of capital spending in the year, whereby fewer months of amortization are included in forecasted results compared to budget figures.
- Technical Support – forecasted overspending of $18,000 (19%) due to increased reliance on vendor support due to staff vacancies in the Information Services team.
- Meeting Streaming Services – forecasted underspending of $6,000 (40%) due to a vendor credit to correct erroneously charged PST in the prior year.
- Contracted Temporary Staffing – forecasted overspending of $58,000 (387%). This budget line is intended to record spending on contracted human resources to backfill staff positions. Forecasted spending consists of the following:
  - ~ $19,000 for consultant work for ITC for complex policy work
  - ~ $39,000 for consultant work to backfill vacancies in the Information Systems Specialist position and for technical assistance at Trust Council meetings. These expenditures are offset by savings in salaries and benefits budgets.
- Professional Consultant Fees – forecasted underspending of $8,000 (42%) due to delays in work with Indigenous Governing Bodies and knowledge holders on ITC management planning for the Link Island and Saturnina Nature Reserves.
- Conservation Planning and Land Securement – forecasted underspending of $6,000 (22%) due to a delay in legal services contracts for securements and extension for First Nations referrals on new covenant securement projects.
- Ecosystem Mapping – forecasted underspending of $9,000 (100%). This work has been deferred to next year due to capacity constraints and within the ITC Services team.
- Legal – the total forecasted overspending for all legal expense categories is $157,000 (44%), including spending on general legal advice, bylaw enforcement litigation, and litigation defense. A breakdown of the forecasted spending by category is as follows:
  - Legal General - forecasted underspending of $10,000 (11%) due to fewer legal advice requests sought by Trust Areas Services and Local Trust Committees.
  - Bylaw Enforcement - forecasted underspending of $196,000 (122%) due to a court-ordered cost recovery of $147,000 related to a property clean up on Thetis Island being awarded to Islands Trust. The costs incurred by Islands Trust for the property clean up were incurred last fiscal year, but with that fiscal year closed, these awarded costs are netted against expenses in the current year.
  - Litigation - forecasted overspending of $363,000 (346%) due primarily to significant legal files progressing through the courts. This line also includes $29,500 in cost recoveries awarded to Islands Trust for files on Galiano Island and Salt Spring Island.
- Local Trust Committees – forecasted combined underspending of $9,000 (11%) for trustee expenses, executive expenses on LTC, LTC meetings, APC meetings and communications due to the cancelation of some meetings during the BCGEU strike action.
- Notices Statutory & Non-Statutory – forecasted underspending of $7,000 (47%) due to some cancelled LTC meetings, as well as more LTCs adopting online notices reducing cost.

- Office Services – forecasted underspending of $15,000 (22%) due to savings on office services (such as hydro, garbage, recycling, and security monitoring) due to delays opening the Salt Spring Island office stemming from delayed completion of the renovation project.

- Recruitment & Labour Relations – forecasted overspending of $5,000 (25%) for Public Service Agency support on a labor relations matter.

- Safety – forecasted underspending of $7,000 due to costs for BIVY GPS devices coming in lower than expected.

- Salaries and Benefits - forecasted underspending totaling $760,000 (11%) broken down by business unit as follows:
  - ~ Trust Area Services: forecasted to be underspent by $50,000 (8%) due to the vacancy of the Temporary Senior Policy Advisor for 9 months and the Grant Manager (2 months), plus savings arising from the BCGEU strike.
  - ~ ITC: forecasted to be underspent by $201,000 (22%) due a vacancy in the Protected Area Management Team Lead (5.5 months), the Covenant Manager and Outreach Specialist (8 months), plus savings arising from the BCGEU strike.
  - ~ Financial and Employee Services: forecasted to be underspent by $128,000 (19%) due to long-term vacancy in the Manager of Finance & Accounting role plus savings arising from the BCGEU strike.
  - ~ Information Services: forecasted to be underspent by $128,000 (24%) due to vacancies in the Senior Technical Analyst position (9 months), Information Systems Specialist (6.5 months), not hiring the GIS co-op that was budgeted plus savings arising from the BCGEU strike.
  - ~ Southern Planning Team: forecasted to be underspent by $24,000 (3%) due to budget due to the Planning Services Co-op Student being hired for the Northern Planning Services team rather than the Southern where it was budgeted for.
  - ~ Northern Planning Team: forecasted to be underspent by $63,000 (6%) due to a vacancy in the Office Administrative Assistant (8 months), plus savings arising from the BCGEU strike. Costs for the Planning Services Co-op student offset these items.
  - ~ Salt Spring Island Planning Team: forecasted to be underspent by $167,000 (21%) due to vacancies in the Legislative Services Clerk (2.5 months) and the Island Planner (9.5 months) plus savings arising from the BCGEU strike. Some underspending in this area was planned for, as a way to offset office renovation project overages.
  - ~ Bylaw Enforcement: forecasted to be underspent by $10,000 (2%) due to savings arising from the BCGEU strike, offset by overtime costs.

- UBCM/AVICC convention underspending of $1,600 (15%) due to lower costs for accommodations than anticipated

- Training and conferences, and Travel for training, - forecasted underspending by a combined total of $31,000 (17%) primarily due to staff vacancies, and many staff opting for more online training opportunities reducing both registration costs and travel for training costs.

- Travel costs - forecasted underspending of $17,000 (21%) due primarily to less travel by Bylaw Enforcement Officers, particularly due to reduced travel for this team planned for the fourth quarter.

- Furniture and Equipment - forecasted overspending of $7,000 (100%) due to replacement of two projectors for Trust Council that were not in the budget.

- Salt Spring Island Office Renovation Project – forecasted overspending of $109,000 (111%) due to an incorrect portion of the total project budget landing in the approved budget.

- Projects - forecasted underspending totals $209,000 (30%) for all projects, broken down as follows:

  Trust Council Strategic Plan Projects:
  ~ Trust Council Policy Review - forecasted underspending of $6,000 (100%) due to lack of staff capacity to undertake this work. This project will move forward in Fiscal 2027 with funding coming from surplus.
  ~ Housing Needs Assessment - forecasted overspending of $25,000 (100%) that partially offsets project underspending due to unanticipated spending that took place on the Housing needs assessment project of $25,000. This amount is paid for by unspent grant funds received in previous years.

  Trust Council Programs:
  ~ Secretariat Services - forecasted underspending of $5,000 (30%) due to Trust Council only allocating $14,425 of the approved budget and the Bayne Sound Lambert Channel Ecosystem Forum, which was approved for $2,500 in administrative support, has had several directors step away from the work and has advised they will not be able to make use of Islands Trust's support this year

  ~ ITCB Projects:First Nations Engagement Plan – forecasted underspending of $10,000 (50%) due to staff vacancies in Islands Trust Conservancy where engagement with First Nations was delayed.

  LTC Projects:
  ~ Gambier OCP/LUB – forecasted underspending of $10,000 (100%) due to delay where the LTC has requested changes to the workplan. This project will move forward in Fiscal 2027 with funding coming from surplus.
  ~ Lasqueti OCP/LUB – forecasted underspending of $15,500 (100%) based on 2025 Feasibility Assessment where the LA LTC project would be started once staff resources are available. Resources were not made available due to longer than expected timelines for other Regional Planning Team projects and impacts from BCGEU strike. This project will move forward in Fiscal 2027 with funding coming from surplus
  ~ Mayne Island Housing – forecasted underspending of $7,000 (88%) due to the project proceeding quicker than anticipated. The LTC elected not to host extra meetings or conduct legal review.
  ~ Salt Spring OCP/LUB - forecasted underspending of $74,000 (36%) due to delay in start date of contractor as well as staffing vacancies that prevented the work from moving forward. This amount will be used to fund a portion of this project's expenditures in F2027.
  ~ SSI Water Protection Authority (SSIWPA): the two funded projects for SSIWPA did not advance in the year, as such the full budget of $71,500 will not be spent.
  ~ Minor LTC Projects – forecasted underspending of $11,000 (20%), due primarily to delayed public hearings.

Other variances are not significant for the purposes of reporting.

CONCLUSIONS:

The approved budget expected revenues of $10.72M. The forecast estimates revenues at $10.74M, which is approximately $15,500 (0.14%) higher than budgeted.

The approved budget approved spending of $11.40M. The forecast estimates spending for the year at $10.62M, lower than budgeted by approximately $782,000 (6.9%).

Due to forecasted increases in revenues coupled with forecasted decreased spending, the following draws from surplus and reserves are forecasted:

- ~ The contribution to the General Revenue Surplus Fund (GRSF) is forecasted to be $533,000.
- ~ The transfer from the LTC reserve fund is forecasted to be $187,000.
- ~ No contribution to, or transfer from, is expected from the Special Property Tax Reserve Fund.

ATTACHMENT(S):

- None

FOLLOW-UP: As per Trust Council direction

Prepared By: N. Roggers, Finance Officer
Reviewed By: Director, Financial and Employee Services
Financial Planning Committee/Feb. 18, 2026

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	March 11, 2026
From:	**Financial Planning Committee**	**Date Prepared:**	November 14, 2025

SUBJECT: **Forecasted Over-expenditure by General Ledger Budget Line**

PURPOSE:

To inform Trust Council of forecasted overspending in individual general ledger (GL) accounts for the fiscal 2025/26 year, in accordance with Islands Trust Council Policy 6.5.2 *Budget Control and Adjustment Authority*. This report was reviewed by both Executive Committee and Financial Planning Committee. FPC forwarded this report to Trust Council for information.

BACKGROUND:

Trust Council Policy 6.5.2 *Budget Control and Adjustment Authority* provides the authority by which periodic adjustments can be made to the approved annual operating budget and the timing when Trust Council and the minister have to be notified of either changes to the budget or anticipated operating deficits. Section D.3 reads:

> *"When an actual or anticipated overexpenditure (whichever comes first) exceeds $20,000 for a project or general ledger budget line within an Operational Unit, management must inform the Executive Committee at the next scheduled Executive Committee meeting, and continue to provide reports on the status of the project or budget line to the Executive Committee on a monthly basis, or as frequently as requested by the Executive Committee. Upon being informed of an overexpenditure, the Executive Committee will decide what initial corrective action will be taken, if any. Copies of all Executive Committee notifications and reports on over expenditures will be copied to members of the Financial Planning Committee."*

Staff have identified several general ledger budget lines which are already, or are forecasted to be, overspent in excess of $20,000. Staff provide the following information to inform Executive Committee of these areas, per policy direction:

General Ledger Budget Line	Annual Budget ($)	Actual YTD Results		Forecasted Annual Results		Comments	Mitigation suggestion, if required
		Actual Spend to Date ($)	Actual Overspend to Date ($)	Annual Forecasted Spend ($)	Annual Forecasted Overspend ($)		
Housing Needs Assess-ments (previously reported – no change)	**$-**	25,120	25,120	25,120	25,120	No budget was included in the year as this project was expected to complete by the end of the previous fiscal year. The project was delayed and the final consultant's invoice was not received until the current year – as such the expense has landed in the current year.	None required. This project is grant-funded, resulting in net zero impact to the budget's bottom line.
Contracted Temporary Staffing	**$15,000**	46,067	31,068	TBD	TBD	This budget line is used to record costs for temporarily hired human resources to backfill vacancies, when needed. The overspending on this line relates entirely to backfilling the vacancies in the Information Services department. Salaries budget savings from these vacancies more than cover these costs. It is anticipated any spending in this line in the year will be covered by staff vacancies.	None required.
Salt Spring Island Office Renovation (previously reported – updated)	**$98,000**	167,833	69,833	206,547	108,547	Actual spending in the prior year was much lower than forecasted at budget development time. As such, not enough of the project budget was placed into the 2025/26 fiscal year.	See Note 1 below table.

Note 1: Salt Spring Island Office Renovation

The overspending will be funded by the following:

- Approved grant funding for accessible components of the office renovation - $13,215
- Savings in salaries and benefits expense for vacancies in the SSI planning team - $95,332

ATTACHMENT(S):

- None.

FOLLOW-UP:

A copy of this report will be provided to members of the Financial Planning Committee in accordance with Policy 6.5.2 s3.

Per Trust Council Policy 6.5.2 *Budget Control and Adjustment Authority.*, "*the Executive Committee will decide what initial corrective action will be taken, if any"*. Staff will action any corrective actions given by Executive Committee upon their receipt of this report.

Prepared By: J. Mobbs, Director, Financial & Employee Services
D. Marlor, Director, Legislative & Information Services
S. Cermak, Director, Planning Services

Reviewed By/Date: Chief Administrative Officer/November 28, 2025
Executive Committee
Financial Planning Committee

Islands Trust Council
Draft 2026/27 Budget Session Outline

Purpose:

- To provide Trust Council (TC) with an overview of the draft 2026/27 budget.
- To discuss the proposed revenues, expenses, planned annual deficit, and surplus balances with TC 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)*	DFES
• **Draft Budget Changes Since December** *These reports provide information on things that have changed since the draft budget was last reviewed.* - *ITCB Response to reviewing their budget request* - *Specific draft budget changes made by COTW* - *Detail of al budget changes by budget line* *Staff will respond to questions on this material during its review. Please withhold resolutions for budget changes on the budget itself 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 resolutions for budget changes 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 resolutions for budget changes for the Trustee Discussion session.* o Strategic Plan Projects o Committee and Board Projects o 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 11.2.1.2 Budget Discussion Support Materials if you require help wording resolutions. These are wording suggestions only and may not fit all scenarios.*	Trustees
4. **<u>Trust Council Approves the Budget</u>** <u>(as amended, likely)</u>	

NEXT STEPS:

- Staff will amend the 5-year financial plan bylaw to reflect any changes to the budget directed by TC.
- Trust Council will consider approval of the 5-year financial plan bylaw on Thursday morning.
- Staff will submit the approved bylaw to the Minister of Municipal Affairs and Housing for approval.

Template Resolutions

ACTION	TEMPLATE LANGUAGE	EXAMPLE(S)
To **REDUCE** a budget line	THAT Trust Council [name action] and reduce the related draft 2026/27 [..] budget line by $X.	*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 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 Trust Council [name action] and remove the draft 2026/27 budget of $X associated with this work.	*THAT Trust Council 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 Trust Council [name action] and add $X to the draft 2026/27 budget to support this work.	*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 Trust Council request staff to [action].	*THAT Trust Council request staff to update the business case for the Policy Statement Amendment Project to include more detail on community engagement plans.*

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 will influence how spending changes impact the BIM Levy.*

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

PURPOSE:

To provide Trust Council 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 reviewed the draft 2026/27 budget and prepared a list of potential budget reductions for the Committee of the Whole's consideration at their February meeting. The list outlined 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 its February meeting, COTW recommended several proposed budget reduction options be accepted and budget lines reduced accordingly. These recommended budget reductions have been incorporated into the draft 2026/27 and are reflected in the budget figures in this agenda.

A summary of options already accepted by COTW are attached to the separate report *Committee of the Whole Reductions to Draft 2026/27 Budget – BRF* in Trust Council's agenda.

Options that remain for consideration are included in the budget reduction options list attached to this report.

At the same January 2026 meeting, FPC also 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 trustees 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 - Remaining

FOLLOW-UP:

As directed by Trust Council.

Prepared By: Director, Financial and Employee Services
Reviewed By/Date: Chief Administration Officer/February 6, 2026
COTW/February 18, 2026

ISLANDS TRUST

DRAFT 2026/27 BUDGET REDUCTION OPTIONS

The following budget reductions options remain open for Trust Council's consideration. They are NOT incorporated into the draft 2026/27 budget.

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

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

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

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
10	TAS/PS	150/590	Staff salaries & benefits	45,564	*-0.5%*	*-0.8%*	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/PS	150/590	Staff salaries & benefits	37,640	*-0.4%*	*-1.0%*	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.
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 (COTW accepted this recommendation at 50% - remaining portion stays on the options list for TC to consider)	13,500	*-0.1%*	*-0.5%*	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	820/824/825	Staff salaries & benefits (COTW accepted this recommendation at 50% - remaining portion stays on the options list for TC to consider)	11,500	*-0.1%*	*-0.1%*	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 (COTW accepted this recommendation at 50% - remaining portion stays on the options list for TC to consider)	25,000	*-0.3%*	*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. .
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.
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				**231,745**	**-2.5%**	**-4.1%**				

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	**March 11, 2026**
From:	**Islands Trust Conservancy Board**	**Date Prepared:**	**February 18, 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, and to inform Trust Council that the Executive Committee has made a recommendation to Trust Council to allocate $17,000 from the First Nations Engagement Grant to the Conservancy Five-year Plan project.

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

- 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.

- Reduced the board meeting expense line by $2,200

- Reduced the and professional services line by $7,000

- Learned that staff had been successful in securing a grant from Tree Canada for $26,000 to be allocated to species at risk activities (property management operations) in

fiscal year 2026-27. $9,500 of the grant is allocated to previously planned activities, resulting in $9,500 reduction of funds required from taxation, while $16,500 is for new activities.

- Decided not to recommend 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.

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

		AMOUNTS REQUESTED FROM TRUST COUNCIL			
	BUDGET LINE	**Dec-25**	**Mar-26**	*Increase (decrease)*	
	Professional Services	4,500	2,300	*(2,200)*	
	Board Meeting Expenses	10,000	7,000	*(3,000)*	
	Protected Areas Management Operations	150,000	145,153	*(4,847)*	Note 1
	Total	164,500	154,453	*(10,047)*	
Note 1:	Due to the following				
	Increase in spending paid for by new Tree Canada Grant		16,500		
	Amount to be paid for by ITCB directly from ITC Property Management Fund		(21,348)		
	Net change		(4,848)		
		Dec-25	**Mar-26**	*Increase (decrease)*	
	Tax revenue requirement from TC	1,366,090	1,311,242	*(54,848)*	Note 2
Note 2:	Due to the following:				
	Newly approved Tree Canada Grant revenue			*26,000*	
	Increased spending from grant			*(9,500)*	
	FN Engagement grant allocation			*17,000*	**new grant allocation subsequent to ITCB discussion*
	Amounts paid for by ITC funds directly			*21,348*	
	Total			*54,848*	-

**Note: The Executive Committee recommendation to Trust Council to allocate $17,000 from the First Nations Engagement Grant to the Conservancy Five-year Plan project happened after the January 30, 2025 Board meeting but is included above for completeness.*

NB: The budget request from the ITCB forwarded to Trust Council in December 2025 was based on estimated 2.5% BCGEU salary increase that had not been updated to 3%. However, the draft 2026/27 budget and budget overview documents provided to Trust Council by the Director of Financial and Employee Services included correct salaries information for 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 18, 2026 (updated since Feb 18 Committee of the Whole meeting)

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	March 4, 2026
From:	**Financial Services**	**Date Prepared:**	February 18, 2026

SUBJECT: Committee of the Whole Draft 2026/27 Budget Reductions

PURPOSE:

To inform Trust Council of changes made to the draft 2026/27 budget by Financial Planning Committee (FPC) and Committee of the Whole (COTW), at their January 2026 and February 2026 meetings, respectively.

BACKGROUND:

At its meeting in January 2026, FPC passed no resolutions to amend the draft 2026/27 budget. Rather, they sought additional information to support the budget conversation at the scheduled February Committee of the Whole by passing the following resolutions:

1. *THAT Financial Planning Committee request 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.*

2. *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.*

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

At its February 2026 meeting, COTW responded to staff's budget reductions options list and passed the following resolutions to amend the draft 2026/27 budget:

1. *THAT Committee of the Whole recommend that Trust Council not hire a professional photographer for new trustee photos and reduce the related draft 2026/27 item #19 budget line by $3,500.*

2. *THAT Committee of the Whole recommend that Trust Council adopt staff budget reduction option #4 ([EC] Meeting Expense) as presented in the Draft 2026/27 Budget Reduction Options table and reduce the related draft 2026/27 budget by $3,000.*

3. *THAT Committee of the Whole recommend that Trust Council adopt staff budget reduction option #6 (Reconciliation Action Plan) as presented in the Draft 2026/27 Budget Reduction Options table and reduce the related draft 2026/27 budget by $25,000.*

4. *THAT Committee of the Whole recommend that Trust Council adopt staff budget reduction option #7 (Reconciliation Action Plan - Capacity Funding) as presented in the Draft 2026/27 Budget Reduction Options table and reduce the related draft 2026/27 budget by $50,000.*

5. *THAT Committee of the Whole recommend that Trust Council adopt staff budget reduction option #8 (Recruitment and Labour Relations) as presented in the Draft 2026/27 Budget Reduction Options table and reduce the related draft 2026/27 budget by $5,500.*

6. *THAT Committee of the Whole recommend that Trust Council adopt staff budget reduction option #9 (Staff recognition and training) as presented in the Draft 2026/27 Budget Reduction Options table and reduce the related draft 2026/27 budget by $4,000.*

7. *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.*

8. *THAT Committee of the Whole recommend that Trust Council remove referral fees for the Gambier Island Local Trust Committee Official Community Plan project and reduce the related draft 2026/27 budget line by $2,000.*

9. *THAT Committee of the Whole recommend that Trust Council reduce the draft 2026/27 Contracted Services budget line by $5,000.*

10. *THAT Committee of the Whole recommend that Trust Council not fund in-person meetings for Council Committees, and remove the draft 2026/27 budget of $6,500 associated with this work.*

    *[*Note: this amount should have been $4,500, as in person funding for FPC had already been removed when they set all their meetings next fiscal as electronic. Staff removed the remaining $4,500 from the draft budget in response to this resolution.]*

11. *THAT Committee of the Whole recommend that Trust Council cancel newspaper subscriptions and reduce the related draft 2026/27 item #18 budget line by $1000.*

12. *THAT Committee of the Whole recommend that Trust Council adopt staff budget reduction option #22 (UBCM Attendance) as presented in the Draft 2026/27 Budget Reduction Options table and reduce the related draft 2026/27 budget by $7,000.*

13. *THAT Committee of the Whole recommend that Trust Council adopt staff budget options at 50% reduction as presented in the DRAFT 2026/27 BUDGET REDUCTION OPTIONS 15, 16, and 17; and reduce the related draft 2026/27 by a total of $50,000.*

These COTW reductions total $194,250, reducing LTA general taxation by approximately 2.1%, and reducing the BIM general tax levy by over 5.2%. These have been reflected in the draft 2026/27 budget in Trust Council's agenda materials.

ATTACHMENT(S):

- Budget Reduction Options – Accepted by COTW

FOLLOW-UP: As directed.

Prepared By: Director, Financial and Employee Services
Reviewed By/Date: CAO/February 12

ISLANDS TRUST

DRAFT 2026/27 BUDGET REDUCTION OPTIONS

The following budget reductions options provided by staff were accepted by COTW and have already been incorporated into the draft 2026/27budget.

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

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

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

Item	Dept	Dept Location Code	Budget Line	Amount to Reduce ($)	Action	Imple-mentation Rating	Impact Rating	Rationale and Impact Assessment
1	TC	100	Committee Meeting Expense (All)	4,500	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	5,000	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	2,000	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	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	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/PS	100/590	Reconciliation Action Plan	25,000	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	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 insuffucient 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	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	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.
15	TAS/ITC	150/210	Staff salaries & benefits	13,500	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	11,500	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/Byla w	510-580	Staff salaries & benefits	25,000	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	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	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.
22	TC	100	UBCM Attendance	7,000	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.
TOTAL POTENTIAL BUDGET REDUCTIONS				**194,250**				

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 12, 2026
From:	Financial Services	**Date Prepared:**	February 19, 2026

SUBJECT: Changes to the Draft 2026/27 Budget Since Reviewed by Trust Council

PURPOSE:

To inform the Trust Council of changes made to the draft 2026/27 budget since it was last reviewed 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 of Trust Council. A separate 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.
- The third quarter financial forecast for the current year has been completed. This forecast updates 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 $327,400 available to offset spending in the draft 2026/27 budget.
- As requested by FPC, senior staff have reviewed the draft budget for areas of potential reduction. A reduction options list totaling approximately $439,000 was provided to the Committee of the Whole as part of their February meeting agenda materials for discussion. The Committee of the Whole has recommended actioning several of these options, totaling $194,250. These adjustments are reflected in the budget materials in the Trust Council agenda.
- The Committee of the Whole reviewed the draft 2026/27 budget and staff's potential budget reductions list, and recommended actioning several of these options, totaling $194,250. These adjustments are reflected in the budget materials in the Trust Council agenda.
- 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 levy calculation, respectively.
    - Statistics Canada: December Consumer Price Index information has been published, contributing to updates in trustee remuneration.

SUMMARY OF DRAFT BUDGET CHANGES

A very high-level summary of draft budget changes since Trust Council's review in December 2025 is as follows:

Budget Category	Draft 2026/27 Budget As At December 2025	March 2026	*Increase (Decrease)*	*Comments*
External revenues:				
Grants	182,001	265,001	*83,000*	Tree Canada Grant, First Nations Engagement Grant
Taxes	10,950,460	10,589,780	*(360,680)*	Reduced due to new grants and surplus draws paying for planned spending
Fees & Investment Income	390,100	391,100	*1,000*	Updated estimates
Total External Revenue	11,522,561	11,245,881	*(276,680)*	
Planned Spending:				
Operations	10,940,060	10,966,580	*26,520*	Primarily increases in salaries, SW, TC meetings, legal, offset by COTW budget reductions
Programs & Projects	576,001	561,001	*(15,000)*	Increased TC & LTC projects offset by defunding optional programs
Capital	186,500	195,700	*9,200*	Primarily increased due to new equipment for operating boardroom meeting technology
Total Planned Spending	11,702,561	11,723,281	*20,720*	
Annual Surplus (Deficit)	(180,000)	(477,400)	*(297,400)*	
Funded by:				
General Surplus	-	327,400	*327,400*	Available surplus due to underspending in the current year
LTC Reserve	125,000	150,000	*25,000*	Available reserve due to underspending in the current year
Special Tax Reserve	55,000	-	*(55,000)*	Removed SSIWPA projects so funding no longer required
Balanced Budget	(0)	(0)	*0*	

External Revenues

- Grant revenues have increased $83,000 due to one newly approved grant (Tree Canada), and more funds from a previously received grant (FN Engagement) being directed to work next fiscal year.
- LTA taxes have decreased $310,660 reflecting a new general tax increase of 7.9%.
- BIM taxes have decreased $50,020, reflecting a new BIM general tax levy increase of 12.6%.
- Updated estimates for fees and investment income have increased this budget by $1,000.

Planned spending

- Total planned spending has increased from $11.70M to $11.72M due to the items discussed in this report.

Shortfall, Surplus & Reserves

- The budgeted shortfall has increased by $297,400 due to changes in external revenues and planned spending.
- Transfers from the General Revenue Surplus Fund has increased from $nil to $327,400 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.
- Transfer from Special Tax Requisition Fund has been removed as no SSIWPA projects will advance next fiscal year.

DETAILED CHANGES TO EXTERNAL REVENUES

Total revenues have decreased by $276,680 as follows:

Grant Revenue has increased by $83,000 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 ($40,000), and the ITCB 5-year plan project ($17,000).
- 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 $295,180 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 9.6%, plus a 2.5% additional increase coming from non-market factors.
- The current budget reflects an LTA general tax increase of 7.9%, plus an 0.8% additional increase coming from non-market factors.

BIM Taxes have decreased $65,500 as a consequence of changes to planned spending and new revenue sources included in the budget.

- The previous budget draft reflected a BIM general tax increase of 23.7%, plus a 1.2% additional increase coming from non-market factors.
- The current budget reflects an BIM general tax increase of 12.6%, plus an 1.4% additional increase coming from non-market factors.

DETAILED 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.

General Elections costs have decreased by $3,500 following a recommendation by the Committee of the Whole not to fund professional photographs for new trustees.

Meeting Expense budgets have been increased $30,750 due to changes in Trust Council and Executive Committee meetings budgets as follows:

Trust Council Meetings - Trust Council directed that all four regular business meetings of TC will be held in person next year, and as such this budget line was initially increased by $67,500. Committee of the Whole has recommended that one meeting be funded in person, reducing this budget line by $33,750.

Executive Committee Meetings - Committee of the Whole recommended that EC meet virtually for the remainder of this term, reducing their meetings budget by $3,000.

Committee Meetings budget lines reflect no funding for in person committee meetings. This responds to the COTW recommendation that all council committees conduct their business electronically next year, in response to budget pressures.

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.

Recruitment and Labour Relations costs have decreased by $5,500 following a recommendation by the Committee of the Whole to manage this activity within existing budgets.

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, the Committee of the Whole recommended an additional decrease of $50,000 for salary turnover allowance 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 $36,986 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
  - An increase in salary turnover allowances.

- **Trust Area Services/Islands Trust Conservancy**
  This budget line has increased by a net $113,485 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.
  - An increase in salary turnover allowances.

- **Director of Planning Services & Specialists**
  This budget line has decreased by a net $36,183 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 and PEA collective agreement
- An increase in salary turnover allowances.

- **RPMs & Planners, Planning Support, and Bylaw**
  These budget lines have decreased by $21,933 due to updates made for newly published salary amounts under the new BCGEU agreement and an increase in salary turnover allowances.

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 $2,200 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 decreased by $4,848. This results from the addition of $16,500 for new work funded by the Tree Canada grant, less $21,348 that the ITCB has chosen to support from it's own funds.

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

Subscription costs decreased by $1,000 following a recommendation by the Committee of the Whole to remove funding for some non-essential subscriptions.

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.

Training – Staff recognition & meetings costs decreased by $4,000 following a recommendation by the Committee of the Whole to not hold the June All Staff Meeting on a northern gulf island.

UBCM/AVICC Convention costs have decreased by $7,000 following a recommendation by the Committee of the Whole not to send attendees to UBCM this year, acknowledging budget pressures and the understanding that attendance at UBCM in an election year is less valuable than in other years. Funding to attend AVICC remains.

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 $950 to reflect updated benefit premium costs.

PROGRAMS AND PROJECTS:
An overall decrease to project expenditures of $15,000 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 decrease of $15,000 in TC Strategic plan projects, as follows:

- Reconciliation Program has increased by $25,000 due to reductions in base reconciliation program funding, plus additions for 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 $74,000 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.
- Gambier Island OCP/LUB Amendments Implementation has decreased by $2,000 to acknowledge the removal of referral fees from the project budget, at the recommendation of COTW.
- 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 PROJECTED ANNUAL SURPLUS (DEFICIT)

The total projected annually deficit has increased $297,400, all of which will be funded from new surplus draws.

Draws from Surplus & Reserves:

The total draw from surplus and reserve funds is at $477,400 compared to the $125,000 in the previous version of the budget:

- Transfer from the General revenue surplus fund of $327,400.
- 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
COTW/Feb 18, 2026

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 11, 2026
From:	Committee of the Whole	**Date Prepared:**	February 18, 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.
Committee of the Whole	COTW reviewed the draft budget and made recommendations to Trust Council to reduce the draft budget. These recommendations have been incorporated into the draft budget materials in Trust Council's agenda.

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 4.7% 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 7.9% and 12.6% respectively, larger than the 4.7% increase in planned spending. This is due to revenue

from external sources (fees, grants, investment income) decreasing by 35%.

As a result of increased planned spending and reduced revenues year over year, an additional $867,580 in taxes is required to balance the budget. The majority ($786,860) 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 $327,400 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 40% 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 (4.8%) is due to net planned spending increases:

- Purely discretionary budget lines have decreased by 2.%
- Non-discretionary budget lines have increased 3.5% (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 3.3% (primarily as a result of changes to staff levels and wage increases)

It is estimated that this would mean an approximate $30-40 increase in annual taxes paid per typical household in the Trust Area (excluding BIM).

For BIM, 4.9% 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 $20-25 increase in annual 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 $11.7M:
    - Operating budget $11.1M (excluding amortization expense)
    - Projects and programs budget $561,001
    - Capital budget $195,700
- A proposed 7.9% general tax increase to local trust areas (exclusive of NMC)
- An estimated 12.6% general tax levy increase to Bowen Island Municipality (exclusive of NMC)
- A proposed draw from the General Revenue Surplus Fund of $327,400.
- 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	10,966,580	*754,950*	*7.4%*
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	133,000	*1,500*	*1.1%*
LTC projects	436,001	269,001	*(167,000)*	*-38.3%*
ITCB Projects	20,000	140,000	*120,000*	*600.0%*
Total	11,198,731	11,723,281	*524,550*	*4.7%*

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. The reduction in local trust committee projects next year may be an acknowledgement 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.

Grant Revenues:

Total grant revenues in the draft budget amount to $265,001 (prior year - $595,931), 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.

Fees and Investment Revenues:

- 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.

Local Trust Area (LTA) Taxes:

Local Trust Area taxes total $10.07M in the draft budget. The total increase in tax revenues from LTAs over last year's budget is 8.7% ($803,120). This amount is comprised of:

- A proposed average tax increase of 7.9% ($729,020) 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 $524,460 in the draft budget. This is a total increase over last year's budget of 14.0% ($64,460). This amount is expected to be collected from the existing property base as well as NMC factors, estimated as follows:

- An estimated increase of 12.6% ($57,840) 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, Islands Trust Conservancy, and General Administrative costs, changes in the administrative allocation rate, and reductions in revenue streams that benefit BIM.

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.

Surplus Funding:
The proposed budget shortfall of $475,400 is proposed to be funded with draws from surplus and reserve funds:

- A draw of $327,400 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 $7.46M 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**	$ 446,766	6%
Legislative and Information Systems Services	Legislation, Policy, Risk & Records Management, Info Services	7.3	-	**7.3**	823,993	11%
Financial and Employee Services	Finance & Accounting, Procurement Coordination, HR	6.1	-	**6.1**	751,290	10%
Trust Area Services	Communications, Government Relations, Grants	5.4	3.0	**8.4**	973,123	13%
Islands Trust Conservancy	Land Management and Acquisition	7.6	0.5	**8.1**	873,504	12%
Planning & Bylaw Services	Land Use Planning, Bylaw Enforcement	33.3	-	**33.3**	3,596,163	48%
Total		**62.7**	**3.5**	**66.2**	$ 7,464,838	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 ($113,909).

- 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 $94,099).

- 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 $1.53M (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 $243,000 for staff turnover has been made in the draft budget acknowledging that vacancies contribute to salaries underspending each year. This amount represents 3.2% of the overall salaries budget which is a reasonable representation of historical average salaries underspending against budget. This amount reflects COTW's recommendation to increase turnover allowances from the previous 2.5%.

Contracted Temporary Staffing expenses have been budgeted at $25,000 (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 between the Planning Services and the Islands Trust Conservancy, with each area holding $10,000 and $15,000 respectively. These requests are described 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 $223,500. 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)

Trust Council meeting expenses are budgeted at $101,250 (prior year - $135,000), providing funding for three in person meetings. Trust Council determined to hold all four of its meetings in person at its December meeting, however COTW has recommended holding one meeting electronically to address budget pressures. 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 $3,500 (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 meetings have no budget next fiscal year. This reflects COTW's recommendation to hold all council committees electronically, responding to budget pressures.

UBCM/AVICC Convention expenses are budgeted at $8,000 (prior year $10,600) which supports attendance for all EC members plus two staff to attend AVICC. No funding is provided for attendance at UBCM, at the COTW's recommendation. This recommendation responds to budget pressures and acknowledges that in an election year, the value of attending the conference may be diminished.

Communications and ITC Fundraising is budgeted at $55,600 (prior year - $55,000). The report from EC and the Trust Area Services justification report provides 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.

A detailed budget submission from the Islands Trust Conservancy Board provides rationale for the budget requests submitted, including amounts for operations and business cases for projects. The following operating lines are included in their reporting:

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 $145,152 (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)

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 $20,000 (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 $133,000 (prior year- $131,500), broken down in the following list:

- Reconciliation Action Plan ($75,000) – this budget supports $50,000 in capacity funding and $25,000 in general reconciliation instantiates. The draft plan is included in the TC agenda that supports this funding.
- 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 GC.

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 $269,000 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 Imple	6,000	-	-	-		**6,000**
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	6,500	26,000	40,500		**147,000**
Salt Spring LTC - SSIWPA Plan Coordination	-	-	-	-		-
Salt Spring LTC - SSI Groundwater Sustainability Strategy	-	-	-	-		-
Total Specific LTC Projects	*98,500*	*51,500*	*42,000*	*40,500*	$	**232,500**
Minor Projects Placeholder:						
Pool for Allocation to LTCs in Year	-			36,500	$	**36,500**
Total LTC Projects	*98,500*			*113,500*	$	**269,000**

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.

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 $327,400 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
4. Surplus and Reserve Allocations

FOLLOW-UP: As directed.

Prepared By: Finance Officer

	Director, Financial and Employee Services
Reviewed By:	CAO/February 11, 2026
	COTW/February 18, 2026

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2026/27

			0	0		(0)				
			2024/25	2025/26		**2026/27**	*Budget-Budget Comparisons*		*Budget-Forecast Comparisons*	
BIM Contrib	**Spending Category**	**DESCRIPTION**	ACTUALS	Annual Approved BUDGET	Forecast to March 31, 2026	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Change $*	*Change %*
		REVENUE								
		Fees	174,745	198,100	200,047	**198,100**	-	*0%*	*(1,947)*	*-1%*
✔		Investment Income	257,129	211,000	165,000	**193,000**	*(18,000)*	*-9%*	*28,000*	*17%*
✔		Provincial Grant - Unrestricted	199,000	180,000	180,000	**180,000**	-	*0%*	-	*0%*
		Provincial Grant - FN Engagement	22,000	36,000	29,000	**59,000**	*23,000*	*64%*	*30,000*	*103%*
		Provincial Grant - C2C work with Tsawout			20,000	**-**	-	*0%*	*(20,000)*	*-100%*
		Provincial Grant - Complete Communities (SSI LTA)	134,084	-	(3,533)	**-**	-	*0%*	*3,533*	*-100%*
		Provincial Grant - SPARC Accessibility			25,000	**-**	-	*0%*		
		Provincial Grant - Restricted - Housing Initiatives	100,480	-	25,120	**-**	-	*0%*	*(25,120)*	*-100%*
✔		Federal Grant - Restricted (ITC SAR)	219,470	220,000	220,000	**-**	*(220,000)*	*-100%*	*(220,000)*	*-100%*
✔		Federal Grant - Restricted - ECCC	14,087	134,930	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	25,000	**-**	*(25,000)*	*-100%*	*(25,000)*	*-100%*
		Contingent Grants - Projects	-	1	-	**1**	-	*0%*	*1*	*0%*
		Property Tax Levy - LTA Base	8,555,040	9,262,200	9,262,200	**9,262,200**	-	*0%*	-	*0%*
7.9%		Property Tax Levy - LTA General Increase	-			**729,020**	*729,020*	*100%*	*729,020*	*100%*
0.8%		Property Tax Levy - LTA NMC Increase	-			**74,100**	*74,100*	*100%*	*74,100*	*100%*
		Property Tax Levy - Bowen Base	391,260	460,000	460,000	**460,000**	-	*0%*	-	*0%*
12.6%		Property Tax Levy - Bowen General Increase	-			**57,840**	*57,840*	*100%*	*57,840*	*100%*
1.4%		Property Tax Levy - Bowen NMC Increase	-			**6,620**	*6,620*	*100%*	*6,620*	*100%*
		Total Revenue	10,144,332	10,727,231	10,742,764	**11,245,881**	*518,650*	*5%*	*503,117*	*5%*
		EXPENSES								
	ND	Amortization expense	117,945	211,000	154,000	**196,000**	*(15,000)*	*-7%*	*42,000*	*27%*
✔	ND	Gain/Loss on Disposal of Assets	(650)	-	-	**-**	-	*0%*	-	*0%*
✔	ND	Audit	29,215	26,900	27,000	**29,800**	*2,900*	*11%*	*2,800*	*10%*
✔	ND	Bank Charges & Interest	4,278	3,600	5,000	**3,700**	*100*	*3%*	*(1,300)*	*-26%*
✔	ND	Bad Debts	5,478	-	-	**-**	-	*0%*	-	*0%*
✔	VND	Moneris Fees	3,611	6,000	6,000	**6,100**	*100*	*2%*	*100*	*2%*
✔	ND	Board of Variance	384	1,050	1,000	**1,050**	-	*0%*	*50*	*5%*
✔	VND	Carbon Offset Purchases	-	-	-	**750**	*750*	*100%*	*750*	*100%*
✔	D	Committee Meeting Expense - FPC	-	-	-	**-**	-	*#DIV/0!*	-	*#DIV/0!*
	D	Committee Meeting Expense - RPC	-	-	-	**-**	-	*100%*	-	*100%*
✔	D	Committee Meeting Expense - TPC	-	-	-	**-**	-	*100%*	-	*100%*
✔	D	Committee Meeting Expense - PEPC	807	-	-	**-**	-	*0%*	-	*0%*
✔	D	Committee Meeting Expense - Governance	-	-	-	**-**	-	*100%*	-	*100%*
✔	D	Committee Meeting Expense - Accessibility*	-	-		**-**	-	*#DIV/0!*	-	*#DIV/0!*
✔	VND	Communications and ITC Fundraising	29,767	55,000	50,000	**55,600**	*600*	*1%*	*5,600*	*11%*
✔	D	Branded Clothing	-	-	-	**750**	*750*	*100%*	*750*	*100%*
✔	VND	SW Support and Licensing	167,305	199,800	200,000	**251,900**	*52,100*	*26%*	*51,900*	*26%*
✔	ND	Internet & Connectivity	48,610	47,250	47,000	**64,740**	*17,490*	*37%*	*17,740*	*38%*
✔	VND	Technical Support	110,883	67,500	110,000	**78,000**	*10,500*	*16%*	*(32,000)*	*-29%*
✔	D	Meeting Streaming Services	13,932	15,000	9,000	**15,000**	-	*0%*	*6,000*	*67%*
	D	Orthophotos		25,000		**25,000**	-	*0%*	*25,000*	*100%*
	ND	Elections - General	-	-	-	**223,500**	*223,500*	*100%*	*223,500*	*100%*
✔	ND	Insurance	198,550	198,940	194,000	**196,040**	*(2,900)*	*-1%*	*2,040*	*1%*
✔	ND	ITC - Board Honoraria	6,400	7,000	7,000	**7,000**	-	*0%*	-	*0%*
✔	VND	ITC - Board Meeting Expense	2,514	2,850	3,000	**2,300**	*(550)*	*-19%*	*(700)*	*-23%*
✔	D	ITC - Board Training & Conferences	963	500	1,000	**1,500**	*1,000*	*200%*	*500*	*50%*
✔	VND	ITC - Protected Areas Management Operations	126,474	133,460	168,000	**145,152**	*11,692*	*9%*	*(22,848)*	*-14%*
✔	VND	ITC - Protected Areas Management Planning	31,618	35,000		**54,000**	*19,000*	*54%*	*54,000*	*100%*
✔	VND	ITC - Conservation Planning (former single account split)	816	4,000	21,000	**4,000**	-	*0%*	*(17,000)*	*-81%*
✔	VND	ITC - Land Securement (former single account split)	4,623	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	2,836	4,750	3,000	**4,450**	*(300)*	*-6%*	*1,450*	*48%*
✔	VND	Legal - general	92,258	90,000	80,000	**93,000**	*3,000*	*3%*	*13,000*	*16%*
	VND	Legal - bylaw enforcement litigation	276,037	161,000	(35,000)	**161,000**	*0*	*0%*	*196,000*	*-560%*
	VND	Legal - litigation defence	240,191	105,000	468,000	**118,000**	*13,000*	*12%*	*(350,000)*	*-75%*
	ND	LTC "Trustee Expenses"	4,714	7,210	2,000	**5,090**	*(2,120)*	*-29%*	*3,090*	*155%*
	VND	LTC "Executive Expense on LTC's"	27,334	29,000	29,000	**31,000**	*2,000*	*7%*	*2,000*	*7%*
	ND	LTC Meeting Expenses	30,065	31,040	26,000	**31,660**	*620*	*2%*	*5,660*	*22%*
	ND	LTC Local Exp APC Meeting Expenses	9,965	9,530	11,000	**9,710**	*180*	*2%*	*(1,290)*	*-12%*
	VND	LTC Local Exp Communications	5,113	5,330	5,000	**5,440**	*110*	*2%*	*440*	*9%*

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2026/27

			0	0		(0)				
			2024/25	2025/26		**2026/27**	*Budget-Budget Comparisons*		*Budget-Forecast Comparisons*	
BIM Contrib	**Spending Category**	**DESCRIPTION**	ACTUALS	Annual Approved BUDGET	Forecast to March 31, 2026	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Change $*	*Change %*
✔	VND	Meeting Expense	140,728	147,200	142,000	**111,750**	*(35,450)*	*-24%*	*(30,250)*	*-21%*
✔	VND	Memberships	18,580	19,950	21,000	**22,524**	*2,574*	*13%*	*1,524*	*7%*
	ND	Notices - Statutory & Non-Statutory	10,396	15,000	22,000	**10,000**	*(5,000)*	*-33%*	*(12,000)*	*-55%*
✔	ND	FOI & Records Management*	2,254	12,000	12,000	**12,000**	-	*0%*	-	*0%*
✔	VND	Office - Lease costs	448,601	467,500	468,000	**495,500**	*28,000*	*6%*	*27,500*	*6%*
✔	VND	Office - Outside services	61,210	70,200	55,000	**80,800**	*10,600*	*15%*	*25,800*	*47%*
✔	ND	Postage, Courier & Delivery	8,128	8,050	8,000	**8,150**	*100*	*1%*	*150*	*2%*
✔	ND	Recruitment & Labour Relations	94,198	21,530	15,000	**20,000**	*(1,530)*	*-7%*	*5,000*	*33%*
✔	ND	Payroll Processing*	21,552	22,200	22,000	**22,600**	*400*	*2%*	*600*	*3%*
✔	ND	Safety	7,143	16,350	9,000	**12,500**	*(3,850)*	*-24%*	*3,500*	*39%*
✔	D	Professional Consultant Fees	36,906	19,000	11,000	**20,700**	*1,700*	*9%*	*9,700*	*88%*
	D	Contracted Temporary Staffing	28,709	15,000	73,000	**25,000**	*10,000*	*67%*	*(48,000)*	*-66%*
✔	VND	Salaries - Exec/LIS/FES	1,251,031	1,409,185	1,214,000	**1,612,447**	*203,262*	*14%*	*398,447*	*33%*
✔	ND	Benefits - Exec/LIS/FES	316,242	357,933	308,000	**409,562**	*51,629*	*14%*	*101,562*	*33%*
✔	VND	Salaries - TAS/ITC	1,002,502	1,241,074	1,041,000	**1,317,809**	*76,735*	*6%*	*276,809*	*27%*
✔	ND	Benefits - TAS/ITC	254,635	315,233	264,000	**334,724**	*19,491*	*6%*	*70,724*	*27%*
	VND	Salaries - DPS & Specialists	444,421	542,883	544,000	**411,336**	*(131,547)*	*-24%*	*(132,664)*	*-24%*
	ND	Benefits - DPS & Specialists	112,883	137,892	138,000	**104,479**	*(33,413)*	*-24%*	*(33,521)*	*-24%*
	VND	Salaries - RPMs & Planners	1,563,445	1,617,556	1,469,000	**1,711,542**	*93,986*	*6%*	*242,542*	*17%*
	ND	Benefits - RPMs & Planners	396,328	410,859	373,000	**434,732**	*23,872*	*6%*	*61,732*	*17%*
	VND	Salaries - Planning Support	516,732	501,396	447,000	**526,616**	*25,220*	*5%*	*79,616*	*18%*
	ND	Benefits - Planning Support	131,107	127,355	114,000	**133,760**	*6,406*	*5%*	*19,760*	*17%*
	VND	Salaries - Bylaw	331,357	334,606	327,000	**373,071**	*38,466*	*11%*	*46,071*	*14%*
	ND	Benefits - Bylaw	84,004	84,990	83,000	**94,760**	*9,770*	*11%*	*11,760*	*14%*
✔	VND	Stationery & Office Supplies	18,068	20,000	15,000	**20,500**	*500*	*3%*	*5,500*	*37%*
✔	VND	Tech Supplies	10,099	10,000	15,000	**11,500**	*1,500*	*15%*	*(3,500)*	*-23%*
✔	VND	Subscriptions	11,867	11,900	9,000	**12,250**	*350*	*3%*	*3,250*	*36%*
✔	ND	Telephone	15,655	16,100	16,000	**600**	*(15,500)*	*-96%*	*(15,400)*	*-96%*
✔	VND	Mobile Devices	28,074	3,162	1,000	**14,774**	*11,612*	*367%*	*13,774*	*1377%*
✔	VND	Training - Organization-wide	2,419	2,500	3,000	-	*(2,500)*	*-100%*	*(3,000)*	*-100%*
✔	VND	Training - staff recognition & meetings	17,634	10,240	10,000	**12,700**	*2,460*	*24%*	*2,700*	*27%*
✔	VND	Training & Conferences	19,987	64,000	44,000	**78,050**	*14,050*	*22%*	*34,050*	*77%*
✔	VND	Travel for Training	16,302	27,150	16,000	**28,700**	*1,550*	*6%*	*12,700*	*79%*
✔	D	UBCM/AVICC Convention	25,090	10,600	9,000	**8,000**	*(2,600)*	*-25%*	*(1,000)*	*-11%*
✔	VND	Travel	62,852	83,225	66,000	**69,165**	*(14,060)*	*-17%*	*3,165*	*5%*
✔	ND	Trustee Remuneration	607,119	626,047	626,000	**634,536**	*8,489*	*1%*	*8,536*	*1%*
✔	ND	Trustee Remuneration - CPP Expense	26,736	27,629	28,000	**28,004**	*374*	*1%*	*4*	*0%*
	ND	Trustee Remuneration - Health/Dental benefits	66,801	68,017	68,000	**64,834**	*(3,184)*	*-5%*	*(3,166)*	*-5%*
✔	ND	Trustee Remuneration - Employer Health Tax	11,404	12,208	12,000	**12,373**	*166*	*1%*	*373*	*3%*
		Operating Budget Subtotal	**9,815,236**	10,422,630	9,710,000	**11,162,580**	*739,950*	*7%*	*1,452,580*	*15%*
		Amortization budget adjustment (not taxed for)		(211,000)		**(196,000)**	*15,000*	*-7%*		
		Net Operating Budget Subtotal	9,815,236	10,211,630	9,710,000	**10,966,580**	*754,950*	*7%*	*1,256,580*	*13%*
		OPTIONAL TC PROGRAMS								
	D	Applications sponsored by TC	8,115	15,000	10,000	-	*(15,000)*	*-100%*	*(10,000)*	*-100%*
✔	D	NAPTEP Applications sponsored by TC	450	1,000	2,000	-	*(1,000)*	*-100%*	*(2,000)*	*-100%*
✔	D	History and Heritage Funding Grants-in-Aid	-	6,000	6,000	-	*(6,000)*	*-100%*	*(6,000)*	*-100%*
✔	D	Stewardship Education: Climate Action Education Plan Development &	2,164	9,500	9,000	-	*(9,500)*	*-100%*	*(9,000)*	*-100%*
✔	D	Secretariat Services	11,198	17,000	12,000	-	*(17,000)*	*-100%*	*(12,000)*	*-100%*
									-	
		PROJECTS							-	
		TC Strategic Plan Projects							-	
✔	D	Reconciliation Program	20,758	50,000	46,000	**75,000**	*25,000*	*50%*	*29,000*	*63%*
✔	D	Policy Statement Amendment	33,350	53,500	45,000	**37,000**	*(16,500)*	*-31%*	*(8,000)*	*-18%*
	D	Freshwater Sustainability Strategy	23,900	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%*
✔	D	Trustee Remuneration Review	-	10,000	8,300	-	*(10,000)*	*-100%*	*(8,300)*	*-100%*
	ND	Housing Needs Assessments	101,402	-	25,000	-	-	*0%*	*(25,000)*	*-100%*
	D	Housing Strategy	19,946	-		-	-	*0%*	-	
									-	
		LTC Projects:							-	
		LTA Work Funded by Special requisition (SWIPPA)		-	-	-	-	*0%*	-	

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2026/27

			0	0		(0)				
			2024/25	2025/26		**2026/27**	*Budget-Budget Comparisons*		*Budget-Forecast Comparisons*	
BIM Contrib	**Spending Category**	**DESCRIPTION**	ACTUALS	Annual Approved BUDGET	Forecast to March 31, 2026	**Draft BUDGET**	*Budget Change $*	*Budget Change %*	*Change $*	*Change %*
	D	LTC Projects funded by Special Requisition Reserve Fund	-	71,500	-	**-**	*(71,500)*	*-100%*	-	*0%*
	D	LTC Projects, partially funded by LTC reserve fund	183,907	328,000	201,000	**232,500**	*(95,500)*	*-29%*	*31,500*	*16%*
	D	LTC Minor Projects	8,966	36,500	7,000	**36,500**			*29,500*	*421%*
	D	LTC Projects Funded by Contingent Grants (590)		1	19,000	**1**	-	*0%*	*(18,999)*	*-100%*
									-	
		ITCB Projects:							-	
✔	ND	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%*
									-	
		Trust-Wide Operational Projects							-	
✔	D	Electronic Records Management System			-	**-**	-	*0%*	-	
	D	Cityview: Bylaw Portal Implementation	24,182	90,000	93,000	**-**	*(90,000)*	*-100%*	*(93,000)*	*-100%*
✔	VND	Accessibility Plan Development	-			**19,000**	*19,000*	*100%*	*19,000*	*100%*
	D	Cityview Planning Portal (LG Development Approvals Program)	56,943	-		**-**	-	*0%*	-	
									-	
		Optional Programs and Projects	495,280	726,001	505,300	**561,001**	*(165,000)*	*-23%*	*55,701*	*11%*
									-	
		Total Operating + Projects Expenditures	10,310,516	10,937,631	10,215,300	**11,527,581**	*589,950*	*5%*	*1,312,281*	*13%*
		CAPITAL								
✔	VND	Hardware	7,959	156,100	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	2,112	-	-	**50,000**	*50,000*	*100%*	*50,000*	*0%*
✔	VND	Office - Equipment & Furniture	3,609	7,000	14,000	**7,000**	-	*0%*	*(7,000)*	*-50%*
		Salt Spring Island Office Renovation	15,916	98,000	207,000	**-**	*(98,000)*	*-100%*	*(207,000)*	*-100%*
		Total Capital Spending	29,597	261,100	392,000	**195,700**	*(65,400)*	*-25%*	*(196,300)*	*-50%*
		Total Cash Operating, Projects, Capital Budget	**10,340,113**	11,198,731	10,607,300	**11,723,281**	*524,551*	*4.7%*	*1,115,981*	*10.5%*
		Surplus (deficit)	(195,781)	(471,500)	135,464	**(477,400)**	*(5,900)*	*1%*	*(612,864)*	*-452%*
		Funded by:								
✔		Change in Amounts invested in Tangible Capital Assets	(133,762)	-	231,200	**-**	-	*0%*	*(231,200)*	*-100%*
✔		Transfer from (to) General Revenue Surplus Fund	380,753	201,000	(565,664)	**327,400**	*126,400*	*63%*	*893,064*	*-158%*
		Transfer from (to) LTC Project Specific Reserve Fund	(51,210)	199,000	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

PURPOSE - To demonstrate why draft tax increases are higher than planned spending increases

* represents categories influencing the BIM levy

LTA General Increase	7.9%
BIM General Increase	12.6%

PLANNED SPENDING BY FUNCTION	2025/26 Approved Budget	2026/27 Draft Budget	Increase (Decrease) $	Increase (Decrease) %
TRUST COUNCIL*	1,437,636	1,697,226	*$ 259,590*	*18%*
ISLANDS TRUST CONSERVANCY*	1,253,955	1,350,785	*$ 96,830*	*8%*
PLANNING	5,867,324	5,669,138	*$ (198,185)*	*-3%*
ADMINISTRTATION & CAPITAL* (excl. amortisation)	2,639,816	3,006,132	*$ 366,315*	*14%*
TOTAL PLANNED SPENDING	**$ 11,198,731**	**$ 11,723,281**	*$ 524,550*	*4.7%*

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	327,400	*$ 126,400*	*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**	**$ 477,400**	*$ 5,900*	*1%*

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

Required increase in taxes to pay for increased spending + reduced revenues =	$ 867,580
Funded from NMC:	80,720
Funded from increase to Base:	786,860
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	$	75,000
✔	Policy Statement Amendment		37,000
	Freshwater Sustainability Strategy		15,000
✔	Trust Council Policy Review		6,000
	TOTAL TC STRATEGIC PLAN PROJECTS	**$**	**133,000**
	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		6,000
	Hornby LTC - OCP Review		15,000
	Lasqueti LTC - OCP /Review - Initiation		15,500
	NP LTC Housing Access and Affordability Project		3,000
	Salt Spring LTC - OCP / LUB Review		147,000
	TOTAL LTC PROJECTS	**$**	**232,500**

BIM CONTRIBS	AREA		Draft 2026/27 Budget
	TRUST-WIDE OPERATIONAL PROJECTS		
✔	Accessibility Plan Development		19,000
	TOTAL TRUST-WIDE OPERATIONAL PROJECTS	**$**	**19,000**
	NEW PERSONNEL REQUESTS		
✔	Temporary Senior Policy Advisor 1.0FTE - Extend 12 months		117,563
✔	ITC Indigenous Relations Advisor 0.5FTE - New Permanent		53,655
✔	Temporary ITC Species at Risk Program Coordinator - Extend 1 month		7,441
✔	Manager, Indigenous Relations		113,909
✔	Engagement and Communication Lead		94,099
✔	IS Co-op Student 0.3FTE - Recurring Temporary		23,070
	Planning Services Co-op Student 0.3FTE - Recurring Temporary		28,010
	TOTAL STAFFING REQUESTS	**$**	**437,747**
	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
✔	REDUCTION to Reconciliation Program (Base)		25,000
✔	REDUCTION to Reconciliation Program (Capacity Funding)		50,000
	REDUCTION to Gambier Island Local Trust Committee OCP project		2,000
	TOTAL UNFUNDED REQUESTS	**$**	**626,510**

Islands Trust
Fiscal Year 2026/27
SURPLUS ALLOCATIONS

Per policy 6.5.1 - " The General Revenue Surplus Fund may be used to fund significant and/or unanticipated general expenditures, for major emergent operating issues and for onetime and intermittent projects that would create a potential deficit situation at yearend. Trust Council must approve the amount of surplus to be used.

BIM Benefit	Project/Area	Prior Year Carryover $ - allocated from surplus	New $ allocated from surplus	Total Surplus Funding in 2025/26
	Allocation of Funding Transferred from General Revenue Surplus Funds:			
	TC Strategic Plan Projects			
✔	Reconciliation Program	-	75,000	**75,000**
✔	Policy Statement Amendment	-	37,000	**37,000**
	Freshwater Sustainability Strategy	-	15,000	**15,000**
✔	Trust Council Policy Review	6,000	-	**6,000**
	ITCB Projects:			
✔	ITC 5-Year Plan	-	93,000	**93,000**
✔	Data Management Software for ITC Protected Areas Management	-	30,000	**30,000**
	Trust-Wide Operational Projects			
✔	Accessibility Plan Development	-	19,000	**19,000**
	Elections			
	Elections Administration	-	20,000	**20,000**
✔	New Trustee Hardware	-	32,400	**32,400**
	Total transfer from General Revenue Surplus Fund (GRSF)	6,000	321,400	**327,400**
	Allocation of Funding Transferred from SSIWPA Special Requisition Surplus Funds:			
	Salt Spring LTC - SSIWPA Plan Coordination	-	-	**-**
	Salt Spring LTC - SSI Groundwater Sustainability Strategy	-	-	**-**
	Total transfer from SSIWPA reserve fund	-	-	**-**
	Allocation of Funding Transferred from LTC Project Specific Reserve Fund:			
	Denman LTC - OCP / LUB Review	-	5,000	**5,000**
	Gabriola LTC- OCP/LUB Review	-	35,000	**35,000**
	Galiano LTC - OCP Review	-	-	**-**
	Gambier LTC - Gambier Island OCP/LUB Amendments Implementation	6,000	-	**6,000**
	Hornby LTC - OCP Review	-	5,000	**5,000**
	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	6,500	**80,500**
		98,500	51,500	**150,000**
	TOTAL TRANSFER FROM ALL SURPLUS AND RESERVE FUNDS			**$ 477,400**

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)*:

Executive Committee

Department:

Trust Area Services

Name of Request:

Policy Statement Amendment Project (PSAP)

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

2026/27: $37,000
Future years: To be determined based on development of Policy Statement Implementation Plan

Budget Source (select all that apply):

- [x] **Specific Project Funding** (select all that apply)
  - [x] 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: _____
- [x] **Other – please describe:** Communications (graphic design, messaging, advertising, printing)

Date of Submission to Finance:

Fall 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.)*

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.

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).

TO BE COMPLETED BY INITIATOR

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.

Department:

Legislative and Information Services

Name of Request:

Trust Council Policies Review (continuation)

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

$6,000

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:** _____

Date of Submission to Finance:

November 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 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

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

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:
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

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

TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit)*:

Islands Trust Conservancy Board

Department: Initiated by
Islands Trust Conservancy

Name of Request:

Islands Trust Conservancy (ITC) Plan:
First Nations Engagement Project
$110,000

$ 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)

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**

Temp Duration: _____

☒ **Other – please describe:** Capacity funding grants to Indigenous Governing Bodies and associated meeting costs (e.g. venues, food, honoraria, project-related travel)

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.*

ITC Reconciliation Declaration

This request supports Goal 2 of the Islands Trust Conservancy Board's Regional Conservation Plan:

<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)

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):*

Islands Trust Conservancy Board

Department:

Islands Trust Conservancy

Name of Request:

Protected Area Management Software Project

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

$30,000

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

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☒ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**

Temp Duration: _____

☐ **Other – please describe:** _____

Date of Submission to Finance: October 16, 2025

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

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

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

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

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

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

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

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 timeline and anticipated date of completion for this initiative?)*

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

Phase 1: Project Planning and Preparation

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

Phase 2: System Configuration and Customization/Data Migration

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

Phase 3: Training and User Acceptance Testing

- Provide comprehensive training to staff members and stakeholders on using the new software effectively
- Conduct user acceptance testing to validate the system's functionality and address any issues before the full deployment

Phase 4: Full System Deployment

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

Phase 5: Post-Implementation Support and Optimization

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

Timeline and Anticipated Date of Completion

The timeline for the roll-out of the recommended solution will be dependent on the procurement of a contractor, the extent of customization required for the new software, data migration and training 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*?)

Concerns and Mitigation Strategies

Change Resistance

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

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

Communication and Collaboration Strategies

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

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

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

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

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

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

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

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

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

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.

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.

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/ September 2025

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

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

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.

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

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)*:
Gambier Island Local Trust Committee

Department:
Planning Services

Name of Request:
Final Phase Gambier Island OCP and LUB Amendments Implementation Project
(Year 6 of 6)

$ 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

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 2025-26:
- Public Engagement on draft bylaw language amendments OCP and LUB implementing Squamish Nation recommendations and early public engagement.

Date of Submission to Finance: September 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

- 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

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 Lək^{w}əŋən 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

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)*:
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:

Quantitative Analysis: $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

Qualitative Analysis:

- 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:

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 Local Trust Committee (SS LTC)

Department:
Planning Services

Name of Request:

Major amendment to SS OCP and SS LUB

$ 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)

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:**
- 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

Date of Submission to Finance: September 15, 2025
SSLTC endorsed: September 11, 2025

Funding Required for (date range):
April 1 2026-March 31, 2027, $ 75,000

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

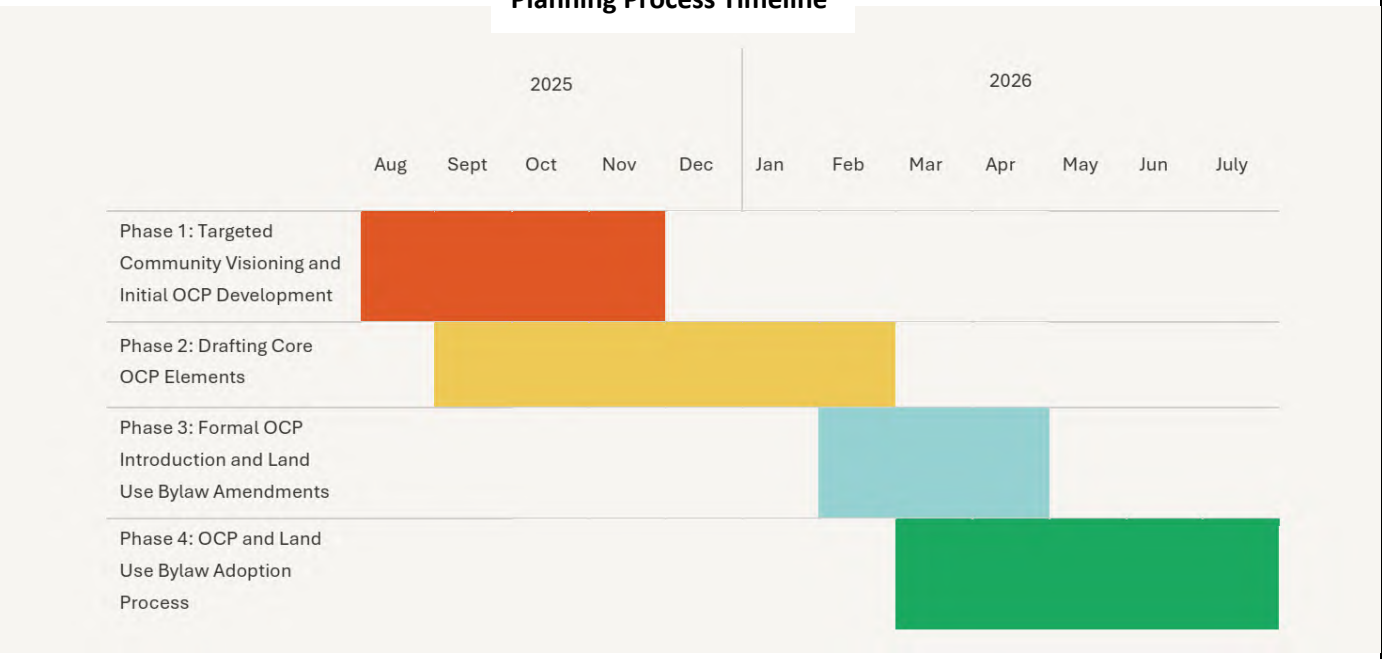

Table 1: Planning Process

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

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:
Executive Office

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

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

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

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit)*:

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

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**

XX Computer Hardware/Software/Supplies

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**

Temp Duration: _____

☐ **Other – please describe:**

_____

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 incoming 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

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

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

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:** _____

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

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	**Budget Source** (select all that apply):
Department: Trust Area Services	☐ **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
Name of Request: Manager of Indigenous Relations	☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies**
$ 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.	☐ **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 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

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.

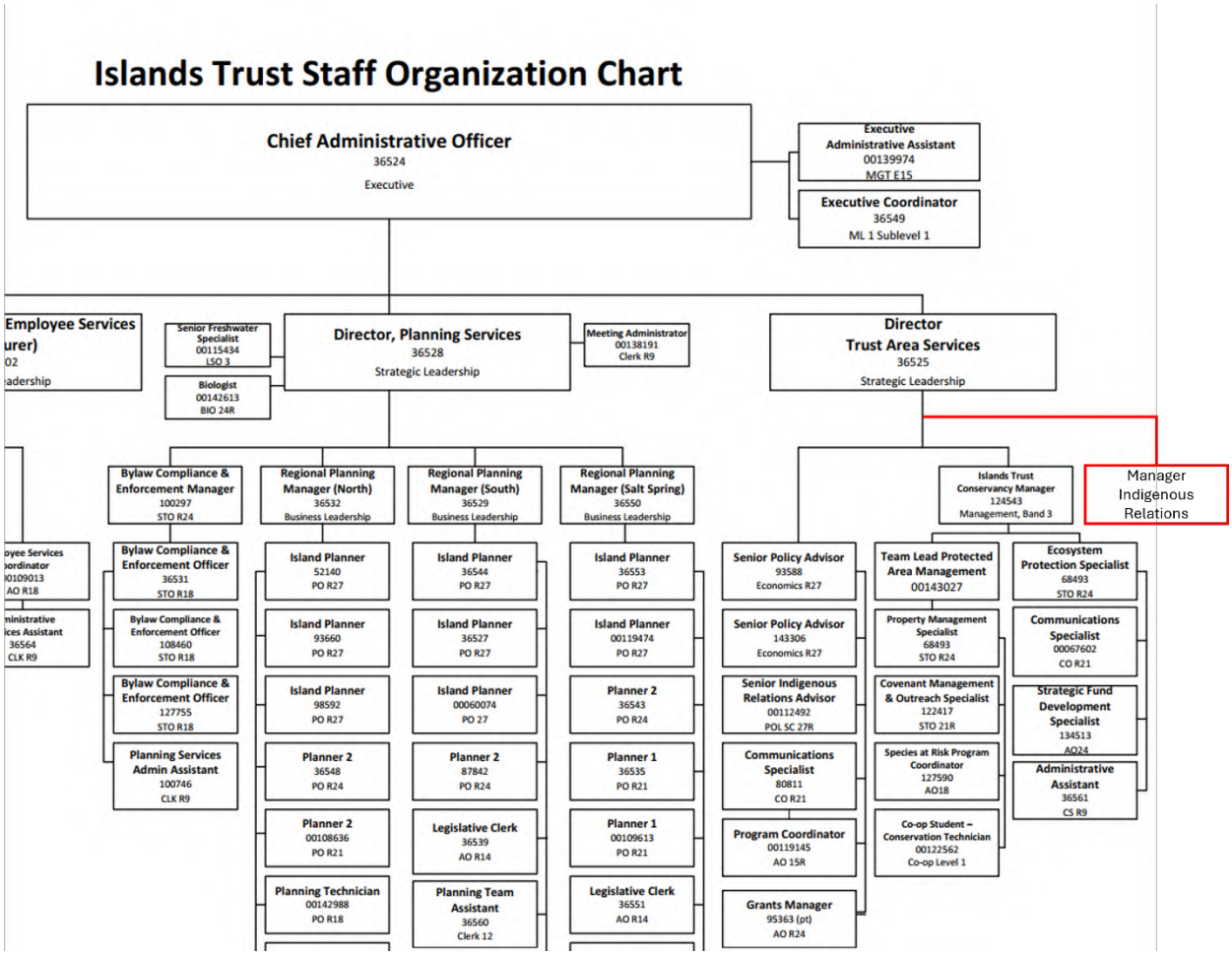
INDIGENOUS COMPETENCIES

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
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
Islands Trust Conservancy Manager
124543
Management, Band 3
Manager Indigenous Relations
oyee Services
ordinator
00109013
AO R18
inistrative
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	**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: Engagement and Communications Lead	☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies**
$ 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.	☐ **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 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 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

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

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.

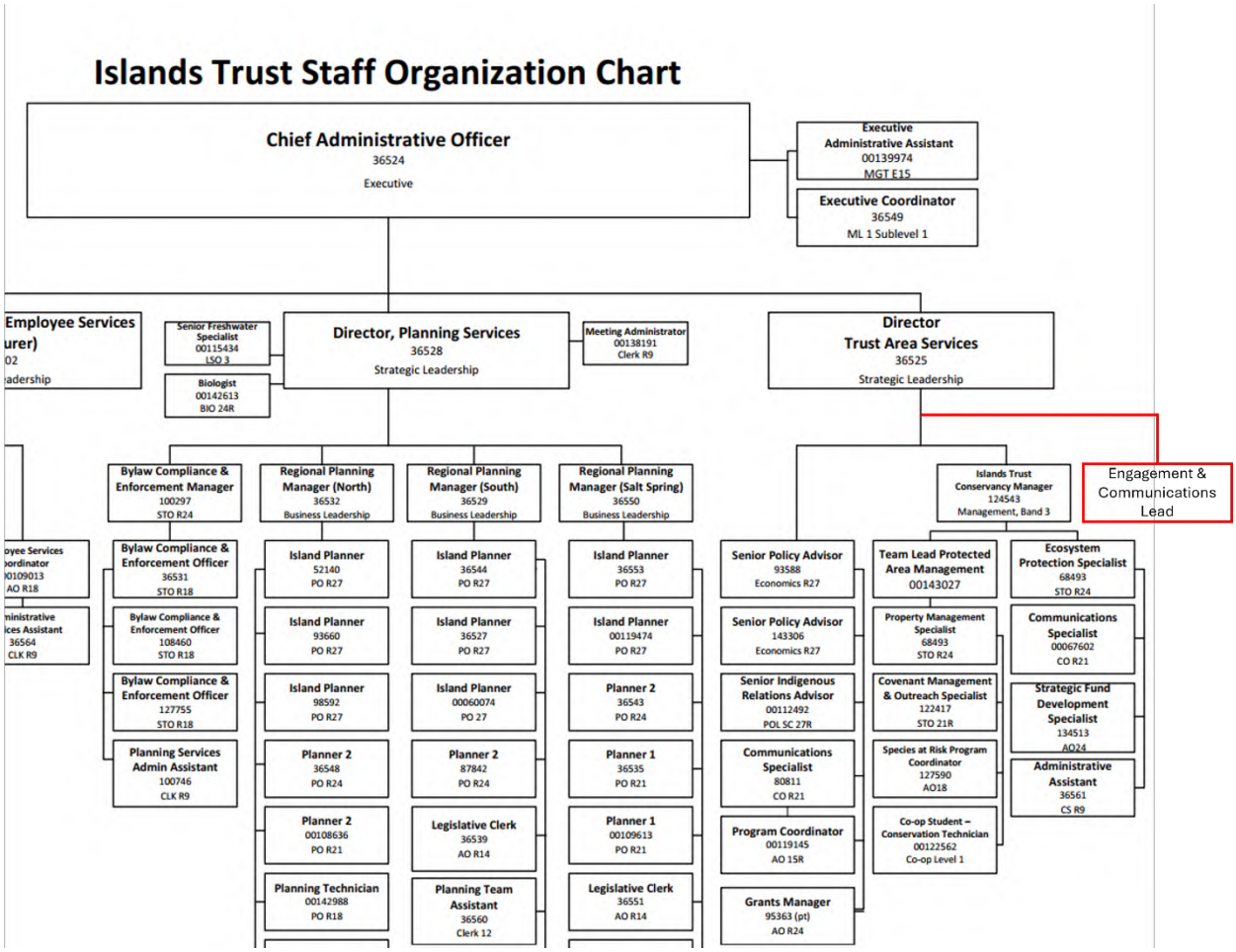
Teamwork and Co-operation is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.

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.



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.

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
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.

BEHAVIOURAL COMPETENCIES

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.

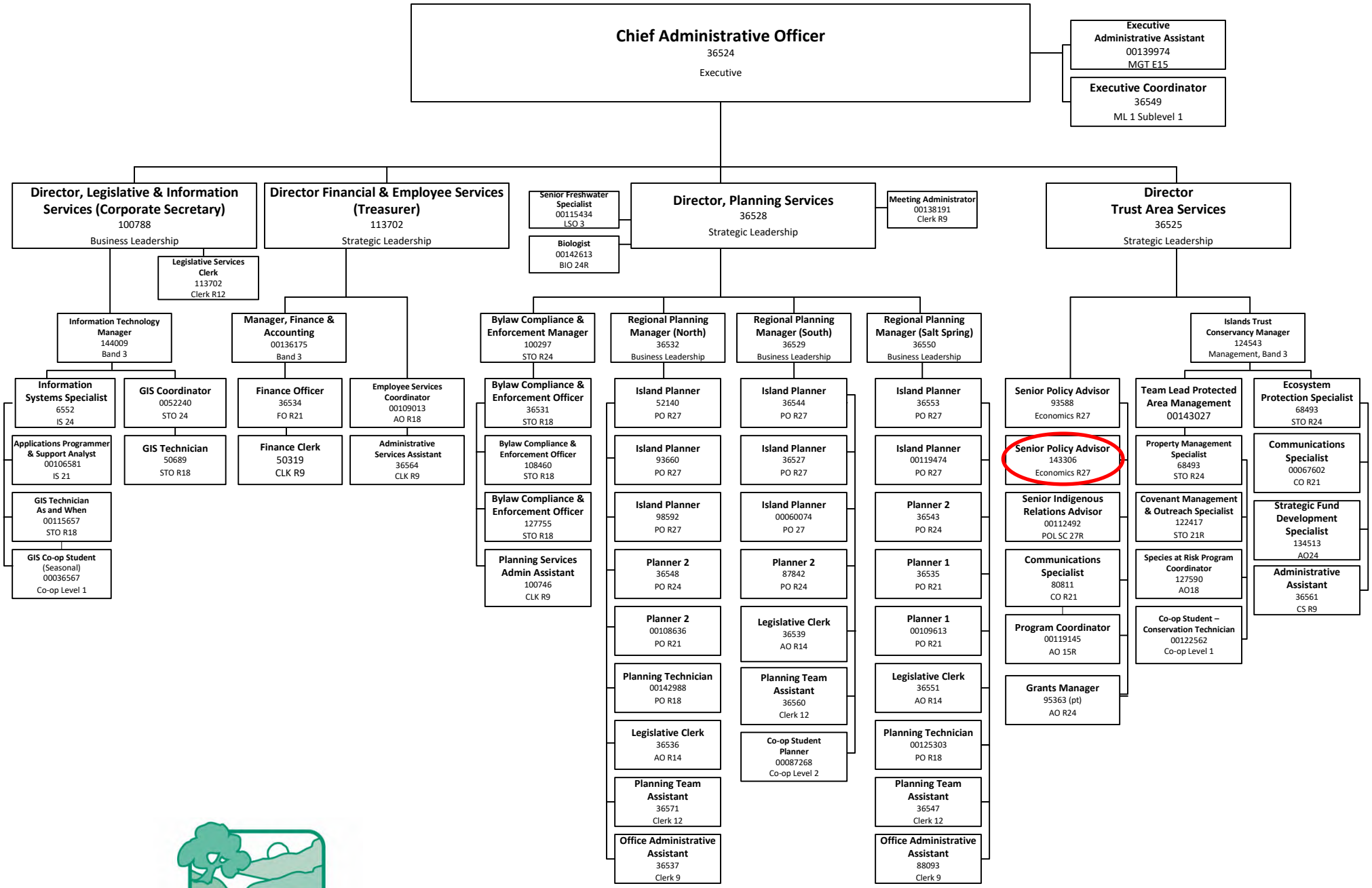
Organizational Awareness is the acumen to appreciate and the ability to use the power relationships in either one's own, or other, organization(s). This includes the ability to identify the real decision-makers and the individuals who can influence them; and to predict how new events or situations will 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



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)

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 Co-op Student (Level 1)

$ 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

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:

August 30, 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

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.

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

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

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:

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

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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

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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.

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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

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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
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Business Cases:
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- 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

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):*

Islands Trust Conservancy Board

Department:

Trust Area Services

Name of Request:

Land Securement and Conservation Planning Increase

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

$34,000 for Land Securement 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)

Budget Source (select all that apply):

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

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)
- ☐ **Permanent**
- ☐ **Temporary**

Temp Duration: _____

☒ **Other – please describe:** Operational budget

Date of Submission to Finance: 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)

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).

TO BE COMPLETED BY INITIATOR

Requested by *(Committee or Operational Unit):*

Islands Trust Conservancy Board

Department:

Trust Area Services

Name of Request:

Protected Areas Management Operations and Protected Areas Management Planning

$ 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).

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

Date of Submission to Finance: October 16, 2025
Date of Update: January 30, 2026

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 require ministerial approval. The Islands Trust Conservancy Board will potentially

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:

1. Protected area habitat assessment and management: 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.

2. Annual compliance monitoring: 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 has not 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 timeline and anticipated date of completion for this initiative?)*

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

Jan-March 2026: Procure compliance monitoring contractors, develop annual management operations plan and schedule, procurement planning for management operations
April -June 2026: Support protected area compliance monitoring contractors, conduct in-house monitoring of select priority protected areas, procure management resources and services, begin implementation of management operations
July-September 2026: Receive and assess contractor monitoring reports, support management operations
October -December 2026: Analyse management needs in light of results from monitoring reports, share monitoring reports and resulting management recommendations with the ITC Board, implement actions to address any issues identified by contractor during compliance monitoring
January -March 2027: Adapt management operations plan and schedule as needed in preparation for FY 2027/28, procurement planning for management operations.

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

Under the current delivery model, the Property Management Specialist (PMS) and Covenant Management and Outreach Specialist (CMOS) visit and monitor annually each of ITC's 34 nature reserves and 81 conservation covenants, respectively. For both positions, a significant amount of time is required for coordination and delivery of this annual compliance monitoring program. For the PMS, more than 150 hours were required for fieldwork and related travel in 2025, drawing, for example, 57% of their time in May and 43% of their time in June. This is in addition to a conservative estimate of one hour per nature reserve (34 hours) for coordination of the site visit with partner organizations, arranging travel and accommodation, and preparation of monitoring materials. The time devoted to the annual monitoring program is even more significant for the CMOS, for whom 310 hours were required for fieldwork and related travel in 2025, plus a conservative estimate of one hour per conservation covenant (81 hours) for coordination of the site visit with landholders and partner organizations, arranging travel and accommodation, and preparation of monitoring materials. For the CMOS, fieldwork and travel alone demanded 36% of their time in April, 64% of their time in both May and June, and 21% of their time in both July and August.
In addition to the time commitment, there are multiple competing priorities for the PMS and CMOS at the optimal time for monitoring. Preparations for the annual monitoring program in the early spring draws valuable time away from contract development for management activities, and progress on contract negotiations slows significantly once monitoring fieldwork starts. Monitoring fieldwork also draws staff time away from potential ecological monitoring and species inventories (e.g. wildflower, pollinator, amphibian, and migratory bird surveys are all best accomplished in spring), invasive species management (e.g. shiny geranium must be pulled before it goes to seed in May, yellow-flag iris is best spotted in spring when in flower, Scotch broom is best removed when in bloom in May/June, etc.). Monitoring time commitments have the potential to slow or even negatively impact progress on relationship building with Indigenous Governing Bodies.

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

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

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

Department:
Trust Area Services

Name of Request:

Secretariat Services Program

$ Value of Request:

$17,000

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 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)

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

Department:
Trust Area Services

Name of Request:

Climate Action Education Plan Development and Implementation

$ Value of Request

$10,000

($5,000 for consultant support with climate action plan development, and $5,000 for climate action education activities)

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:** speaker fees, communication expenses, honoraria,

Date of Submission to Finance: October 6, 2026

Funding Required for (date range): Fiscal 2026-27

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.

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)

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

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

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.

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

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.

*** Note 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 timeline and anticipated date of completion 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).

TO BE COMPLETED BY INITIATOR

Requested by (Committee or Operational Unit):
Information Services

Department:
Information Services

Name of Request:
Electronic Document Management Solution

$ 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

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:

09/19/24

Funding Required for (date range): 2026-2027

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.*

Approval by Executive Committee on October 29, 2025

Islands Trust Records Management System Bylaw – 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.

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

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TO BE COMPLETED BY INITIATOR

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

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

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 2026-27:
- Community consultation, First Nations consultation and capacity funding, and legal contingency

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:
Quantitative Analysis: $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:

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

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

Budget Funding Request
Short-Form Business Case

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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

Where ideas work

[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.

DRAFT

- 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

DRAFT

- 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 10, 2026

From: **Trust Area Services** **Date Prepared:** January 28, 2026

SUBJECT: **Allocation of provincial grant for engagement with First Nations**

RECOMMENDATION: That Trust Council approve allocation of the First Nation engagement grant as presented in the March 10, 2026 "Allocation of provincial grant for engagement with First Nations" briefing.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The proposed grant allocation for FY26 and FY27 are consistent with current projected spending and with the draft 2026/27 budget. If this allocation is approved the final reporting to the Ministry of Housing and Municipal Affairs would occur in March 2027. Staff have not proposed allocating any funds to development of protocol agreements as there are typically grant funds available from the UBCM Community to Community program for this purpose.

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1 PURPOSE:

To seek Trust Council approval of proposed allocation of the First Nations engagement grant from the Ministry of Housing and Municipal Affairs.

2 BACKGROUND:

On March 24, 2023, the Islands Trust Chief Administrative Officer received correspondence (attached) advising that the Province was providing Islands Trust with a grant of $150,000 for general purpose of developing protocol agreements and engagement with First Nations in the Trust area, to be used over the course of the next five years. There had been no grant application submitted in advance.

In previous years, staff have advised Executive Committee of intended annual allocations, but at this time, are seeking formal approval from Trust Council of the proposed allocation as set out below:

		Actual Spending		Projected Spending	Projected Budget		Total allocated
ITEM	DESCRIPTION	FY24	FY25	FY26	FY27	FY28	TOTAL
1	Engagement training for trustees	8,000	17,000				$ 25,000
2	Policy Statement Amendment Project	4,000					$ 4,000
3	Islands Trust Conservancy 2028 to 2032 Plan Project			10,000	17,000		$ 27,000
4	DELTC Major Project (Housing Review)		750	2,250	2,000		$ 5,000
5	GBLTC Major Project (OCP and LUB Review)		500	5,500	4,000		$ 10,000
6	GMLTC Major Project (OCP/LUB Targeted Amendments)	16,000					$ 16,000
7	HOLTC Major Project (OCP/LUB Review)	12,000	3,750	11,250	10,000		$ 37,000
8	NPLTC Major Project (Housing Access and Affordability)						$ -
9	SSLTC Major Project (Ganges (OCP & LUB Review)				26,000		$ 26,000
10	SSLTC Major Project (Ganges (Shiya'hwt / SYOW T) Village Area Plan)						$ -
							$ -
							$ -
	TOTAL GRANT SPEND	40,000	22,000	29,000	59,000	0	$ 150,000
	Total Grant awarded						$ 150,000
	Amount allocated over (under) grant amounts						$ -

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: No organizational implications.

FINANCIAL: Approval of the proposed allocation will provide certainty in the budgeting process.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Staff will implement the allocation as directed, and will convey Trust Council's decision to the funder in the annual reporting in March 2026.

FIRST NATIONS RELATIONS: This funding is intended to support relationship building with First Nations.

OTHER: None.

4 RELEVANT POLICY(S): Grants and Donations Administration Policy

5 ATTACHMENT(S): March 24, 2023 correspondence from ADM Faganello

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RESPONSE OPTIONS

Recommendation: That Trust Council approve allocation of the First Nation engagement grant as presented in the March 10, 2026 "Allocation of provincial grant for engagement with First Nations" briefing.

Alternative: That Trust Council request that staff adjust allocation of the First Nation engagement grant as presented in the March 10, 2026 "Allocation of provincial grant for engagement with First Nations" briefing as follows:

- XX
- XX
- **XX**

Prepared By: **Clare Frater, Director, Trust Area Services**

Reviewed By/Date: **Rueben Bronee, CAO/January 30, 2026**

March 24, 2023

Russ Hotsenpiller (***sent via email only***)
Chief Administrative Officer
Islands Trust
200 - 1627 Fort Street
Victoria, BC V8R 1H8

Dear Russ Hotsenpiller:

On behalf of the Province of British Columbia, I am pleased to advise you that a grant has been approved in the amount of $150,000 for the general purpose of developing protocol agreements and engagement with First Nations in the Trust area, to be used over the course of the next five years. The Ministry's representative for this funding will be Marijke Edmondson, Strategic Advisor, Local Government Division, (778) 698-3227.

In the event that the funding cannot be used in its entirety for the intended purpose, please notify the Ministry as soon as possible. I look forward to receiving within the first year, an overview of the Islands Trust's plans for engagement with First Nations on potential protocols or other agreements about working together, and to receiving an annual summary of progress by March 31st until the funds are fully expended.

Islands Trust agrees to acknowledge the Ministry's assistance on written materials, where appropriate. The following acknowledgement may be used:

"We gratefully acknowledge the financial support of the Province of British Columbia through the Ministry of Municipal Affairs."

We are pleased to support the important work you do and wish you success in building effective and collaborative working relationships with the First Nations in whose territories the Islands Trust operates.

Funds will be electronically deposited into your bank account.

Sincerely,

Marijke Edmondson
on behalf of
Tara Faganello
Assistant Deputy Minister
Local Government Division

cc: Birgit Schmidt, Director, Operations and Client Relations Unit
Marijke Edmondson, Strategic Advisor
Local Government Division

Ministry of Municipal Affairs
Assistant Deputy Minister
Local Government Division
Mailing Address:
PO Box 9490 Stn Prov Govt
Victoria BC V8W 9N7
Phone: 250 356-6575
Fax: 250 387-7973
Location:
6th Floor, 800 Johnson Street
Victoria, BC

Planning Services Report
Prepared on: 2/17/2026

1. Regional Planning Committee

Staff have completed work on the following Trust Council approved top priorities:

~ **Bylaw Compliance and Enforcement Policy Review**:
- Completed review of the draft policy, manual, and Implementation Plan.
- The Implementation Plan includes communications regarding the Bylaw Enforcement Portal, which is anticipated to go live in early May 2026.

~ **Freshwater Sustainability Strategy:**
- Received a comprehensive historical analysis and implementation review of the Islands Trust Freshwater Sustainability Strategy (FWSS)
- Refined and updated the Islands Trust Area Freshwater Footprint (as part of the Gambier Island LTC major project).
- Refined and updated Islands Trust Area Watershed Resiliency Mapping (now incorporated into the Land Information Screening Tool, formerly "Suitable Land Analysis," and used in major projects).

~ **Monitor progress of protection of ecosystem health in all land use planning decisions:**
- The Islands Trust successfully received a grant from Environment and Climate Change Canada (ECCC) to support recovery of species at risk across the Islands Trust area by improving incorporation and integration of biological information into Islands Trust decision making process and projects.
- The funding enabled the Islands Trust to hire a full-time biologist from February 2025 until March 2026. (The funding also enabled the Islands Trust Conservancy to hire a biologist to support species at risk recovery).
- RPC received a report summarizing work completed to date and work projected to be completed by the end of the fiscal period and the grant funding period.
- RPC also received a presentation from both biologists presenting species-at-risk-related findings. The presentation is tentatively scheduled for Trust Council.

~ **Housing Strategy Action Plan:**
- The following Housing Options Toolkit tools were presented as updated:
  - Workplan templates
  - Zoning and policy options
  - Methodology for the Land Information Screening Tool

2. Planning Projects

The current status of major and extraordinary local trust committee (LTC) projects (projects over $5,000) is summarized in Table 1 below. The table includes Regional Planning Committee projects. Planning Services projects are managed by members of the Regional Planning Team. All listed major projects include engagement activities with First Nations as listed in their approved business cases with Trust Council.

Table 1 Major and Extraordinary Projects

LTC	Major or Extraordinary Project Name	Project Phase	Current Status
DE	OCP / LUB Review - Targeted Review (Housing)	Bylaw Drafting	On-going
GB	OCP / LUB Review	Drafting	On-going
GM	OCP / LUB Review – Targeted Review (Archaeological and cultural heritage protection, shoreline protection and access to public docks, forest ecosystem protection)	Drafting and Engagement	On-going
HO	OCP / LUB Review	Legislative	On-going
LA	OCP / LUB Review		Pending
MA	OCP / LUB Review – Targeted Review (Housing)	Legislative	On-going
SS	OCP/ LUB Review - Targeted Review (Housing) (Goal: increase housing options and equity in ways integrating First Nations interests, ecosystem integrity and connectivity, and climate change resiliency)	Analysis and Engagement	On-going
SS	Water Sustainability • SSIWPA	Analysis and Engagement	Deferred
RPC	Bylaw Compliance and Enforcement – Policy and Best Practices Review	Adoption and Implementation	On-going
RPC	Freshwater Sustainability Strategy (various)	Analysis	On-going
RPC	Integration of Biological Information into Decision Making	Analysis and Engagement	On-going
RPC	Housing Strategic Action Plan	Analysis and Engagement	Deferred

Local Trust Committees are permitted one active minor project (Table 2), with the exception of the Salt Spring Island Local Trust Committee, which may have up to three active projects (minor and major combined).

The total funding available for all active minor projects is $36,500. Funding has been fully allocated although this may change as completed projects reconcile expenditures.

Table 2 Minor Projects

LTC	Active Minor Project Name	Project Phase	Current Status
DE	OCP Amendments – Technical and First Nations updates	Initiated	Deferred
GB	Mudge Island LUB Amendment	Pending	Pending
GL	Small Islands LUB update	Engagement	On-going

LA	LUB Amendment	Initiated	Pending
NP	Raptor nest DPA update	Legislative	On-going
SA	Minor Housing Review	Legislative	On-going
SP	LUB Amendments	Legislative	On-going
SS	Housing Action Program – Implementation (Bylaw 537)	Legislative	On-going
SS	Proof of Water	Legislative	Deferred
TH	LUB – Targeted Amendment	Initiated	On-going

3. Current Planning

Planning Services opened 110 new applications and referrals in the third quarter (Q3) of the 2025/26 fiscal year (October 1, 2025 – December 31, 2025) (Figure 1). Applications and referrals opened in Q3 are broken down by type and local trust area in Figure 2.

Figure 1 Applications Opened by Quarter

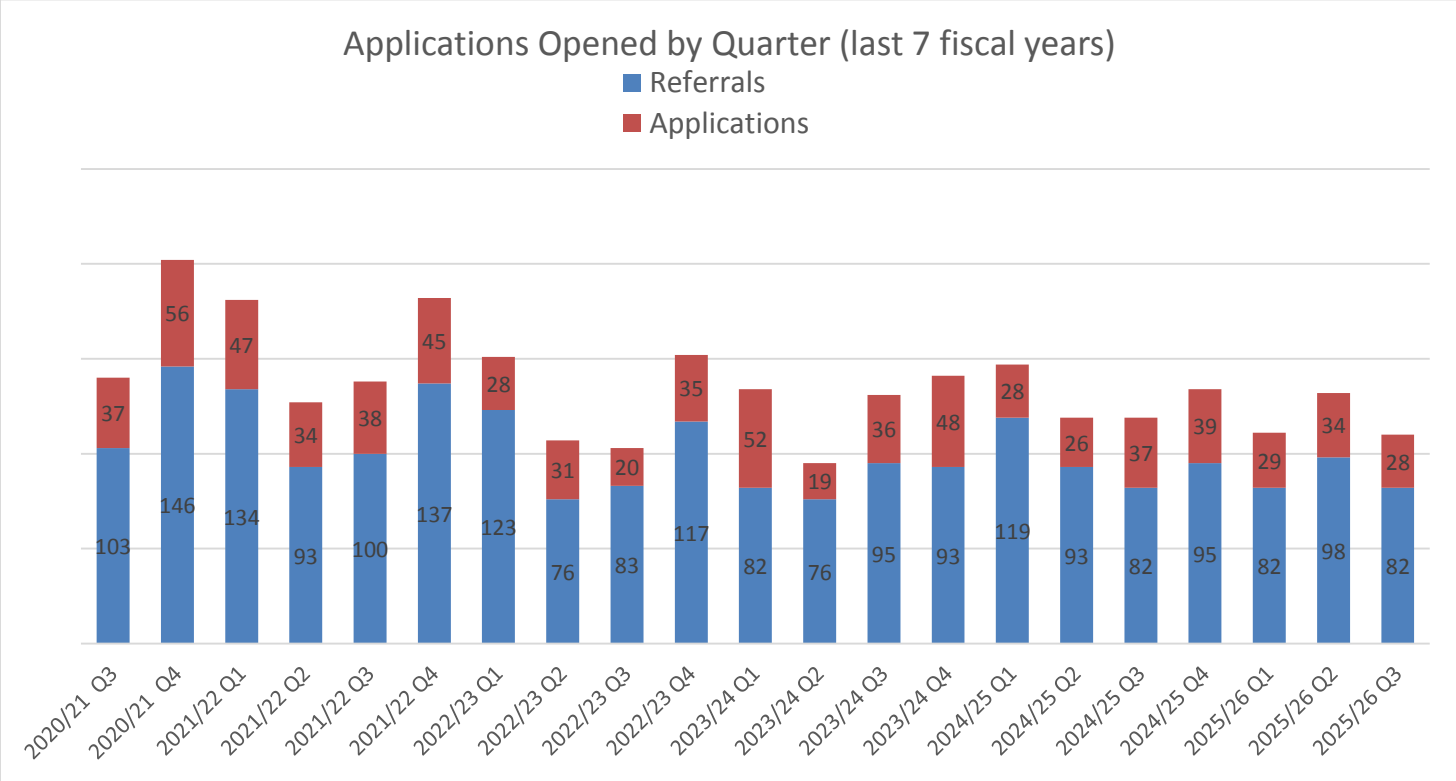
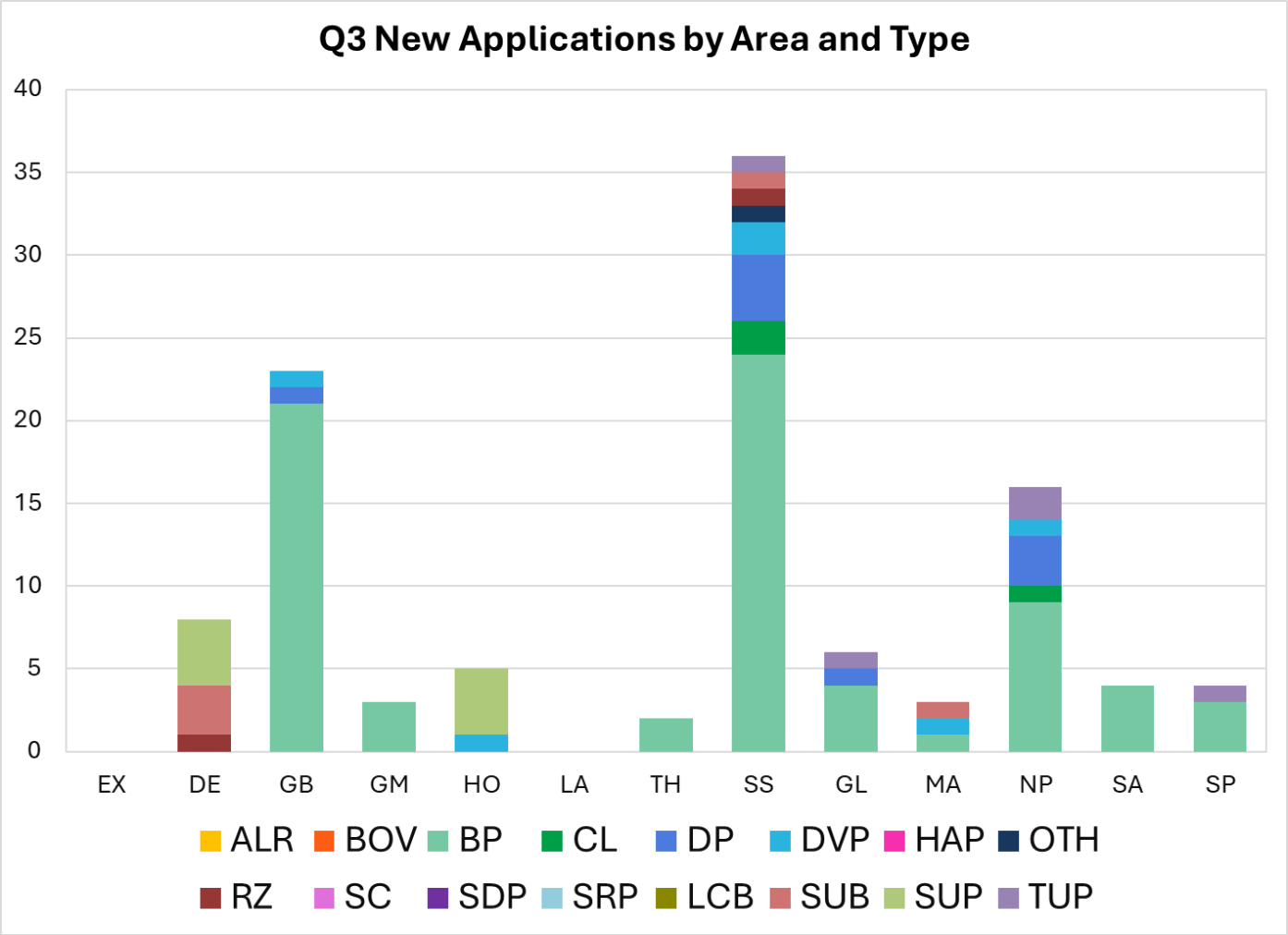


Figure 2 Applications Opened in Q3 by Type and Area



Legend	
ALR	Agricultural Land Reserve
BOV	Board of Variance
CL/BP/SUP/LCB	Crown Lease/Building Permit/Siting Use Permit/Liquor and Cannabis Board
DP	Development Permit
DVP/FPE	Development Variance Permit / Flood Plain Exemption
HAP	Heritage Area Permit
OTH	Other
RZ	Rezoning (includes OCP amendments)
SC	Strata Conversion
SDP	Soil Deposit Permit
SRP	Soil Registration Permit
SUB	Subdivision
TUP	Temporary Use Permit

4. Corporate Initiatives

Planning services staff continue to support the following funded corporate initiative:

Bylaw Enforcement and Compliance Portal:
Staff are finalizing workflows which will then be validated through the new software. Delays have occurred due to a change in the contractors Project Manager and extended deliberations about work flow processes.

Communications regarding the Portal are planned to be aligned with communications and implementation of the amended Trust Council Bylaw Compliance and Enforcement policies and best practices.

5. Other Initiatives

Planning services also manages projects that intersect strategic and corporate initiatives. The projects listed below originated from unsolicited Trust Council resolutions.

Application Cost Recovery:
Trust Council approved the purchase of new time collection software to replace the current non-functioning system. Implementation has been delayed due to staffing changes and the loss of key Information Services staff, resulting in the potential need for external consulting support — a cost not identified in the original business case.

Staff are working with the new Information Services Manager to reassess next steps. In the interim, staff have committed to repairing internal applications software, which may enable reconsideration of repairing the existing time collection system.

Information Services will include timelines within its five-year software plan in reporting to Trust Council. Planning Services staff will reassess time collection methods when reporting back to Trust Council regarding improvements to development application cost recovery.

First Nations Referral Process:
Trust Council has directed staff to continue seeking feedback from First Nations regarding referral processes, concerns, and new initiatives, and to develop a work plan outlining planned actions.

Staff have been coordinating multiple initiatives and preparing communication materials. Activities were substantially delayed due to BDGEU strike actions. An internal team has been established to address administrative processes and further refine engagement materials with First Nations.

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	March 11, 2026
From:	**Warren Dingman, Manager of Bylaw Compliance and Enforcement**	**Date Prepared:**	February 17, 2026

SUBJECT: Bylaw Compliance and Enforcement Statistical Reports

PURPOSE:

This report summarizes the number and type of bylaw compliance and enforcement files for 2025, and a summary of bylaw violation notices issued, and adjudication hearing outcomes for 2025.

BACKGROUND:

There were 672 open files at the end of 2025. Files for short-term vacation rentals (STVR) remain the most significant number at 169, and then 131 files for non-permitted land use, followed by 96 files for siting contraventions.

For the year, 4 percent of the total open files received a Bylaw Violation Notice (BVN). By region, there were 46 BVNs issued for 13 files in the Northern Local Trust Areas (LTA), and 2 compliance agreements signed; 12 BVNs for 3 files in the Southern LTAs, and with no compliance agreements signed; and for Salt Spring, 50 BVNs issued for 14 files, and 3 compliance agreements were signed. A total of $1,837.50 in penalties were collected, and $27,600.00 in small claim courts filings were initiated for bylaw notices in default, and the small claim court filings are reflective of a 40 percent default rate on issued violation notices.

There were 3 adjudication hearing days held, involving 4 separate files, and there were 5 BVNs upheld and 5 were cancelled. Adjudication requests have been received for 6 additional files, and if compliance agreements cannot be negotiated, they will proceed to an adjudication hearing.

ATTACHMENT(S):

1. Bylaw Enforcement Tables and Charts:
    a. Open Files
    b. Closed files
    c. New Files
    d. Violation type
    e. Length of time

Prepared By: **Warren Dingman, Manager of Bylaw Compliance and Enforcement**

Reviewed By/Date: **Stefan Cermak, Director of Planning Services, February 17, 2026**

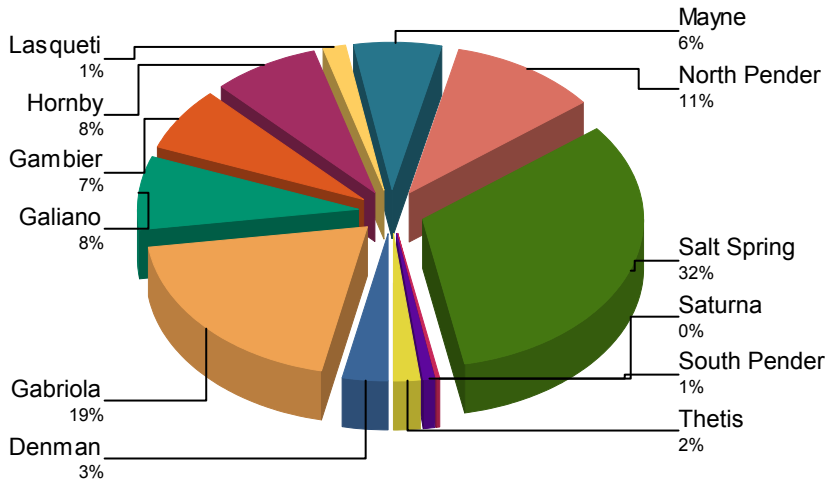
Attachment 1 - A

Bylaw Enforcement - Open Files as of December 31, 2025

Local Trust Area	2022		2023		2024		2025		2025 Q1		2025 Q2		2025 Q3		2025 Q4*	
	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%
Denman	21	3%	13	2%	15	2%	22	3%	21	3%	20	3%	22	3%	22	3%
Gabriola	79	13%	87	15%	118	20%	130	19%	126	20%	126	19%	130	20%	130	19%
Galiano	51	8%	50	8%	54	9%	54	8%	46	7%	53	8%	56	8%	54	8%
Gambier	42	7%	45	8%	43	7%	47	7%	46	7%	46	7%	47	7%	47	7%
Hornby	41	7%	47	8%	43	7%	53	8%	44	7%	45	7%	44	7%	53	8%
Lasqueti	6	1%	6	1%	7	1%	10	1%	8	1%	9	1%	10	2%	10	1%
Mayne	26	4%	29	5%	40	7%	43	6%	39	6%	41	6%	43	6%	43	6%
North Pender	72	12%	63	11%	66	11%	73	11%	74	12%	72	11%	73	11%	73	11%
Saturna	2	0%	2	0%	2	0%	2	0%	2	0%	2	0%	2	0%	2	0%
South Pender	7	1%	4	1%	4	1%	6	1%	6	1%	6	1%	6	1%	6	1%
Salt Spring	251	41%	238	40%	202	34%	218	32%	212	34%	217	33%	218	33%	218	32%
Thetis	7	1%	7	1%	7	1%	13	2%	7	1%	13	2%	13	2%	13	2%
TOTAL	605	100%	591	100%	601	100%	671	100%	631	100%	650	100%	664	100%	671	100%

*2025 Q4 refers to the time that passed between the beginning of Q4 and December 31, 2025

Open Files in 2025



Print Date: February 10, 2026

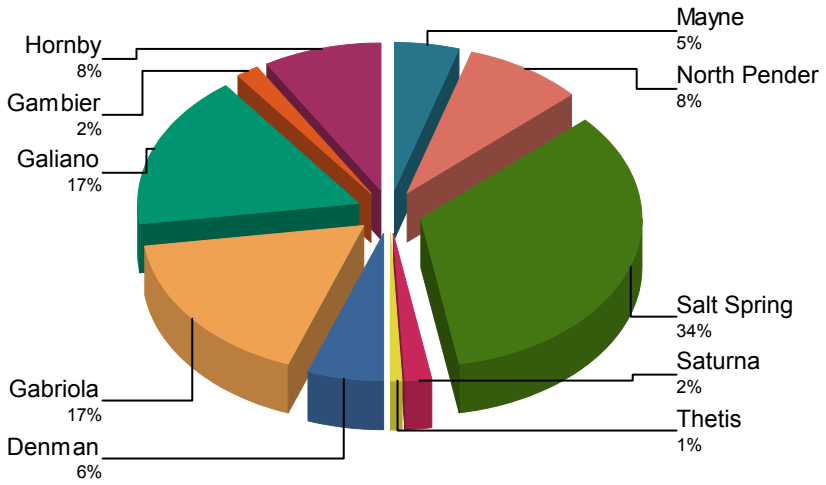
Attachment 1 - B

Bylaw Enforcement - Closed Files as of December 31, 2025

Local Trust Area	2022		2023		2024		2025		2025 Q1		2025 Q2		2025 Q3		2025 Q4*	
	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%
Denman	1	1%	13	6%	15	8%	6	6%	2	5%	3	6%	3	11%	0	0%
Gabriola	32	24%	33	14%	36	19%	18	17%	4	9%	11	21%	5	19%	0	0%
Galiano	9	7%	14	6%	4	2%	18	17%	12	28%	2	4%	3	11%	3	23%
Gambier	1	1%	6	3%	5	3%	2	2%	1	2%	1	2%	1	4%	0	0%
Hornby	3	2%	8	3%	14	7%	9	8%	1	2%	5	10%	3	11%	1	8%
Lasqueti	1	1%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Mayne	7	5%	13	6%	14	7%	5	5%	4	9%	1	2%	0	0%	0	0%
North Pender	24	18%	33	14%	7	4%	9	8%	2	5%	7	13%	4	15%	1	8%
Saturna	2	2%	1	0%	2	1%	2	2%	1	2%	2	4%	0	0%	0	0%
South Pender	0	0%	5	2%	1	1%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Spring	51	39%	100	44%	87	47%	36	34%	16	37%	19	37%	8	30%	8	62%
Thetis	1	1%	2	1%	2	1%	1	1%	0	0%	1	2%	0	0%	0	0%
TOTAL	132	100%	229	100%	187	100%	106	100%	43	100%	52	100%	27	100%	13	100%

*2025 Q4 refers to the time that passed between the beginning of Q4 and December 31, 2025

Closed Files in 2025



Print Date: February 10, 2026

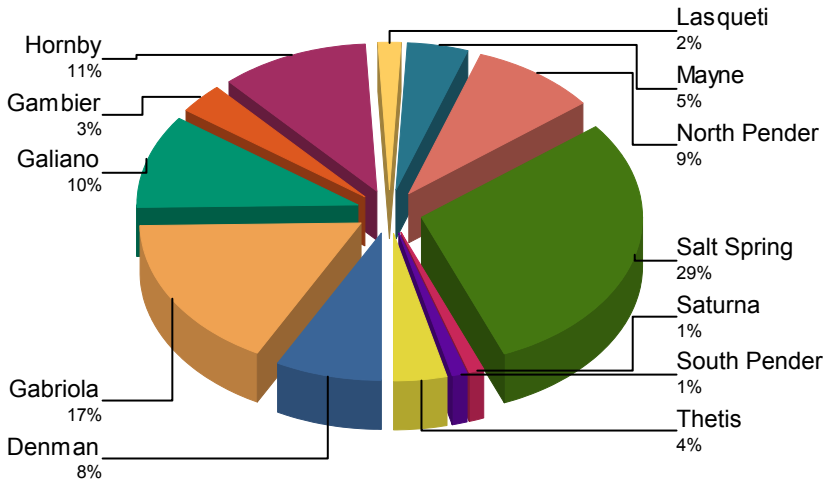
Attachment 1 - C

Bylaw Enforcement - New Files as of December 31, 2025

Local Trust Area	2022		2023		2024		2025		2025 Q1		2025 Q2		2025 Q3		2025 Q4*	
	New	%	New	%	New	%	New	%	New	%	New	%	New	%	New	%
Denman	0	0%	5	2%	17	9%	14	8%	3	6%	9	10%	4	7%	2	8%
Gabriola	27	14%	41	19%	68	34%	30	17%	8	16%	15	17%	9	15%	2	8%
Galiano	12	6%	13	6%	8	4%	18	10%	4	8%	8	9%	14	23%	0	0%
Gambier	20	10%	9	4%	3	2%	6	3%	4	8%	2	2%	2	3%	0	0%
Hornby	7	4%	15	7%	10	5%	19	11%	5	10%	6	7%	2	3%	11	42%
Lasqueti	0	0%	1	0%	1	1%	3	2%	0	0%	2	2%	1	2%	1	4%
Mayne	13	7%	16	7%	25	13%	8	5%	2	4%	4	4%	4	7%	2	8%
North Pender	26	13%	25	11%	10	5%	16	9%	5	10%	9	10%	4	7%	2	8%
Saturna	1	1%	1	0%	2	1%	2	1%	1	2%	1	1%	0	0%	0	0%
South Pender	1	1%	2	1%	1	1%	2	1%	2	4%	0	0%	0	0%	0	0%
Salt Spring	86	44%	88	40%	51	26%	52	29%	14	29%	30	33%	14	23%	6	23%
Thetis	2	1%	2	1%	2	1%	7	4%	1	2%	4	4%	6	10%	0	0%
TOTAL	195	100%	218	100%	198	100%	177	100%	49	100%	90	100%	60	100%	26	100%

*2025 Q4 refers to the time that passed between the beginning of Q4 and December 31, 2025

New Files in 2025



Print Date: February 10, 2026

Islands Trust

Attachment 1 - D

Bylaw Enforcement Open Files by ContraventionType as of December 31, 2025

	Contravention Type												
	LTC	Development Permit	Foreshore	Home Occupation	Siting	Soil Bylaw	STVR	Unenclosed Vehicle	Non-Permitted Dwelling	Density	Other Land Use	TOTALS	Percentage
Denman	3	1	3	5		3	0	1	0	6	22	3%
Ballenas-Winchelsea	1	0	0	0		0	0	0	0	0	1	0%
Gabriola	6	33	1	10		9	13	25	0	33	130	19%
Galiano	7	0	0	11		17	2	10	1	6	54	8%
Gambier	2	4	2	30		1	1	2	0	5	47	7%
Hornby	2	1	1	5		21	0	11	2	10	53	8%
Lasqueti		1	0	0		1		1	2	5	10	1%
Mayne	0	1	2	6		20		2	1	9	43	6%
North Pender	13	1	1	5		12	14	15	0	12	73	11%
Salt Spring	34	4	7	19	10	84	4	17	3	36	218	32%
Saturna	0	0	0	1		0	0	0	0	1	2	0%
South Pender	0	0	0	3		0	1	1	0	1	6	1%
Thetis		2	0	1		1	0	1	1	7	13	2%
TOTAL	68	48	17	96	10	169	37	86	10	131	672	100%
Percentage	10%	7%	3%	14%	1%	25%	6%	13%	1%	19%	100%	

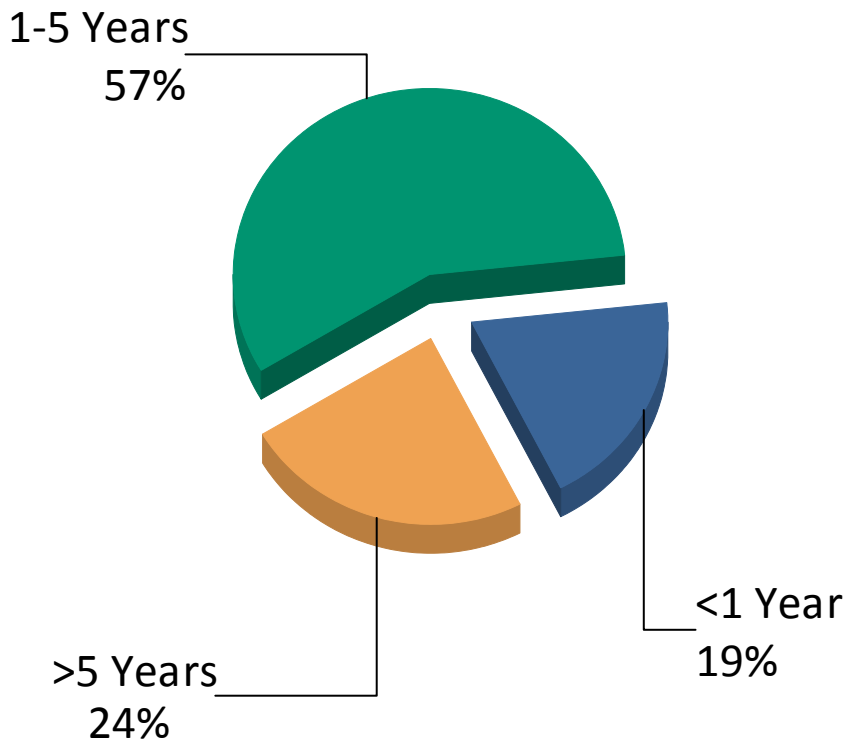
Print Date: February 10, 2026

Attachment 1 - E

Bylaw Enforcement
Length of Time Files Have Been Open
As Of December 31, 2025

Local Trust Area	<1 Year	1-5 Years	>5 Years	Total
Denman	11	10	1	22
Ballenas-Winchelsea	0	1	0	1
Gabriola	19	97	14	130
Galiano	13	24	17	54
Gambier	4	27	16	47
Hornby	15	18	20	53
Lasqueti	3	2	5	10
Mayne	7	32	4	43
North Pender	11	34	28	73
Salt Spring	38	126	54	218
Saturna	0	2	0	2
South Pender	0	5	1	6
Thetis	7	4	2	13
TOTAL	128	382	162	672
Percentage %	19%	57%	24%	

Age of File



Print Date: February 10, 2026

REQUEST FOR DECISION

To:	Trust Council via Executive Committee	**For the Meeting of:**	March 10, 2026
From:	Bruce Belcher, Planner 2	**Date Prepared:**	February 23, 2026

SUBJECT: **Request for Trust Council Sponsorship of Temporary Use Permit Application Fee**

RECOMMENDATION: THAT the Trust Council approve financial sponsorship of $2,282.00 for Temporary Use Permit application MA-PL-TUP-2026-0035.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The attached application for Trust Council sponsorship of development application fees complies with Islands Trust Policy 4.1.xiii.

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1 PURPOSE:

The purpose of the Request for Decision (RFD) is to request the Trust Council to consider the Temporary Use Permit application fee sponsorship application from Campbell Bay Music Festival Society.

2 **BACKGROUND:**

Staff have reviewed the Temporary Use Permit application and determined that the split-zoned Rural (R) and Upland (U) property does not permit the specific proposed outdoor events, so a Temporary Use Permit is required to allow the proposed uses to take place on the property. The Campbell Bay Music Festival Society may be eligible for fee sponsorship for this Temporary Use Permit Application fee as they are a non-profit organization that supports the following Mayne Island Official Community Plan Bylaw No. 144, 2007 (OCP) objectives:

> **Broad Community Objective 1.2 6)** To recognize the important role that varied livelihoods and a vibrant economy play in our community's unique character through the encouragement of economic diversity and a vital local economy.
> **Tourism Objective 4.6.1 3)** to ensure tourism use that is environmentally, economically and civically sustainable, and within the capability of our community's volunteer base which supports or provides most local services and resources.

The applicant paid a fee of **$2,282.00** on February 4, 2026. Please see the attached receipt for the application fee.

The Mayne Island Local Trust Committee approved the Temporary Use Permit for a period of three years by resolution on February 23, 2026.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

None.

FINANCIAL:
Approval of the application for sponsorship would reduce the funds that would otherwise be received from the application fee. Trust Council has allocated funds to cover costs for applications that are approved for sponsorship.

The expenditures against the applications sponsored by the current budget are as below:

Year to Date		
Annual Budget	**Expenditures to Date**	**Unspent Budget**
$15,000.00	$ 6,474.00	$ 8,526.00

POLICY:
The attached application for Trust Council sponsorship of development application fees complies with Islands Trust Policy 4.1.xiii.

IMPLEMENTATION/COMMUNICATIONS:
Staff will inform the applicant of the outcome of their request of the Trust Council and proceed with processing the **Temporary Use Permit** application.

FIRST NATIONS:
None.

OTHER:
None.

4 RELEVANT POLICY(S):
Islands Trust Policy 4.1.xiii

5 ATTACHMENT(S):

1. Temporary Use Permit Application Fee Sponsorship Application Form
2. Fee Payment Receipt

RESPONSE OPTIONS

Recommendation:
THAT the Trust Council approve financial sponsorship of $2,282.00 for Temporary Use Permit application MA-PL-TUP-2026-0035.

Alternative:
THAT the Trust Council not approve financial sponsorship of $2,282.00 for Temporary Use Permit application MA-PL-TUP-2026-0035.

Prepared By: Emily Bryant, Planning Team Assistant
Reviewed By/Date: Bruce Belcher, Planner 2 - 2/24/2026
Kim Stockdill, A/Regional Planning Manager – 2/24/2026

Islands Trust
www.islandstrust.bc.ca
Toll Free: 1-800-663-7867

Victoria Office
200–1627 Fort Street
Victoria, BC V8R 1H8
Telephone: (250) 405-5151
Fax: (250) 405-5155
information@islandstrust.bc.ca
North Pender, South Pender, Galiano, Mayne, Saturna

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Salt Spring Island, BC V8K 2N8
Telephone: (250) 537-9144
Fax: (250) 537-9116
ssiinfo@islandstrust.bc.ca
Salt Spring

Northern Office
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Gabriola Island BC V0R 1X3
Telephone: (250) 247-2063
Fax: (250) 247-7514
northinfo@islandstrust.bc.ca
Gambier, Lasqueti, Hornby, Denman, Gabriola, Thetis, Ballenas-Winchelsea

Development Application Fee Sponsorship Application Form

*Under Islands Trust Policy 4.1.xiii, Trust Council Executive Committee may sponsor development application fees. When applying for sponsorship, please submit this form, or the details in a letter, **with your development application**. Applicants are encouraged to file this form with or after their development application.*

To be eligible for Executive Committee Sponsorship:

- ✓ The applicant is a non-profit agency or organization seeking to establish, expand or modify a facility for the benefit of the community at large and consistent with goals in the Official Community Plan (OCP).
- ✓ The applicant is an established or establishing institution supported by taxpayers that is seeking to establish, expand or modify a community facility. (Potential sponsorship of up to one half of the costs of the application)
- ✓ The applicant seeks to implement specific objectives of an OCP with broad community benefits.

The following are NOT eligible for Executive Committee Sponsorship:

- ✘ The applicant is a registered for-profit corporation under the Corporations Act.
- ✘ The applicant is a non-profit agency or organization seeking to establish, expand or modify a facility that would not benefit the community at large.
- ✘ An applicant claims that he or she cannot afford the cost of the application, and the application would not otherwise qualify for sponsorship or initiation.
- ✘ ALR and Subdivision referral application fees are not eligible.

SECTION 1: APPLICANT INFORMATION

(Please print or type all sections)

Organization Name: Campbell Bay Music Festival Society

Primary Contact: Sandra Henderson

Address: [redacted]

Telephone: [redacted] E-mail: sandra@oldhatarts.ca

Charitable Status Number (If applicable):

Organization Mandate (Attach bylaws, constitution or cite organization website):

https://www.campbellbaymusicfest.com/cbmf-society

https://www.campbellbaymusicfest.com/cbmf-society

Board Members (Name, Position): Richard de Armond, president; Georgia Lloyd-Smith, vice-president;

Jennifer Iredale, Treasurer; Amy Zimmerman, Secretary; Nancy Tam, Nancy Schneider, Chrysta Wallin, Chloe Campbell

Jennifer Iredale, Treasurer; Amy Zimmerman, Secretary; Nancy Tam, Nancy Schneider, Chrysta Wallin, Chloe Campbell

SECTION 2: DEVELOPMENT APPLICATION INFORMATION

Check development application where fee refund is requested:

- ☐ Official Community Plan
- ☐ Zoning Bylaw Amendment
- ☐ Development Permit
- ☐ Development Variance Permit
- ■ Temporary Use Permit
- ☐ Other: _____

Development Application Submitted? ■ Yes ☐ No

Application #: PLTUP20260035

Development Application Fees Paid (Amount): 2282.00

Receipt #: 608-0_602

SECTION 3

Objective of Development Application: A temporary use permit for the use of 281 Village Bay Road as

A host venue for the Longest Day Festival and a range of small-scale community workshops, group activities, and music events on the property. Our goal is to offer inclusive cultural spaces on Mayne Island to contribute to community culture and wellbeing.

Describe how the Development Application furthers official community plan goals: Our application adheres to

Official Community Plan Policy '1.2 6) To recognize the important role that varied livelihoods and a vibrant economy play in our community's unique character through the encouragement of economic diversity and a vital local economy.'

Official Community Plan Policy '1.2 6) To recognize the important role that varied livelihoods and a vibrant economy play in our community's unique character through the encouragement of economic diversity and a vital local economy.'

SECTION 4

I/we declare that all of the above statements and the information contained in the material submitted in support of the application are to the best of my/our knowledge true and correct.

Printed Name: [redacted]

Signature: [redacted] Date: 12 Feb 2026

Contact Information (e-mail and/or phone): sandra@oldhatarts.ca

INFORMATION TO BE COMPLETED BY ISLANDS TRUST

Date of Executive Committee Consideration: _____ Decision: _____

Financial Details: _____

Fee Refunded: _____

Organization Charitable Status Number: _____

LTC Notified (Date): _____

Applicant Notified (Date): _____

Islands Trust
Suite 200, 1627 Fort St.
Victoria, BC V8R 1H8
(250) 405 - 5151

RECEIPT OF PAYMENT

Receipt Number:	20260016
Receipt Date:	February 04, 2026
Date Paid:	February 04, 2026
Full Amount:	$2,282.00

Payment Details:	**Payment Method**	**Amount Tendered**	**Check Number**
	Credit Card	$2,282.00	

Amount Tendered:	**$2,282.00**
Change / Overage:	$0.00
Contact:	Amy Zimmerman, Address [redacted]

FEE DETAILS

Fee Description	**Reference Number**	**Amount Owing**	**Amount Paid**
Mayne - TUP (Residential/Commercial/Industrial)	PLTUP20260035	$0.00	$2,282.00

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 11, 2026
From:	Regional Planning Committee	**Date Prepared:**	February 13, 2026
SUBJECT:	Bylaw Compliance & Enforcement Policy Review – Draft Policy 5.5.1 and Manual		

RECOMMENDATION:

1. **THAT Trust Council approve the:**
   a. **Revised Bylaw Compliance and Enforcement Policy 5.5.1;**
   b. **Revised Bylaw Compliance and Enforcement Best Practices Manual; and**
   a. **The Bylaw Compliance & Enforcement Policy Review and Portal Implementation Plan,**
   As attached to the Request for Decision dated February 13, 2026.

CAO COMMENTS: The Bylaw Compliance and Enforcement Policy and Best Practices Manual have undergone several rounds of review and revision and are recommended for adoption. The Implementation Plan provides for early staff training and communications, and establishes a process for regular reporting to Trust Council to support ongoing monitoring, adaptation, and continuous improvement.

1. PURPOSE

To present the draft Trust Council Bylaw Compliance and Enforcement Policy (Policy 5.5.1) and the draft Bylaw Compliance and Enforcement Best Practices Manual ("Manual") for final consideration and adoption in accordance with the Implementation Plan.

2. BACKGROUND

On February 6, 2026, the Regional Planning Committee carried the following resolution:

That Regional Planning Committee endorse and refer to Trust Council:
   a. The revisions to draft Bylaw Compliance and Enforcement Policy 5.5.1 as shown in the draft attached to the Request for Decision dated January 29, 2026,
   b. The draft Bylaw Compliance and Enforcement Best Practices Manual, and
   c. The Bylaw Compliance & Enforcement Policy Review and Portal Implementation Plan

The endorsed Policy, Manual, and Implementation Plan are attached to this Request for Discussion (RFD).

Additional background information and discussion are provided in the attached RFD submitted to the Regional Planning Committee, dated January 29, 2026 (Attachment 1).

3. NEXT STEPS

- September 2026: Trust Council to receive report on monitoring and evaluation.
- Semi-annual reporting on approved performance metrics.

4. ALTERNATIVES

- That Trust Council request revisions to the Policy, Manual, and/or the Implementation Plan.

5. ATTACHMENT(S):

1) Request for Decision dated January 26, 2026
    1. Draft TC Policy 5.5.1 - Bylaw Compliance and Enforcement Policy – Blacklined Version
    2. Draft Bylaw Compliance and Enforcement Best Practices Manual
    3. Project Charter v.3
    4. Implementation Plan
    5. Draft Communications Material (Project Summary; Project At A Glance; FAQ)

Prepared By: **Stefan Cermak, Director of Planning Services**

Reviewed By/Date: **CAO / February 18, 2026**

REQUEST FOR DECISION

To:	Regional Planning Committee	**For the Meeting of:**	February 6, 2026
From:	Planning Services	**Date Prepared:**	January 29, 2026

SUBJECT: Bylaw Compliance & Enforcement Policy Review – Draft Policy 5.5.1 and Manual

RECOMMENDATION:

1. **THAT Regional Planning Committee endorse and refer to Trust Council:**
   a. **The revisions to draft Bylaw Compliance and Enforcement Policy 5.5.1 as shown in the draft attached to the Request for Decision dated January 29, 2026,**
   b. **The draft Bylaw Compliance and Enforcement Best Practices Manual, and**
   c. **The Bylaw Compliance & Enforcement Policy Review and Portal Implementation Plan.**

DIRECTORS COMMENTS: The Bylaw Compliance and Enforcement Policy and Best Practices Manual have been revised several times and are recommended for forwarding to Trust Council for adoption. The Implementation Plan ensures early training and communications and develops a process of regular reporting to Trust Council allowing for future adaptations and improvement.

1. PURPOSE

To bring back draft Trust Council Bylaw Compliance and Enforcement Policy (Policy 5.5.1) and the draft Bylaw Compliance and Enforcement Best Practices Manual ('Manual') for consideration of revisions and referral to Trust Council for adoption.

To review an Implementation Plan that integrates two key initiatives: the comprehensive review and update of Islands Trust's Bylaw Compliance and Enforcement Policy and Manual, and the implementation of the Bylaw Enforcement Portal using Cityview software.

2. BACKGROUND

In September 2023, Trust Council directed that "the recommendations from the Office of Ombudsperson Report titled: 'Voluntary Consultation on Bylaw Enforcement Policies and Practices within the Islands Trust', dated August 2023, be implemented, and that staff develop an associated work plan and project charter and refer to the Regional Planning Committee."

In September 2024, Trust Council received an update regarding the project so that Council may comment on the direction that Regional Planning Committee (RPC) was taking. Trust Council approved the project charter amendments which added the LTC Bylaw Compliance and Enforcement Template, and endorsed "the continuation of drafting amendments to Trust Council Bylaw Compliance and Enforcement Policy (Policy 5.5.1) and provide Regional

Planning Committee direction to create a plain language version of the Bylaw Compliance and Enforcement Best Practices manual."

Trust Council Policy 5.5.1 (Bylaw Compliance and Enforcement) provides direction to staff on bylaw enforcement processes, procedures, and communications. The Bylaw Compliance and Enforcement Best Practices Manual is intended to be a public facing document that will describe enforcement policies and practices in plain language.

As directed, the Regional Planning Committee has been reviewing and updating both the policy and the Manual. At meetings in January, February, May, and July Regional Planning Committee worked through revisions to Policy 5.5.1 (attachment 1) and the draft Manual (attachment 2), with both referred to the Office of the Ombudsperson for comment following the May meeting.

At the July 18, 2025 meeting, RPC reviewed feedback from the Office of Ombudsperson, and made some revisions based on suggestions from the Office of the Ombudsperson. The Office of the Ombudsperson staff did raise the involvement of local trust committees in the draft policy, specifically in the policies stating that LTCs can direct the closing of investigations and the prioritization of investigations. Staff recommended that these policies could be supported based on the unique nature of the Islands Trust and that the policies establish a framework for how LTCs may be involved. RPC agreed and Draft Policy 5.5.1 was endorsed by RPC at the July meeting and forwarded to Trust Council.

At the Trust Council meeting in September 2025, Council reviewed the Policy and the Manual and endorsed both documents, along with a resolution referring the "health and safety issues" wording in Policy 5.5.1 back to the Regional Planning Committee for discussion for potential wording amendments based on the Ombudsperson's recommendations.

Staff have reviewed the policy wording and have attached a marked-up version which:

- Provides alternate wording for the policies related to health and safety (specifics discussed below)
- Adds references to the "BC Public Service Standards of Conduct" in two sections which address officers' approach to conduct and review of conduct.
- Adds a policy (6.1.6) authorizing officers to close files where a mediated solution addresses concerns.

There are six occurrences in the draft policy that reference "health and safety issues":

- 2.2.3: Commencing investigations ["appear to cause health and safety issues"]
- 3.13: Issuing a ticket immediately ["an immediate threat to health or safety or the natural environment"]
- 5.1: Other potential contraventions observed during site inspection ["an immediate risk to public health, safety, or the environment"}
- 5.2: Entry Without Notice ["address urgent concerns about health, safety, or the environment"]
- 5.3: Legal Compliance and Fairness ["issues that pose a risk to health, safety or the environment."]
- 7.1.2: Prioritizing investigations ["where there are health and safety concerns"]

All instances in the current draft use slightly different wording and relate to different stages of the investigation or enforcement process. In reviewing the current wording and implications, staff are recommending revisions to use wording based on legal and policy principles derived from legislation and case law:

- "Immediate threat" sets a higher, stricter bar for action (particularly entry without notice). This implies a high degree of urgency and imminence; harm is occurring now, or will happen very soon, and delay is likely to make the harm worse or irreversible. This term is used to justify the actions, such as no-notice entry onto a property under the legal doctrine of "exigent circumstances."

- “Significant risk" is a broader term that suggests a high potential for substantial harm, but the harm itself may not be occurring *right now*. It can encompass both immediate threats and situations where a serious potential for future harm exists if the underlying issue is not addressed in a timely manner. This term is recommended to justify initiating an investigation or requiring corrective actions more quickly than routine matters. It provides more flexibility for officers to prioritize and investigate serious matters, but they would generally still be expected to follow standard procedures, such as providing notice.

- Decisions related to these policies should be based on “reasonable grounds”; “reasonable grounds” is an objective standard, meaning a reasonable person, fully informed of the circumstances, would conclude that the action is warranted based on credible facts and information, not mere suspicion.

Based on these principles, staff are recommending the following changes (shown in track changes in the attached draft):

1. 2.2.3 - this policy provides grounds to proactively open files without a complaint. Staff are recommending that this be based on “reasonable grounds” that there is “significant risk” as there is not necessarily an immediate and urgent threat. This allows a file to be opened, but notice would still be provided for an inspection.
2. 3.13 – this policy relates to issuance of tickets without progressive enforcement. While circumstances may vary, staff recommend that issuance of a ticket without pursuing the steps of voluntary compliance should be reserved for urgent situations and thus based on “immediate threat”.
3. 5.1 – this policy relates to other contraventions observed during an unrelated site visit. As this could be more or less urgent, staff are recommending that the standard applied be “significant risk”.
4. 5.2 – as this policy relates to entry without notice, staff are recommending the higher standard of “immediate threat”. Where the threat is not immediate, notice should be provided.
5. 5.3 – this policy repeats the standard for a contravention observed during an unrelated investigation and the same wording is recommended.
6. 7.1.2 – this policy establishes grounds for prioritizing investigations. Staff are recommending that, like in policy 2.2.3, this be based on the more flexible “significant risk” grounds.

Based on common principles, the above changes would establish consistent wording, appropriate approaches, and objective standards.

Minor corrections have also been made to the Manual.

Previous versions of the policy and associated RFDs may be found on the project webpage at: https://islandstrust.bc.ca/island-planning/general-resources/bylaw-compliance-and-enforcement/bylaw-enforcement-review-project/.

Implementation Plan

Staff have drafted an Implementation Plan (attachment 4) that integrates two key initiatives: the comprehensive review and update of Islands Trust's Bylaw Compliance and Enforcement Policy and Manual, and the implementation of the Bylaw Portal using Cityview software. Together, these initiatives modernize how bylaw compliance is managed, improving consistency, transparency, efficiency, and public understanding.

The implementation will be phased across communication, training, go-live, and monitoring to ensure successful adoption.

Internal communications (all drafted, scheduled, or complete) include:

- A summary of key policy and manual changes and Bylaw Portal functions
- Brief senior leadership and managers to support staff
- Distribute internal communications (emails, memos, FAQs)
- Introduce changes at a Planning Services professional development day

Staff training (all drafted or scheduled):

- Develop and deliver updated training materials
- Provide hands-on practice using new CityView tools
- Deliver training sessions for all staff involved in enforcement
    - Note that that all Bylaw Compliance and Enforcement staff have recently completed the "Building a Respectful and Inclusive Workplace" training program which includes developing self-awareness, promoting trust, developing inclusive language and creating an intentional culture.

External Communication (mostly drafted except "cheat sheets" and standard site inspection reports):

- Prepare website updates, social media content, and public FAQs
- Coordinate timing with Trust Council adoption and CityView rollout
- Prepare trustee communication tools, including decision "cheat sheets" and standard site inspection reports

Measuring the projects effectiveness, efficiency, fairness, and communication outcomes over time includes (forms and tracking sheets drafted):

- Tracking metrics such as complaint resolution time, percentage of voluntary compliance, percent of appeals or reversals, volume of standards of conduct complaints, frequency of repeat or vexatious complaints, volume of public enquiries and web engagement, and staff workload
- Report semi-annually to Trust Council (Fall and Spring – with other enforcement updates). Adjust as needed based on lessons learned

Draft communications are attached and include a "project at a glance" to assist with social media, a project summary to assist with website content and broader communications, and a Frequently Asked Questions (FAQ).

3. NEXT STEPS

- March 2026: Trust Council consider adoption of the Policy and Manual
- September 2026: Trust Council receive report on monitoring and evaluation
- Semi-annual reporting on approved metrics

- Draft:
    - LTC specific decision making "cheat sheets"
    - Review and standardize site inspection forms for standard reporting to LTCs

4. ALTERNATIVES

1. That RPC not accept the recommended changes and refer the Draft Policy to Trust Council without changes.
2. That RPC request further revisions to the 'health and safety issues' wording and refer the Draft Policy back to staff.
3. That RPC request revisions to the policies authorizing LTCs to direct the commencing, prioritizing, or closing of investigations to remove or reduce the involvement of LTCs in bylaw enforcement.
4. That RPC request revisions to the Implementation Plan.

5. ATTACHMENT(S):

1) Draft TC Policy 5.5.1 - Bylaw Compliance and Enforcement Policy – Blacklined Version
2) Draft Bylaw Compliance and Enforcement Best Practices Manual
3) Project Charter v.3
4) Implementation Plan
5) Draft Communications Material (Project Summary; Project At A Glance; FAQ)

Prepared By: **Robert Kojima, Regional Planning Manager**

Stefan Cermak, Director of Planning Services

Policy:	5.5.1
Approved By:	Trust Council
Approval Date:	March 11, 1995
Amendment Date(s):	June 6, 1997; June 6, 1998; June 13, 2003; December 5, 2003; December 10, 2004; June 17, 2005; March 10, 2006; March 13, 2019, December 2, 2021: XXXX, 2026
Policy Holder:	Director of Planning Services

BYLAW COMPLIANCE AND ENFORCEMENT

Purpose

The purpose of the bylaw compliance and enforcement program is to support the object of the Islands Trust to preserve and protect the Trust Area and its unique amenities and environment for the benefit of residents of the Trust Area and of the province generally by ensuring compliance with local trust committee bylaws.

Guiding Principles

The following principles are intended to align with the mandate of the Islands Trust, adhere to the best practices outlined by the BC Office of the Ombudsperson, and ensure procedural fairness in all enforcement actions:

1. **Fairness and Impartiality**: Apply bylaws consistently, ensuring decisions are unbiased and equitable for diverse island communities.
2. **Transparency and Communication**: Provide clear, accessible information about enforcement policies, processes, and outcomes with understandable and meaningful reasons for the decision(s) made throughout the bylaw investigation and enforcement process to foster trust and understanding.
3. **Focus on Education and Compliance**: Emphasize public education and voluntary compliance with bylaws.
4. **Procedural Fairness**: Ensure timely notification of alleged infractions, offer opportunities to Respondents to be heard throughout the process, and guarantee unbiased decision-making.
5. **Proportionality and Discretion**: Tailor enforcement actions to the severity and context of the infraction, with a focus on voluntary compliance.
6. **Efficiency**: Prioritize significant violations that impact environmental sustainability or community safety, while streamlining processes for minor cases.
7. **Engagement and Inclusivity**: Collaborate with island communities to ensure enforcement practices reflect local values and consider marginalized populations.
8. **Accountability and Oversight**: Regularly review enforcement activities and maintain oversight to uphold public confidence and encourage local trust committees to update and align bylaws and to identify opportunities to make bylaws clear and coherent.
9. **Respect for Privacy**: Safeguard the confidentiality of Complainants and individuals involved in enforcement actions, in compliance with privacy laws.
10. **Administrative Fairness**: Ensure that standards of conduct complaints are addressed in a fair, equitable, and timely manner in accordance with the principles of administrative fairness.
11. **Cultural Safety**: Demonstrate a commitment to cultural safety for all those involved in bylaw compliance and enforcement.

Roles and Responsibilities

Islands Trust Council provides overall policy direction, approves budgets, and reviews performance through regular reporting.

Executive Committee provides oversight of enforcement across all local trust areas, and approving funding for litigation when requested by local trust committees.

Local trust committees (LTC) adopt and amend bylaws and are authorized to direct enforcement of their bylaws, ensuring that bylaws reflect community values through adoption of specific LTC enforcement policies and direction to staff on significant cases and potential litigation.

Local Trustees represent the interests and concerns of their constituents and may be asked to provide information to Complainants or Respondents, but are not directly involved in bylaw enforcement investigations.

Members of the public and Complainants are encouraged to submit accurate complaints in good faith, engage respectfully with staff, and uphold the confidentiality of enforcement processes.

Bylaw Compliance and Enforcement Officers (Officers) are responsible for investigating complaints, communicating clearly with Respondents, determining if there is a contravention, and applying progressive enforcement actions proportionally, with an emphasis on education and compliance.

The Manager of Bylaw Compliance and Enforcement (Manager) is responsible for the overall administration of the bylaw enforcement program, including supervising bylaw compliance and enforcement officers, ensuring adherence to policies and procedures, and providing expertise on complex or sensitive cases. The Manager coordinates with other departments, ensures alignment with legal and regulatory requirements, and reports on enforcement activities to senior management and elected officials.

Senior Management ensures staff have the resources and training needed for effective enforcement, facilitates communication among interested and affected parties, oversees adherence to policy, and reviews complaints regarding the conduct of Bylaw Compliance and Enforcement Officers.

Planners and **Regional Planning Managers** assist in the interpretation of bylaws and ensuring consistency with planning objectives. They support enforcement officers by providing information on the intent and application of bylaws, and contribute to resolving compliance issues by providing compliance options to Respondents and local trust committees.

Legal Counsel supports local trust committees and staff by providing legal opinions on interpretation, advice on potential litigation, and representation in cases of litigation.

A. Definitions

1. *Bylaw Notice* means a ticket, with penalty, issued under the *Local Government Bylaw Notice Enforcement Act.*
2. *Determination Letter* means written decision provided to respondents on the outcome of an investigation summarizing supporting evidence, actions to achieve voluntary compliance, consequences of non-compliance, and information on the Respondent's rights to respond or dispute the determination.
3. *Discretion in Administrative Decision-making* means the application of the power to choose between two or more possible courses of action using professional judgment and expertise
4. *Frivolous complaint* means a complaint not having any serious purpose or value, often lacking in merit.
5. *Long-form information* means a complaint sworn before a Provincial Court judge by a bylaw

compliance and enforcement officer.

6. *Notice Letter* means a written document sent to a Respondent once an investigation file is opened summarizing the potential violation and providing contact information for the assigned officer.
7. *Respondent* means those responding to allegations of bylaw contraventions.
8. *Vexatious complaint* means a complaint made for retaliatory reasons or in bad faith and intended to cause harassment, or otherwise forms part of a pattern of conduct by the Complainant that amounts to an abuse of the complaint process.

B. Policy

1. OBJECTIVE

1.1 The objective of this policy is to establish clear procedures, expectations and standards for Islands Trust's bylaw compliance and enforcement program. The goal of the bylaw compliance and enforcement program is to achieve bylaw compliance through a combination of education, mediation and enforcement techniques. Bylaw compliance is primarily sought through an attempt to achieve voluntary compliance by a commitment to corrective action as soon as reasonably possible, and the cessation of bylaw contravention.

2. COMMENCING INVESTIGATIONS

2.1 Complaint-based investigations are commenced as follows:

2.1.1 Complaints must be made in writing, by email, through an on-line complaint form or portal, by mail, or delivered in-person. Staff can assist individuals who may need assistance with writing a complaint.

2.1.2 Anonymous complaints are not accepted.

2.1.3 Complaints meeting the definition of a frivolous, repeat, or vexatious complaint are not accepted.

2.1.4 All written complaints will be acknowledged in writing by the administrative assistant within 2 to 10 business days and recorded.

2.2 ~~Where a written complaint has not been received, i~~Investigations may be commenced proactively, where a written complaint has not been received, in one or more of the following circumstances:

2.2.1 By direction of a local trust committee;

2.2.2 Bylaw contraventions appear to occur in setbacks from water bodies or in development permit areas;

2.2.3 There are reasonable grounds to consider that ~~B~~bylaw contraventions appear to cause a significant risk to health ~~and~~ or safety ~~issues~~;

2.2.4 Bylaw contraventions appear to occur as part of a building permit process or other permitting process administered by a local government or Islands Trust siting and use permit applications;

2.2.5 A referral is received from a permitting agency that identifies alleged bylaw contraventions; or

2.2.6 Advertising of unlawful uses.

3. INVESTIGATION AND PROGRESSIVE ENFORCEMENT

3.1 After receiving a complaint, it will be reviewed to determine whether or not it potentially falls within the local trust committee's jurisdiction.

3.2 A complaint that does not fall within the jurisdiction of a local trust committee may be referred to another agency with jurisdiction or the Complainant may be directed to the agency with jurisdiction.

3.3 If a complaint involves potential impacts to cultural heritage, all First Nations with rights and title in the consultative areas database will be notified.

3.4 If the Manager determines that there is no potential violation, the Complainant will be informed and given the opportunity to provide more information.

3.5 If the Manager determines that there is a potential violation, a file is opened, and the Respondent will receive a Notice Letter, providing a summary of the issue, contact details of the assigned officer, and encouraging the Respondent to contact the officer. The Complainant will be notified that a file has been opened.

3.6 The Officer will investigate the potential violation, including:

- 3.6.1 Reviewing all relevant bylaws, policies, and procedures.
- 3.6.2 Arranging a site inspection. Site inspections will be conducted in accordance with the policies in Section 4 below.
- 3.6.3 Hearing from the Respondent and potentially from the Complainant.
- 3.6.4 Reviewing evidence, including evidence gathered from a site inspection, the Respondent, relevant bylaws, or other sources.
- 3.6.5 Reviewing all relevant infraction and legal history.
- 3.6.6 Consulting with the Manager, planners, and Regional Planning Manager.
- 3.6.7 Reporting potentially problematic, inconsistent or contentious issues to the LTC.
- 3.6.8 Seeking legal advice where required.

3.7 Based on the outcome of the investigation, the officer will make a determination if there is a contravention.

3.8 Respondents will be notified in writing of the determination of an investigation. A Determination letter will include:

- 3.8.1 The purpose of the letter, referencing any relevant investigations or prior communications.
- 3.8.2 The Respondent's name, address, and the property address involved.
- 3.8.3 Specific bylaw regulation(s) violated and summarize supporting evidence, including facts and documentation.
- 3.8.4 Outline actions to achieve voluntary compliance, along with reasonable deadlines and monitoring processes.
- 3.8.5 Potential consequences of non-compliance and information on the Respondent's rights to respond or dispute the determination.
- 3.8.6 The Officer's contact details and any resources to assist with compliance.
- 3.8.7 Copies of supporting evidence.

3.9 A Respondent may request that a determination of a contravention be reviewed by the Manager.

3.10 Complainants may request a review of a file by the Manager where the investigation has determined that there is no contravention.

3.11 If either a Respondent or Complainant is not satisfied with the review of a determination by the Manager, a written complaint may be submitted to the Director of Planning Services. The Director may make a determination singly or in consultation with the relevant Regional Planning Manager and planner.

3.12 Voluntary compliance may involve a Respondent requesting time to comply; or requesting that enforcement be paused, subject to local trust committee policies, while proceeding with an application that would have a reasonable likelihood of success in legalizing the contravention.

3.13 Where a local trust committee has adopted a Bylaw Enforcement Notification Bylaw, an officer may issue a Bylaw Warning Notice or a Bylaw Violation Notice where:

~~3~~3.13.1 ~~and v~~Voluntarily compliance is not forthcoming within a reasonable time~~., or~~

3.13.2 There are reasonable grounds to believe there is an immediate threat to health~~, or~~ safety, or the natural environment~~.~~

3.13.3 ~~or a~~An LTC has adopted a relevant enforcement policy~~. an officer may issue a Bylaw Warning Notice or a Bylaw Violation Notice.~~

~~3.13~~3.14 Where Bylaw Enforcement Notices have proven ineffective in achieving compliance, or where a local trust committee has not adopted a Bylaw Enforcement Notification Bylaw, or where a contravention is considered sufficiently egregious, an officer may recommend that a local trust committee undertake legal action to achieve compliance.

~~3.14~~3.15 Complainants can request information about an open bylaw enforcement file at any time. The Complainant will be updated by the Bylaw Compliance and Enforcement Officer if:

~~3.14.1~~3.15.1 The file is put on hold, along with the reason for this action.

~~3.14.2~~3.15.2 The local trust committee has made a decision regarding the file.

~~3.14.3~~3.15.3 The file has moved to litigation at which time the identity of the Complainant may become public information.

~~3.14.4~~3.15.4 The file is closed.

4. INVESTIGATIVE APPROACH AND CONDUCT

4.1 Bylaw Compliance and Enforcement Officers, staff, and managers will uphold the BC Public Service Standards of Conduct~~principles of accountability, impartiality, integrity, protection, respectfulness and service~~, to complement the required skills, education, and behavioral competencies listed in job profiles and within the Oath of Employment.

4.2 Bylaw Compliance and Enforcement Officers, staff, and managers shall develop, maintain, and apply skills such as control of non-verbal communications, active listening, and building rapport with constituents.

4.3 When determining the appropriate and fair investigative approach and enforcement actions, the Officer should consider each person's unique circumstances. This includes:

4.3.1 Conducting investigations with an understanding of the specific context and circumstances of the individual or property owner involved.

4.3.2 Respecting cultural differences, demonstrate cultural humility, provide accommodations for individuals with disabilities, and ensure accessibility for those facing language barriers during the investigative process.

4.3.3 Ensuring investigations are proportionate to the nature of the complaint and violation, considering factors such as the person's ability to comply, any hardships they may face, and their willingness to cooperate.

4.3.4 Exercising discretion when determining the scope and approach to an investigation, providing flexibility such as extended timelines or alternative solutions when warranted by an individual's circumstances.

4.3.5 Ensuring investigations will be free from bias or discrimination based on race, gender, age, disability, socio-economic status, or other protected characteristics.

5. SITE INSPECTIONS

5.1 **Entry with Notice:** When entry onto private property is required to investigate a bylaw complaint, officers will provide prior written notice to the property owner or occupier, except in cases described below. Notice will include the purpose of the visit, applicable

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authority under provincial legislation, bylaws and policies, and proposed timing consistent with legislation, bylaws, and policies adopted by the local trust committee.

Entry will occur only during reasonable hours, with efforts to minimize disruption and ensure respect for the property and its occupants. Investigations will focus exclusively on the specific alleged bylaw contraventions outlined in the complaint unless ~~other~~ observations provide the officer with reasonable grounds to believe that the situation may pose a~~n immediate~~ significant risk to ~~public~~ health, safety, or the environment. Officers should answer reasonable questions related to the purpose of the visit and the bylaw complaint investigation process.

5.2 **Entry without Notice:** In exceptional circumstances, where prior notice is not feasible or where immediate entry is required as there are reasonable grounds to believe that the failure to enter may result in immediate threat to ~~to address urgent concerns about~~ health, safety, or the environment, officers may enter property as authorized under the *Local Government Act*. Officers will document the justification for entry without notice, specifying the urgency and applicable legal authority, and will notify the property owner or occupier as soon as practicable following the visit.

5.3 **Legal Compliance and Fairness:** Property entries will comply with the *Charter of Rights and Freedoms*, applicable provincial legislation, and local trust committee bylaws and policies. To ensure fairness, investigations will be limited to the specific subject matter of the complaint except where the officer has reasonable grounds to believe that the situation may ~~observes issues that~~ pose a significant risk to health, safety or the environment.

5.4 **Documentation:** Bylaw Compliance and Enforcement Officers will maintain records of all property entries, including notice provided (or reasons for its omission), observations made, and actions taken.

5.5 **Reasonableness and Accountability:** Property entry practices will aim to balance enforcement needs with respect for individual privacy and property rights. Officers will act reasonably and proportionately, prioritizing voluntary compliance and education wherever possible.

6. CLOSING INVESTIGATIONS

6.1 Bylaw investigation files will be closed in the following circumstances:

6.1.1 It is determined that no contravention exists;

6.1.2 Compliance has been achieved;

6.1.3 On direction of a local trust committee; or

6.1.4 If the Director of Planning Services concurs with the Manager that the contravention is of a minor nature, impacts are minimal, or it is not in the public interest to enforce.

6.1.5 Complainants may request that the closing of a file be reviewed by another Bylaw Compliance and Enforcement Officer or the Manager.

6.1.6 If the Officer has facilitated a mediated solution between the parties that satisfactorily addresses the concerns, even if a contravention may remain, except in cases where the contravention ~~poses a risk to~~involves health, safety, or the environment.

6.2 Respondents, Complainants and the local trust committee will be notified in writing when

a file has been closed and the reason for closing the file.

6.3 Bylaw investigation files will not be reopened once closed. If a similar complaint is made a new investigation will be commenced.

7. PRIORITY OF INVESTIGATION

7.1 As bylaw enforcement resources are limited, investigations will be prioritized as follows:

- 7.1.1 By specific direction of a local trust committee;
- 7.1.2 Where there are reasonable grounds to consider there is a significant risk to ~~are~~ health ~~and~~ or safety ~~concerns~~;
- 7.1.3 Where adverse environmental impact ~~that~~ could result in irreversible damage if not prevented in a timely fashion; and
- 7.1.4 Other contraventions of land use bylaws and other bylaws.

8. VOLUNTARY COMPLIANCE AND MEDIATION

8.1 Efforts to gain compliance should be conducted using the principles and techniques employed in mediation in a process to:

- 8.1.1 Provide full information and exchange of information;
- 8.1.2 Confirm facts;
- 8.1.3 Explore opportunities for compliance;
- 8.1.4 Negotiate a timeline for compliance;
- 8.1.5 Reach compliance solutions.

9. REVIEWING THE CONDUCT OF BYLAW COMPLIANCE AND ENFORCEMENT OFFICERS

9.1 A person concerned about the conduct of a Bylaw Compliance and Enforcement Officer, who is unable to resolve the concern with the officer or informally with the Manager, may submit a written complaint to the Manager.

9.2 If the person is not satisfied with the response of the Manager, or the complaint involves the Manager, a review may be requested by submitting a request in writing to the Director of Planning Services.

9.3 Complaints may be submitted by email or mail, setting out the issue or concern, providing any evidence, and any remedies requested. Complaints will be recorded, and confidentiality and privacy protected.

9.4 Written complaints will be acknowledged within 10 business days, and acknowledgements will include information about who will be reviewing the complaint, contact information, a summary of the review process, and an estimated timeline.

9.5 Complaints will receive a preliminary assessment, the reviewing staff person will contact the Complainant to obtain any additional information, and seek early resolution where possible.

9.6 Assessment of complaints will be guided by principles of administrative fairness, as outlined in Policy 7.1.1 (Administrative Fairness Principles), and the BC Public Service Standards of Conduct, ~~-~~and be conducted in a fair, timely and impartial manner.

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9.7 Investigation of complaints should: define the issue or concern, gather evidence, maintain confidentiality, notify all affected persons, hear from all relevant persons, adhere to a timeline, and include an assessment of any risks. All steps in the investigation shall be documented, including all evidence gathered and considered.

9.8 The staff member conducting the investigation shall provide a written summary of the issues raised by the Complainant, how the investigation was conducted, the evidence considered, analysis in the context of standards and policies, the conclusion, reasons for the conclusion, and any actions taken or proposed to be taken.

9.9 The Complainant should be given an opportunity to comment on preliminary conclusions, and be given any information about appeal of the conclusions.

9.10 The written summary and conclusions shall be provided to the Complainant, affected staff member(s), and shall be filed.

9.11 Resolution of complaints may include:

9.11.1 A more detailed explanation of the officer's actions;
9.11.2 Reconsideration of a decision, cancellation of a penalty, or closing of a file;
9.11.3 Recommended changes to policies and procedures;
9.11.4 Acknowledgement of an error and an apology; and
9.11.5 A conclusion that the officer's conduct was proper.

9.12 If the Respondent is not satisfied with the Director's response, a formal administrative fairness complaint may be submitted under the Islands Trust 'Handling of Administrative Fairness Complaints' policy.

9.13 The Director may determine that a person who makes repeated, unfounded and vexatious complaints about the conduct of an officer or Manager be notified that no further submissions will be accepted from them on the subject of a specific investigation**,** and will be directed to other avenues, including but not limited to, the Office of the Ombudsperson.

10. BYLAW ENFORCEMENT NOTICES AND DISPUTE ADJUDICATION

10.1 Local trust committees wishing to establish a Bylaw Enforcement Notice and Dispute Adjudication system must adopt a Bylaw Enforcement Notification (BEN) Bylaw which:

10.1.1 Designates the bylaw contraventions that may be dealt with by a bylaw notice;
10.1.2 Establishes the amount of the administrative penalty for each contravention;
10.1.3 Sets the period within which a recipient may pay the administrative penalty or dispute a bylaw notice/request a review;
10.1.4 Establishes a bylaw notice dispute adjudication system; and
10.1.5 Establishes and designates screening officers.

11. LEGAL ACTION

11.1 If a bylaw contravention does not cease or if compliance is not achieved, a Bylaw Compliance and Enforcement Officer may make recommendations to the local trust committee, including taking civil action or closing the investigation without compliance.

11.2 Immediate legal action may be recommended to local trust committees if impacts of a bylaw contravention pose serious risk to persons or the environment.

11.3 *Offence Act* prosecutions may be recommended to a local trust committee under the following conditions:

11.3.1 Offence Act prosecutions are to be used only for serious land use permit contraventions;

11.3.2 A long-form information may be sworn only after approval by a local trust committee;

11.3.3 Executive Committee has approved legal funding for the prosecution; and

11.3.4 The long-form information has been reviewed and prepared by legal counsel.

12. LOCAL TRUST COMMITTEE ENFORCEMENT POLICIES

12.1 Local trust committees may adopt discretionary enforcement policies or procedures applying within a Local Trust Area. LTC policies should be consistent with Trust Council Policy and the legislated authority of the LTC. In adopting an enforcement policy, an LTC should consider the following:

12.1.1 Prioritizing or deferring enforcement based on scarce resources, the impacts of certain types of contraventions, and community priorities;

12.1.2 Establishing procedures and timing for property inspections, with LTCs defining the notice period;

12.1.3 Enforcement of types of contraventions without complaint;

12.1.4 The length of time for Respondents to comply, timing for issuing of Bylaw Warning Notices, and timing for issuance of Bylaw Violation Notices;

12.1.5 Discretion in closing files, including the nature and urgency of the complaint or alleged contravention, the circumstances of the Respondent, and the impact of the contravention on the Complainant and community;

12.1.6 Regular reporting to the LTC on open files; and

12.1.7 Communications between trustees and the Manager.

13. BYLAW NOTICE DEBT

13.1 Debts incurred as the result of default on bylaw notices are payable to Trust Council and they may be cancelled if the Director of Planning Services and the Manager of Bylaw Compliance and Enforcement concur that contraventions on the subject property no longer exist, and/or it is not in the interest of Islands Trust to pursue the debt.

14. CONFIDENTIALITY

14.1 Information in regards to a Complainant is kept confidential. However, confidentiality cannot be guaranteed should litigation proceed or where a request for information is received under the *Freedom of Information and Protection of Privacy Act*.

15. FRIVOLOUS, REPEAT, OR VEXATIOUS COMPLAINTS

15.1 A complaint that is made in bad faith or for vexatious and retaliatory purposes may not be acted upon if the Director of Planning Services and the Manager of Bylaw Compliance and Enforcement concur that it meets the definition of a vexatious complaint.

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15.2 Complaints that form a pattern of conduct by a Complainant that amounts to an abuse of the complaint process may not be acted upon.

15.3 The Manager may refuse to open a file for a complaint considered to be frivolous or repeat complaint about the same issue.

15.4 In any of the above instances, the Complainant will be notified that no further submissions will be accepted from them on the subject of the complaint, the reason for it, may be advised of the circumstances under which it may be reconsidered, and that this does not prevent the Complainant from making complaints on different matters.

16. LOCAL TRUST COMMITTEES, TRUST COUNCIL, AND TRUSTEES ROLES

16.1 The local trust committee will be notified when a bylaw investigation file is opened, the notification will include the type of contravention and the street name where it is alleged to be occurring, but the name and address of the Complainant and alleged violator will not be included in the notification.

16.2 Local trust committees will be notified when a bylaw investigation file has been closed.

16.3 Trustees may make a written complaint alleging a bylaw contravention.

16.4 Local trust committees and trustees will not be involved in the investigation of a complaint, the preparation of bylaw enforcement reports, the issuance of Bylaw Notices, or in the adjudication process.

16.5 Local trust committees may request reports about specific investigations or about general enforcement activity in the Local Trust Area.

16.6 Trust Council will be informed of the volume and type of bylaw enforcement files bi-annually.

17. BEST PRACTICES MANUAL

17.1 The Manager of Bylaw Compliance and Enforcement will maintain a public Best Practices Manual that outlines practices, processes and procedures in accordance with the administrative fairness principles outlined in the BC Ombudsperson's report "Bylaw Enforcement: Best Practices Guide for Local Governments", March, 2016 or in subsequent updated versions of the same reference material.

C. Legislated References

1. *Islands Trust Act*
2. *Local Government Act*
3. *Offence Act*

D. Attachments/Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

- Local Trust Committee Bylaw Compliance and Enforcement Policy Template (attached)
- BC Ombudsperson's report "Bylaw Enforcement: Best Practices Guide for Local Governments",

March, 2016

- Best Practices Manual
- BC Local Government Bylaws>Bylaw Enforcement
- Local Trust Committee Compliance and Enforcement Policy Template

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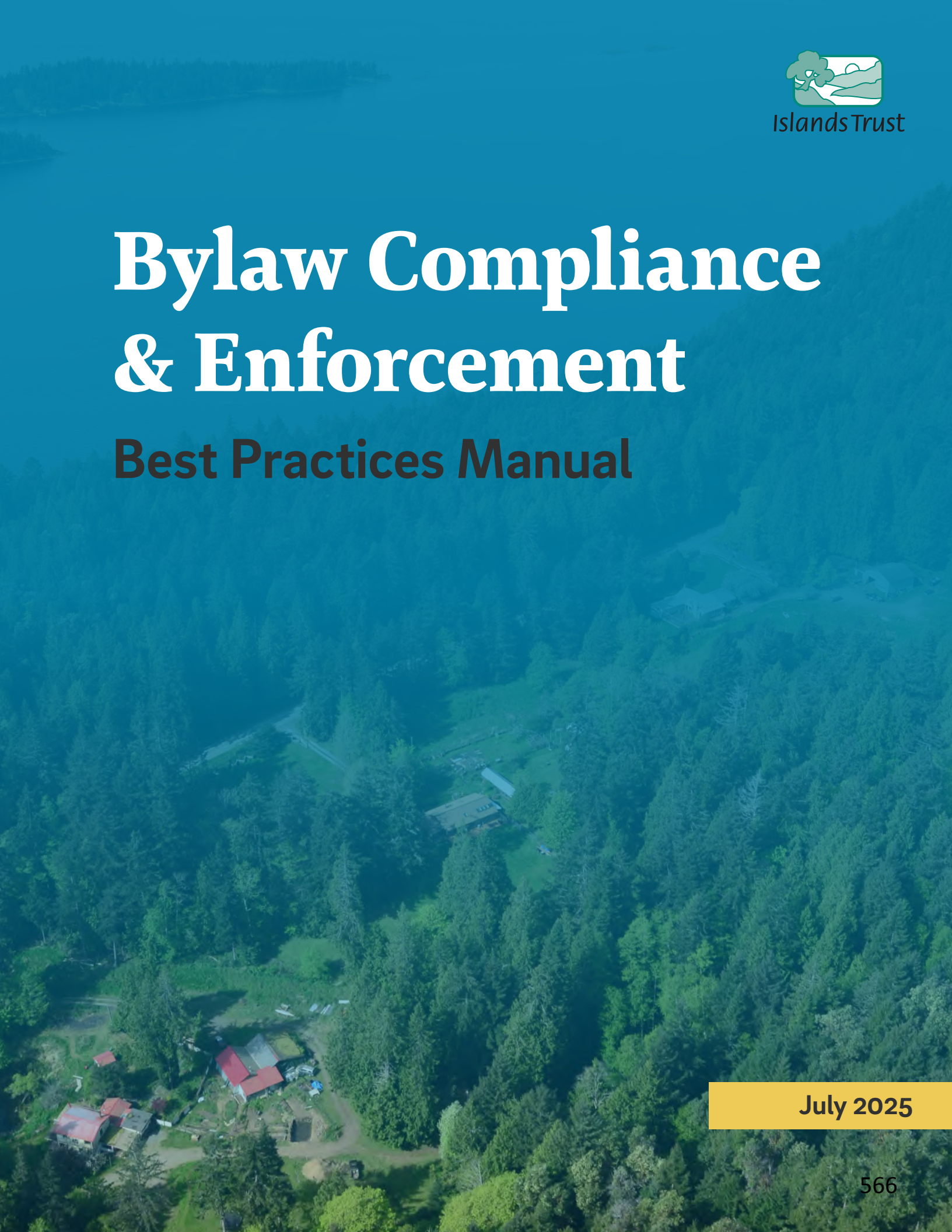
Islands Trust

Bylaw Compliance & Enforcement

Best Practices Manual



July 2025

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Bylaw Enforcement Pathway:
Steps to Compliance

Islands Trust

Islands Trust receives a bylaw complaint

Is the bylaw complaint in the Islands Trust jurisdiction?

No → Case closed

Yes

Islands Trust opens a file and the property owner receives a letter

Islands Trust investigates, including meeting with the property owner and inspects the site to investigate

Are there any bylaw contraventions?

Yes

Property owner gets a Determination letter and educational support so they can comply with the bylaw

No

Has the property owner complied within a reasonable time?

No

The property owner gets a bylaw violation notice

Yes

Property owner complies → Case closed

Property owner requests immediate adjudication

Property owner disputes

Islands Trust receives the dispute and investigates. Depending on the evidence, Islands Trust will cancel the dispute OR create a **compliance agreement** to support the property owner in their journey

Compliance agreement created

Has the property owner complied with the agreement?

No

A bylaw notice is sent to an adjudicator, and a **hearing date** is set with the property owner

At the hearing:
Adjudicator makes a final decision about the case, and the bylaw notice will either be cancelled or must be paid by the property owner

Yes

Dispute cancelled

Case closed

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Definitions

Adjudicator means an independent party whom the Province of British Columbia appoints to decide if a Bylaw Violation Notice will be upheld or cancelled.

Bylaw Notice means a ticket, with penalty, issued under the *Local Government Bylaw Notice Enforcement Act*.

Complaints a report of an alleged contravention made by any person.

Complainant a person who has made an official complaint.

Disputant means a respondent who has been given a Bylaw Violation Notice, and disputed it.

Local government refers to municipalities and regional districts which provide services to local communities. In this document, the local government referred to is Islands Trust.

Ombudsperson Office is an independent, impartial office of the provincial legislature that investigates complaints about unfair administrative actions by public authorities. It is meant to uphold transparency and accountability within public institutions by offering a free, accessible service for individuals who feel they have been treated unjustly by public agencies. The office does not have the power to enforce decisions but can recommend corrective actions.

Respondent means those responding to allegations of bylaw contraventions.

Screening Officer is an Islands Trust staff member appointed to review a disputed Bylaw Violation Notice.

Vexatious Complaints is a complaint made for retaliatory reasons or in bad faith and intended to cause harassment, or otherwise forms part of a pattern of conduct by the Complainant that amounts to an abuse of the complaint processare

What is the purpose of the Islands Trust Bylaw Compliance & Enforcement program?

The Islands Trust works to preserve and protect the special environment and qualities of the Trust Area for the benefit of its residents and the province. The Bylaw Compliance and Enforcement program exists to support this goal and ensure public safety. This guide helps residents understand how the Islands Trust ensures people follow local bylaws. The goal is to encourage voluntary compliance with bylaws through education, mediation, and enforcement when necessary.

The Bylaw Compliance & Enforcement team looks into potential violations of land use rules set by local trust committees. The regulations are found in local trust committees' Land Use Bylaws; in Development Permit Areas within Official Community Plans; and in the Salt Spring Island Soil

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Deposit and Removal Bylaw. Islands Trust has the legal authority to enforce these rules under laws like the *Islands Trust Act* and the *Local Government Act of BC*.

The Islands Trust has a policy, Policy 5.5.1 Bylaw Compliance & Enforcement, that guides how bylaw investigations are handled. It explains how complaints are processed, prioritized, and resolved, aiming to do so fairly and effectively. Local trust committees adopt bylaws authorizing enforcement and may adopt bylaw enforcement policies specific to their communities.

The Manager of Bylaw Compliance and Enforcement follows best practices based on principles of fairness, as outlined in the report: BC Ombudsperson's report "Bylaw Enforcement: Best Practices Guide for Local Governments", March, 2016.

Guiding Principles

- Fairness and Impartiality: Apply bylaws consistently, ensuring decisions are unbiased and equitable for diverse island communities.
- Transparency and Communication: Provide clear, accessible information about enforcement policies, processes, and outcomes with understandable and meaningful reasons for the decision(s) made throughout the bylaw investigation and enforcement process to foster trust and understanding.
- Focus on Education and Compliance: Emphasize public education and voluntary compliance with bylaws.
- Procedural Fairness: Ensure timely notification of alleged infractions, offer opportunities to Respondents to be heard throughout the process, and guarantee unbiased decision-making.
- Proportionality and Discretion: Tailor enforcement actions to the severity and context of the infraction, with a focus on voluntary compliance.
- Efficiency: Prioritize significant violations that impact environmental sustainability or community safety, while streamlining processes for minor cases.
- Engagement and Inclusivity: Collaborate with island communities to ensure enforcement practices reflect local values and consider marginalized populations.
- Accountability and Oversight: Regularly review enforcement activities and maintain oversight to uphold public confidence and encourage local trust committees to update and align bylaws and to identify opportunities to make bylaws clear and coherent.
- Respect for Privacy: Safeguard the confidentiality of Complainants and individuals involved in enforcement actions, in compliance with privacy laws.
- Administrative Fairness: Ensure that standards of conduct complaints are addressed in a fair, equitable, and timely manner in accordance with the principles of administrative fairness.
- Cultural Safety: Demonstrate a commitment to cultural safety for all those involved in bylaw compliance and enforcement.

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Roles and Responsibilities

Effective bylaw enforcement within Islands Trust requires ongoing communication and cooperation between trustees and staff. While trustees provide the legislative framework and policy direction, staff members carry out these policies through direct enforcement and support roles.

Trustees

- Policy Development and Approval: Trustees are primarily involved in governance, including setting policies that guide bylaw enforcement. Local trust committees approve bylaws that regulate land use and community planning within the Islands Trust Area and are authorized to enforce those bylaws.
- Strategic Oversight: Trustees oversee the general strategic direction of Islands Trust, ensuring that bylaw enforcement aligns with the broader goals of conservation and sustainable community development.
- Community Representation: Trustees represent the interests and concerns of their constituents in matters related to bylaws and their enforcement, acting as a liaison between the community and enforcement officers.

Staff

- Bylaw Compliance and Enforcement Officers: These are specialized staff responsible for the practical aspects of enforcing the bylaws approved by trustees. Their duties include investigating complaints, gathering evidence, and ensuring compliance through education and regulation.
- The Manager of Bylaw Compliance and Enforcement: leads the overall administration of the bylaw enforcement program, including supervising bylaw compliance and enforcement officers, ensuring adherence to policies and procedures, and providing expertise on complex or sensitive cases. The Manager coordinates with other departments, ensures alignment with legal and regulatory requirements, and reports on enforcement activities to senior management and elected officials.
- Planning Staff are not directly involved in enforcement, but play a critical role in interpreting the bylaws and providing recommendations to both the public and enforcement officers. They ensure that the enforcement practices align with the planning objectives set by trustees.
- Administrative Support: This includes staff members who assist in the administration of bylaw enforcement, such as processing complaints, maintaining records, and supporting communication between the public, trustees, and enforcement officers.

Are you concerned about something on your property and want to get more information? Your Trustee can be a first point of contact in this conversation, without starting enforcement.

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What initiates a Bylaw Compliance & Enforcement case file?

Like all local governments in British Columbia, Islands Trust uses a complaint-based Bylaw Compliance and Enforcement process. This means that almost all case files result from complaints made by individuals in the community. Anyone can submit a complaint — you don't have to live in the area or be a resident.

As listed in Trust Council Policy 5.5.1 Section 5.1, this system gives priority to those bylaw infractions of greatest concern to island communities:

1. When directed by a local trust committee
2. Health and safety issues
3. Environmental impacts that could cause irreversible harm if not addressed quickly
4. Other contraventions of land use bylaws and other bylaws

Once a complaint has been made, Islands Trust cannot decline to open a case file or decline to conduct an investigation because a complainant has changed their mind. Complainants are not victims of the offence and cannot "withdraw" their complaint.

In some cases, a Bylaw Compliance and Enforcement Officer can start an investigation even without a complaint. This happens when:

- Contraventions may cause health or safety risks
- Contraventions occur near water bodies
- Contraventions happen in development permit areas
- Contraventions are found during the building permit process
- Another agency refers a case involving land use issues
- Unlawful uses are advertised
- A local trust committee requests an investigation

How can complaints be sent to Islands Trust?

Anyone who wants to make a complaint can:

- Fill out the Bylaw Compliance & Enforcement Complaint form on the Islands Trust website: https://islandstrust.bc.ca/mapping-resources/report-a-concern/
- Send an email to bylawenforcement@islandstrust.bc.ca

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- Mail or drop off a letter to any Islands Trust office
- Complete a complaint form at any Islands Trust office

Complaints must be in writing, but staff can help by writing down the information for anyone who needs assistance.

Confidentiality

Anyone making a complaint must provide their name to the Islands Trust. Anonymous complaints are not accepted.

Islands Trust will try to keep the complainant's information confidential, but confidentiality cannot be guaranteed during legal proceedings or if a Freedom of Information request is made. Islands Trust also receives referrals from other agencies (like regional districts) when they get a complaint that falls under Islands Trust's responsibility.

What is not a complaint?

Sometimes, people reach out to Islands Trust with questions about the Land Use Bylaw or Official Community Plan, not to report illegal activity. They may be planning something on their property and want to know if it is allowed. In these cases, a case file is not opened.

If a complaint is determined to be "vexatious", Islands Trust will send a written notice explaining any limits on communication, why those limits are in place, and when they might be reconsidered. These limits don't stop necessary contact with staff on other unrelated matters.

Questions regarding bylaw infractions can be sent to bylawenforcement@islandstrust.bc.ca

When are Bylaw Compliance and Enforcement case files closed?

Case files are closed if:

- If no contravention exists
- On direction of a local trust committee
- If the Director of Planning Services concurs with the Bylaw Compliance and Enforcement Manager that the contravention is minor and does not suit the public interest to enforce
- If compliance has been achieved

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How is compliance achieved?

Ideally, bylaw compliance is voluntary, and primarily sought through a combination of education, mediation, and enforcement techniques. If voluntary compliance does not occur, the Bylaw Compliance and Enforcement Officer may proceed with a bylaw compliance and enforcement process.

Bylaw Compliance and Enforcement Process

The compliance and enforcement process at Islands Trust has several steps. Staff work with people involved (Respondents) and encourage them to follow the rules before deciding if there is a bylaw contravention. The process starts with discussions and education about the bylaws. If necessary, it moves to a verbal warning, then a written warning, and penalties are only applied if the person still does not comply.

First, staff review the complaint to see if it falls under the local trust area's bylaws. If no contravention is found, the complainant will be asked to provide more information, or informed that no contravention exists.

Some complaints are more urgent than others are, so not all will receive the same level of attention.

If a complaint falls outside of Islands Trust's authority, it may be referred to another agency. The goal is to handle referrals quickly, with a "no wrong door" approach, meaning everyone is here to help, no matter which agency is involved.

If there is a possible contravention, a new case file is opened.

A New File Has Been Opened

After a new file is opened, both the Complainant and the person involved (Respondent) will be notified in writing. The Respondent will receive a Notice Letter with the contact details of the Bylaw Compliance and Enforcement Officer (the Officer) and will be asked to get in touch. The Officer will also follow up with the Complainant to confirm details and ask more questions.

The Officer will then investigate the extent of the apparent or potential contravention and what may be required to achieve compliance with the bylaw. These are the steps the Officer takes when investigating:

1. The Officer will review all relevant compliance and enforcement policies that have been adopted by the local trust committees or Trust Council.
2. Typically, the Officer will conduct a site inspection of the property to meet with the Respondent, and gain an awareness and visual understanding of the property and the neighbourhood.
3. The Officer will gather details and relevant evidence about what has been built or what is happening on the property that might have led to a complaint by asking questions and

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investigating. Bylaw Officers have the legal right to inspect, and local trust committees set policies on how much notice must be given to the Respondent before an inspection. The Officer is there to gather information only, not to make a decision, and Respondents will receive a written response regarding the case.

4. Based on evidence collected and a review of the relevant bylaws, the Bylaw Compliance and Enforcement Officer will determine if there is, or has been, a contravention. If there is no contravention of the local trust committee bylaws then the Respondent and the Complainant will be notified and the case file will be closed. If a contravention exists, the Respondent will be sent a Determination letter, explaining the contravention and requesting voluntary cessation of the activity, land use, or construction.
5. If a Respondent disagrees with the determination make by the Officer, a review by senior staff can be requested.
6. If a Respondent needs more time to bring the property into compliance, a request can be made for more time to comply. If an administrative application such as a land use permit application has been submitted by the Respondent and there is a reasonable likelihood of success, the Bylaw Compliance and Enforcement Officer will refrain from enforcement during the application process.
7. Where voluntary compliance has not been achieved in a reasonable time, the Officer may issue a Bylaw Violation Warning Notice or a Bylaw Violation Notice in local trust areas where a Bylaw Enforcement Notification bylaw has been adopted by the local trust committee. This Notice clearly explains what the contravention is, and the timeline for compliance. The Officer is available to provide more information to the Respondent so they can achieve compliance without penalties.
8. Voluntary compliance is always the goal. The Officer will attempt to support the Respondent to achieve voluntary compliance with educational resources, and negotiations.

Bylaw Compliance and Enforcement Officers are committed to a professional and respectful approach. Here is what they do:

- Interact with the public in a respectful and non-confrontational way
- Approach investigations with an understanding of the specific circumstances of individuals involved
- Work within their authority; while they cannot issue stop work orders or tell property owners what they can do, they can request a pause on work while they review the regulations and investigate.
- Take time to carefully review all evidence before making a determination. They do not make on-the-spot decisions to ensure fairness and avoid any perception of bias.

Demonstrate cultural humility by reflecting on the cultures of themselves and those they work with in order to create and maintain relationships and trust.

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Site Inspections

For most case files, an Officer will conduct a site inspection as part of an investigation. This is both to gain an understanding of the potential contravention and also to meet and hear from the Respondent. Except in rare and exceptional circumstances laid out in policy, Officers will contact the Respondent to give written notice and proposing timing of the site inspection. Inspections will only occur during reasonable hours, and focus exclusively on the alleged bylaw contravention, unless other observations pose an immediate risk to public health, safety, or the environment. During the inspection, Officers are there to gather evidence, and can answer reasonable questions about the process but are not there to make a final determination.

Communications with Complainants

When a Complainant completes an online complaint form, they receive an automatic response, which thanks them for their complaint and advises them that they will be contacted shortly with an update.

Once the complaint has been received and reviewed by the Manager, Complainants are advised if a new bylaw file is opened. If a file already exists for the property and contravention, they will be advised that their information has been added to the file. Contact information for the investigating Bylaw Compliance and Enforcement Officer is shared.

If the Complainant has provided an email address, they will be notified of a new file being opened by email. If they have only provided a mailing address, they will be notified by mail.

Complainants can request information about an open bylaw enforcement file at any time. They will be updated by the Bylaw Compliance and Enforcement Officer if:

a. A file is put on hold, along with the reason for this action
b. A Local Trust Committee makes a decision regarding the file
c. A file has moved to litigation at which time the identity of the complainant may become public information
d. A file is closed

Communications with Respondents

When a file is opened, a **notice letter** will be sent to the Respondent.

Once a Bylaw Compliance and Enforcement Officer has confirmed that a contravention of a bylaw has occurred or is occurring, the Officer will send **a determination letter** to the Respondent. The letter must be clear and easy to read and must include:

- A **reason** the letter is being sent that outline the problem, using a statement of what has been observed

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- An **explanation** of how the bylaw has been contravened by quoting the bylaw and the sections that are being violated, and the definitions of words from the bylaw
- Outline of the **solutions** available to comply with the bylaw
- Explanation of the possible **consequences** of not complying
- A reasonable **deadline** that has been negotiated with the Respondent for taking next step or fully complying

Communications with Trustees

A local trust committee or any individual local trustee will not be involved in any aspect of the investigation of a complaint or the preparation of any Bylaw Compliance and Enforcement report. When a file is opened:

- Local trustees are advised of the general nature of the complaint, the name of the street (not the complete address), and the case file number.
- Local trust committees will only be kept informed about the status of an investigation if updates are requested.
- Local trust committees may request Bylaw Compliance and Enforcement staff report on specific issues. The reports will be presented to the local trust committee at a subsequent meeting

While local trustees can't be involved in any investigations, they are able to file a bylaw contravention complaint just as any member of the public.

Communications with Potential Property Buyers and Real Estate Agents

Potential property buyers, Real Estate Agents, or the public can contact the Islands Trust Bylaw Compliance & Enforcement office to ask if there are any Bylaw Compliance & Enforcement issues associated with a specific property. Staff can share limited information regarding whether an open bylaw file exists for the subject property.

Islands Trust does not provide information about previous complaints or investigations. That information would require a Freedom of Information request, which can be made here.

When Compliance is not achieved

If bylaw compliance isn't achieved, the Bylaw Compliance and Enforcement Officer will take the appropriate next steps which could include issuing a Bylaw Violation Notice, sending a Notice of Debt letter, sending a demand letter via lawyers, or recommending legal action to the local trust committee.

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If legal action is necessary, the Manager of Bylaw Compliance and Enforcement will present a staff report to the local trust committee and Executive Committee, who then decide whether or not legal proceedings should occur.

Appealing Decisions Made by a Bylaw Compliance and Enforcement Officer

For determination made by a Bylaw Compliance and Enforcement Officer, appeals may be considered by the Director, Planning Services. In considering appeals of interpretation of regulations, the Director may consult with Planners and Regional Planning Managers. Such requests must be made in writing, outlining reasons for the appeal such as error of fact, omissions, or new evidence.

Reviewing the Conduct of Bylaw Compliance and Enforcement Officers

Respondents can request a review of the conduct of a Bylaw Compliance and Enforcement Officer by submitting a request in writing to the Director of Planning Services. If the Respondent is not satisfied with the Director's response, a formal administrative fairness complaint may be submitted.

WHAT IS BIAS?

Bias in decision making is generally understood as a pre-existing leaning or predisposition toward one side or another or a particular result.

Bias can creep into complaint resolution and investigations when decision makers rely on their personal belief systems, prior knowledge of a person, or personal relationship with a party or service user, rather than focusing exclusively on the information and evidence related to the complaint. It is important that staff who are handling complaints be aware of any personal biases that may be affecting how they respond to concerns from service users, and take steps to address any biases that have an impact upon their decision-making so that decisions are made impartially.

From the Ombudsperson Complaints Handling Guide

Public access to records

As Bylaw Compliance & Enforcement files contain confidential information and pertain to law enforcement, a member of the public is required to submit a Freedom of Information and Protection of Privacy request in order to obtain any information from a file.

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Freedom of Information requests are an important mechanism of transparency that ensures public access to Islands Trust records. Islands Trust staff will assist members of the public to refine their request and procure relevant documents to their request.

Exercising discretion

One of the guiding principles of bylaw enforcement in the Trust Area is that enforcement actions should be consistent with the severity and context of the infraction. In law, local trust committees are not obliged to enforce all contraventions. This results in the exercise of discretion in enforcement at several levels by choosing between courses of action. Discretion in enforcement may be exercised by staff during investigations by providing flexibility such as extended timelines or alternative solutions when warranted by individual circumstances. Senior staff may prioritize or defer enforcement of certain types of contraventions based on scarce resources, impacts, or community priorities. Discretion may also be used to close certain files, where staff have determined that the contravention is of a minor nature, impacts are minimal, or it is not in the public interest to enforce. Local trust committees can also exercise discretion by resolution to prioritize enforcement of certain types of contraventions or to close specific files.

Bylaw Enforcement Notices and Dispute Adjudication System

Overview of the Local Government Bylaw Notice Enforcement Act

In October 2003, the Province of British Columbia enacted legislation providing an alternative approach for processing and resolving minor bylaw contraventions: the *Local Government Bylaw Notice Enforcement Act*. The *Act* also provides direction, with the Bylaw Notice Enforcement Regulation. Under the *Act,* local governments may establish a Bylaw Enforcement Notice and Dispute Adjudication system, which replaces the provincial court as the venue for resolving disputes of bylaw contraventions.

This legislation aims to create a straightforward, affordable system to enforce bylaw contraventions. It features a simple ticket process for enforcement and a way for an independent adjudicator to handle ticket disputes.

EXAMPLE:
The Galiano Island Local Trust Committee Bylaw Enforcement Notification Bylaw No. 228, 2011.

This bylaw lists the administrative penalties that apply to bylaw contraventions in the Galiano Local Trust Area, as well as policies for disputing Bylaw Violation Notices, Screening Officers, and other features of the adjudication process described below in detail.

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Implementation

When establishing a Bylaw Enforcement Notification Bylaw, local governments, including Islands Trust, should consider the following:

- Appointment of a Screening Officer: Define their powers, duties, and functions.
- Compliance Agreements: Allow the Screening Officer to enter into agreements and reduce penalties if warranted.
- Adjudication Process: Set a fee for filing adjudication requests and establish grounds for canceling penalty notices.
- Response Periods: Determine timelines for responses to Screening Officer decisions.

Records Management

Islands Trust administers and preserves all records related to the Bylaw Enforcement Notification system in compliance with provincial legislation. These records include:

- Bylaw Violation Notices and Warning Notices.
- Records of paid administrative penalties.
- Adjudicator decisions and documents related to collection efforts for unpaid penalties

Islands Trust Areas that have adopted a Bylaw Enforcement Notification Bylaw:

Ballenas-Winchelsea Island Local Trust Area — Bylaw 34 (adopted 2019)
Denman Island Local Trust Area — Bylaw 232 (adopted 2019)
Gabriola Island Local Trust Area — Bylaw 263 (adopted 2012)
Galiano Island Local Trust Area — Bylaw 228 (adopted 2012)
Gambier Island Local Trust Area — Bylaw 116 (adopted 2013)
Hornby Island Local Trust Area — Bylaw 159 (adopted 2020)
Mayne Island Local Trust Area — Bylaw 156 (adopted 2016)
North Pender Island Local Trust Area — Bylaw 188 (adopted 2011)
Salt Spring Island Local Trust Area — Bylaw 446 (adopted 2012)
South Pender Island Local Trust Area (adopted 2019)
Thetis Island Local Trust Area — Bylaw 90 (adopted 2011)

Islands Trust Areas that have not adopted a Bylaw Enforcement Notification Bylaw:

Lasqueti Island Local Trust Area
Saturna Island Local Trust Area

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Bylaw Violation Notices

Bylaw Violation Notices

A violation notice is a formal enforcement tool. This type of notice assigns an administrative penalty, the amount of the penalty is listed in the Bylaw Enforcement Notification bylaw of the Local Trust Area.

In local trust areas where Bylaw Enforcement Notification bylaw have been adopted, a Bylaw Violation Notice may be issued after any of the following:

- A verbal warning
- A demand letter
- A warning notice
- Exceptional circumstances as outlined by the Bylaw Compliance and Enforcement Manager

Notices must include the respondent's name, contravention details, penalty amounts, and dispute options.

The penalty notice may be delivered by personal delivery or by mailing it to the person responsible for the contravention. If mailed, the local government may presume that the person received it on the seventh day after mailing. In the event that the intended recipient claims not to have received the notice, the Bylaw Compliance and Enforcement Officer must verify the address and reissue a copy of the Bylaw Violation Notice.

The penalty notice informs the respondent of the bylaw contravention, the penalty for the contravention; and how to pay the penalty or dispute the notice.

A Bylaw Violation Notice must contain the:

- Name of the Respondent
- Specific bylaw contravention alleged to have occurred and the location
- Amount of the penalty
- Amount of a discount for early payment
- Amount of a surcharge for late payment
- Consequences of failing to respond to the notice
- Payment options
- Dispute options

Bylaw Violation Notices must be written within six months of the occurrence of a contravention.

Although the *Local Government Bylaw Notice Enforcement Act* requires that the above information is included on a penalty notice, local governments may organize or supplement this information as they see fit. The penalty notice may also be electronically generated or hand written on a pre-printed form.

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The following is considered when issuing a Bylaw Violation Notice:

- Will the notice encourage the person to follow the bylaw? The goal is to get compliance. If the officer believes issuing the notice will help, it may be the right step.
- The notice cannot be issued more than six months after the violation is said to have happened.
- The officer should be able to explain why the notice was considered an effective way to enforce the rules in each case.

There are four possible scenarios once a Bylaw Violation Notice has been received::

1. No response: if the Respondent doesn't respond within 28 days, a late fee is added. The total penalty, including the late fee, is due immediately and can be collected by Islands Trust
2. Not received: if, within 21 days, the Respondent claims they have not received the Bylaw Violation Notice, a copy of the original notice will be reissued
3. Payment made: if the penalty is paid within 14 days of receiving the notice, a discount may be applied. After 14 days, the full penalty amount is due. A late fee is added after 28 days. Payment can be made by cash, cheque, or money order to Islands Trust, with instructions provided on the Bylaw Violation Notice
4. Dispute: the Respondent disputes the Bylaw Violation Notice

Dispute Process for Bylaw Violation Notices

The person named (Disputant) in the notice has 14 days to request a hearing. After 14 days, they can only dispute it if the Bylaw Compliance and Enforcement Manager grants an exception. The process starts when the Respondent asks to dispute the notice, and the Bylaw Compliance and Enforcement Manager will then arrange for adjudication. If the due date falls on a weekend or public holiday, it will be extended to the next business day.

The Dispute Adjudication system is used to resolve disputes about whether a bylaw violation occurred as stated in the notice or whether the terms of a compliance agreement were followed. A challenge to the validity of the local government bylaw, or a claim that enforcement of the bylaw infringed on the Charter Rights of the disputant, is not within the jurisdiction of the adjudicator. This must be initiated as a separate matter in the Supreme Court of British Columbia.

More information about detailed information regarding the local government dispute adjudication system can be found in the Local Government Toolkit for Bylaw Dispute Adjudication. The Local Government Bylaw Notice Enforcement Act and the Bylaw Notice Enforcement Regulation govern this process.

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Parties involved in the process of disputing a notice include:

1. **The Disputant:** the individual disputing the notice.
2. **The Bylaw Compliance & Enforcement Officer:** the Islands Trust employee authorized to issue the notice.
3. **The Adjudicator:** the independent adjudicator with authority to determine if the notice is dismissed or upheld.
4. **The Screening Officer:** is an employee of Islands Trust designated as a Screening Officer under the relevant Local Trust Committee's Bylaw Enforcement Notification bylaw. Screening Officers provide a first opportunity to respond to a Bylaw Violation Notice dispute in an informal setting. A Screening Officer may conduct the review based on discussion or correspondence with the disputant, and can explain the process and potential consequences of formal dispute adjudication. Each Local Trust Committee that has adopted a Bylaw Enforcement Notification bylaw has also developed a Screening Officer policy in order to provide guidelines during the Bylaw Violation Notice screening process. Screening Officers are required to provide recipients with a fair opportunity to be heard.

1 Step One in the Dispute Procedure

A recipient of a Bylaw Violation Notice notifies Islands Trust in writing that they are disputing the Bylaw Violation Notice by:

- Completing and submitting the Adjudication Request Form that is on the bottom of the Bylaw Violation Notice. Forms can be delivered or mailed to any of the Islands Trust offices on Salt Spring Island, Gabriola Island or Victoria.
- Online at disputing a bylaw violation notice.
- A letter or email indicating that they wish to dispute the Bylaw Violation Notice can be sent to bylawenforcement@islandstrust.bc.ca, or mailed to any Islands Trust office:
  - Victoria Office: 200 – 1627 Fort Street, Victoria, BC, V8R 1H8
  - Salt Spring Office: 121 McPhillips Ave, Salt Spring Island, BC V8K 2T6
  - Northern Office: 700 North Road, Gabriola Island, BC, V0R 1X3

2 Step Two in the Dispute Procedure

The Screening Officer will review the Bylaw Violation Notice, including possible discussions with the issuing Bylaw Compliance and Enforcement Officer. The Screening Officer will review the dispute request and may:

- **Cancel** the notice; or
- **Confirm** the notice and either:
  - refer it to an **adjudicator** unless the request for dispute adjudication is withdrawn; or
  - enter into a **compliance agreement** ⤵ with the person.

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3 Step Three in the Dispute Procedure

The Bylaw Violation Notice has now been cancelled or confirmed by the Screening Officer. If the Bylaw Violation Notice is confirmed, Screening Officer will discuss their decision with the disputant by phone, in person, or in writing, and may offer a Compliance Agreement with the recipient to subsequently reduce or cancel the penalty when the terms of the agreement are fulfilled.

4 Step Four in the Dispute Procedure

If the Bylaw Violation Notice has been confirmed, and the disputant wants a formal dispute adjudication, the Screening Officer will request an Issuing Officer Report and create a Screening Officer Report. The dispute process will now move to a Formal Dispute Adjudication, where evidence is presented and the adjudicator decides if an offence did or did not occur.

A Compliance Agreement includes:

- Acknowledgment of the bylaw contravention and acceptance of responsibility
- Remedies or future actions to be taken within a certain timeframe
- A way to verify compliance with the agreement
- Possible penalty reduction or waiver if the terms of the agreement are met
- The duration of the compliance agreement

If a recipient of a Bylaw Violation Notice fulfills all terms of a compliance agreement, their penalty is considered fully paid.

If the Screening Officer believes that the terms have not been fulfilled, they can cancel the compliance agreement and must notify the recipient of that fact by regular mail. The recipient then has 14 days of receiving that notice to either pay the penalty or ask an adjudicator to determine compliance. If neither action is taken within that time, the full penalty plus a late fee is immediately due to Islands Trust.

Dispute Adjudication

In accordance with local the *Local Government Act*, Islands Trust runs its own Dispute Adjudication System by working with the Ministry of Attorney General, which provides adjudicators experienced in local government land use bylaws. Once a Disputant confirms they want a formal hearing, the Manager will coordinate with all parties to set a date. Islands Trust will submit a package to support its case, which usually includes the Bylaw Violation Notice, the request to dispute, and reports from the Issuing and Screening Officers. This package, along with any evidence from the disputant, must be sent to both the disputant and the adjudicator at least one week before the hearing.

Adjudicators

The Adjudicator must proceed on the basis that the bylaw is legally valid. The Adjudicator has no discretion to reduce or waive the penalty amount. The Adjudicator also has no jurisdiction to deal

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with challenges to the bylaw or claims of infringements of rights under the Charter of Rights and Freedoms.

An Adjudicator may not be an employee or an elected official of a municipality and may not hear a matter if they are reasonably thought to have a bias or an interest in relation to the outcome of that matter.

Adjudication Procedures

Section 18 of the *Local Government Bylaw Notice Enforcement Act* provides direction in regards to Adjudication Procedures.

The Adjudicator must provide the parties to the dispute with an opportunity to be heard:

- In person or by an agent
- In writing (including by fax or email)
- By video conference, audio conference, telephone or other electronic means

Section 19 of the *Local Government Bylaw Notice Enforcement Act* states that "Hearings must be open to the public". Islands Trust provides a space for members of the public to watch adjudication proceedings at the Islands Trust Southern Office, 200–1627 Fort St, Victoria. Members of the public can request this information by contacting Islands Trust: information@islandstrust.bc.ca.

Evidence

The technical and legal rules of evidence do not apply and an Adjudicator may accept any evidence they consider credible, trustworthy and relevant to the dispute, including the evidence of any person. The Adjudicator may accept evidence in any manner, such as orally, in writing or electronically.

Determination

The Adjudicator will determine if:

1. The contravention identified in the Bylaw Violation Notice occurred as alleged, the notice is confirmed, and the penalty set out in the notice is immediately due and payable.
2. The contravention identified in the Bylaw Violation Notice did not occur as alleged, the notice is cancelled.

If the Disputant fails to appear, the Adjudicator must order that the Bylaw Violation Notice be upheld. The penalty is immediately due and payable to the local trust committee. The full amount of the penalty is due, not the reduced amount that would be available to those paying within 14 days of the original bylaw violation notice.

Notice of Adjudication Outcomes

An Adjudicator resolving a dispute about a Bylaw Violation Notice or a compliance agreement must send their written decision to Islands Trust:

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- Within one business day for in-person or telephone hearings.
- Within five business days after receiving the dispute materials for written hearings.

The adjudicator's decision must be in writing and should include:

- The name of the Disputant
- The facts relating to the penalty notice
- A summary of the Screening Officer's decision
- The issues raised by the parties
- A summary of the evidence provided by each party in support of each issue
- The Adjudicator's assessment of each issue
- The Adjudicator's final decision

The decision is sent from the Adjudicator to Islands Trust. The disputant will receive the decision of the Adjudicator when Islands Trust receives it.

Cost

Islands Trust is responsible for the administrative work and costs of the dispute adjudication system. Islands Trust charges an administrative fee of $25, payable by a disputant who is unsuccessful in a dispute adjudication. The fee is added to the debt only when and if the disputant is unsuccessful. If the disputant is successful, no fee is charged.

Judicial Review

The determination of an adjudicator is final and conclusive and is not open to review in a court except on a question of law or lack of jurisdiction. If a failed disputant or the Islands Trust believes that the adjudicator exceeded their authority, or made an error at law, disputant person or Islands Trust may seek relief in the Supreme Court of British Columbia under the *Judicial Review Procedure Act*. An application for judicial review must be made within 30 days of the adjudication decision.

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Referenced Documents & Resources

- BC Ombudsperson's report "Bylaw Enforcement: Best Practices Guide for Local Governments", March, 2016
  https://bcombudsperson.ca/guide/bylaw-enforcement-best-practices-guide-for-local-governments/
- Bylaw Compliance & Enforcement Complaint form
  https://islandstrust.bc.ca/mapping-resources/report-a-concern/
- Dispute a bylaw violation notice
  https://islandstrust.bc.ca/island-planning/general-resources/bylaw-compliance-and-enforcement/dispute-adjudication-form/
- Policy 5.5.1 Bylaw Compliance & Enforcement
  https://islandstrust.bc.ca/document/policy-5-5-1-bylaw-compliance-and-enforcement/
- Freedom of Information request
  https://islandstrust.bc.ca/about-us/accountability/freedom-of-information-requests/
- Trust Council Policy 5.5.1 Section 5.1
  https://islandstrust.bc.ca/document/policy-5-5-1-bylaw-compliance-and-enforcement/
- Bylaw Violation Notice can be sent to bylawenforcement@islandstrust.bc.ca, or mailed to any Islands Trust office:
  - Victoria Office: 200 – 1627 Fort Street, Victoria, BC, V8R 1H8
  - Salt Spring Office: 121 McPhillips Ave, Salt Spring Island, BC V8K 2T6
  - Northern Office: 700 North Road, Gabriola Island, BC, V0R 1X3

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Bylaw Enforcement Review - **Charter** v3

Regional Planning Committee (RPC) RPC Endorsement Date: 05-24-2024

Purpose: *To resolve bylaw enforcement matters efficiently and with minimal conflict by reviewing and amending Islands Trust Bylaw Enforcement policies and procedures to be administratively fair, reasonable and transparent with the aim of restoring public confidence.*

Background: *Islands Trust Council requested that the Office of the Ombudsperson undertake a review of enforcement policies and practices and provide recommendations at the March 2023 Trust Council meeting. In August 2023 the Office of the Ombudsperson's Consultation and Training Team submitted the 'Voluntary Consultation on Bylaw Enforcement Policies and Practices within the Islands Trust' report. At the September 2023 Trust Council meeting directed that the recommendations of the report be implemented, that staff develop a work and project charter and was referred to the Regional Planning Committee.*

Deliverables

- *Revisions to Bylaw Compliance and Enforcement Policy 5.5.1*
- *Revisions to the Handling of Administrative Fairness Complaints Policy 7.1.2*
- *Revisions to Bylaw and Enforcement Best Practices and Procedures Manual ('the Manual')*
- *A public Bylaw Complaints and Enforcement document*
- *Updates and revisions to Bylaw Enforcement forms, templates and documents*
- *Training and information for Bylaw Enforcement Officers and other relevant staff*
- *Communications team work with planning staff to post regular Bylaw Compliance Review project updates to Islands Trust website.*
- *Development and review of an LTC Bylaw Enforcement Policy*
-

In Scope

- *Review the Report, compile recommendations*
- *Review current Trust Council policies*
- *Review the Manual*
- *Compile and review all LTC bylaw enforcement standing resolutions and policies*
- *Review selected policies of other relevant local governments*
- *Report to RPC with proposed revisions for direction*
- *Provide regular updates and recommended revisions to Trust Council*
- *Implement changes to policies and practices*
- *A legal review of draft documents*

Out of Scope

- *Amendments to bylaws*
- *Public consultation*
- *Referrals to LTCs*
- *External consultants*

IAP2 Public Engagement Level:

☒ **Inform**
☐ **Consult**
☐ **Involve**
☐ **Collaborate**

Workplan Overview

Deliverable/Milestone	Target Date
Draft Project Charter to RPC for review and endorsement	Feb 2024
RFD to Trust Council	Mar 2024

RPC review of preliminary policy revisions	May 2024
Briefing to Trust Council	June 2024
Draft policies and manual to RPC for review and changes	Sept 2024
Referral of draft revisions to Ombudsperson's office for comment	Sept 2024
Briefing to Trust Council	Sept 2024
Final RPC review and referral to Trust Council	Nov 2024
Endorsement by Trust Council	Dec 2024
Implementation	Jan – Mar 2025

Project Team

Stefan Cermak, DPS	Project Champion
Robert Kojima, RPM	Project Manager
Warren Dingman, Manager C & E	Project Manager
	RPC Planner
David Marlor, DLS	Advisor
Director Approval: *Stefan Cermak* **Date:** 05-17-2024	**RPC Endorsement:** Resolution #: 2024-001 **Date:** 05-24-2024

Budget

Budget Sources: N/A – no budget has been assigned
***legal review included in scope by RPC 02-16-2024**

Fiscal	Item	Est. Staff hours*
2023-24	Project initiation	20
2024-25	- Preliminary analysis and review	40
	- Drafting of policy revisions	50
	- Final policy	20
	- Updates to manuals and templates	40
	- Implementation	40
	- Contingency	40
	Total	250

*excludes any admin support, attendance at RPC/TC meetings, staff receiving training

Bylaw Enforcement "Modernization" Project
(Bylaw Compliance and Enforcement Policy Review & Portal)

Implementation Plan

Communication & Training

Objective:
Ensure all partners (internal and external) understand the changes, why they're happening, and how to apply them effectively.

Key Steps:
Internal Communication

- Prepare a clear summary of key changes
    - both of the policy changes and best practices manual, and
    - Portal
- Brief senior leadership team and managers so they can support their teams
- Distribute internal memo or email communications to staff
- Introduce at a PS Pro-D day to walk through the changes and allow questions
- Follow up at subsequent PS Pro-D day to confirm understanding

Staff Training

- Deliver training sessions (in-person or virtual) to all staff involved in bylaw enforcement and related roles (BCEOs, manager, admin support, RPMs, planners)
- Provide an opportunity for staff to practice using new forms, checklists, or software in a safe setting.
- Develop or update training materials, such as:
    - Checklists & flowcharts for day-to-day reference

External Communication

- Public communication plan includes:
    - Website updates explaining the changes
    - Social media posts and press release (following TC adoption)
    - FAQs for the public explaining how the new procedures will affect them
- Trustee Communication Plan includes: (outstanding)
    - "cheat sheet" – decision points for LTCs (note differences based on LTC Enforcement policies)
    - Site inspection forms for standard reporting to LTCs

Documentation

- Archive all training materials and communications for future reference and onboarding of new staff.
- Template for documenting staff conduct investigations.

Implementation & Monitoring

Objective:
Put the new policies & procedures into practice consistently and measure their effectiveness over time.

Key Steps:
Go-Live

- Official "effective date" for the new policies will be when Trust Council adopts them. Aiming for March 2026 Trust Council
- Director of Planning Services and Manager of Bylaw Compliance and Enforcement to be point persons to help staff and answer questions during the transition
- Ensure all updated forms, templates, software configurations, and signage are in place before the go-live.
- Assess effectiveness, efficiency, fairness, and communication outcomes. Track metrics such as complaint resolution time, staff workload, voluntary compliance, and public inquiries.

Review & Adjust

- Review metrics after 6 months (RPC – July 2026)
- Gather feedback from staff, the public, and committee/council.
- Adjust policies or procedures as needed based on lessons learned.
- Report back to Trust Council (TC Sept. 2026 – before new term)

Draft Metrics:

- Volume of complaints filed, (how) resolved or appealed
- Resolution timelines and case type
- Frequency of repeat or vexatious complaints
- Frequency of standards of conduct complaints
- Staff workload and hours per case
- Number of public inquiries and web engagement
- Feedback from staff, public, and Trust Council

Metrics Based on Questions:

Effectiveness

- Are the updated policies achieving their intended goals (e.g., faster resolution, higher compliance, building "trust")?
- Have complaint volumes changed? In what way?
- Has voluntary compliance improved?

Efficiency

- Are cases being resolved faster without sacrificing fairness?
- Are staff spending an appropriate amount of time per case?

Fairness & Transparency

- Do staff and the public perceive the process as fair and clear?
- Are there patterns in complaints about the enforcement process itself?
- Are there patterns in complaints about enforcement personnel? Are behaviours contrary to policy? Have staff had fair and effective processes to address personnel complaints?

Capacity

- Do staff feel adequately trained and resourced?
- Is workload sustainable?

Communication

- Do the public and stakeholders understand the rules and procedures?
- Have public inquiries or misunderstandings decreased?

Improvement

- What feedback have we received from staff, the public, or council/LTCs?
- Are there unforeseen issues or unintended consequences?

Bylaw Enforcement "Modernization" Project Summary

The Bylaw Enforcement "Modernization" Project integrates two key initiatives: the comprehensive review and update of Islands Trust's Bylaw Compliance and Enforcement Policy and Manual, and the implementation of the Cityview Bylaw Enforcement Portal software. Together, these initiatives modernize how bylaw compliance is managed, improving consistency, transparency, efficiency, and public understanding.

Purpose

The project aims to ensure that bylaw compliance and enforcement are carried out in a fair, transparent, and efficient manner, aligning with Trust Council's policy direction and improving service to both the public and staff. The introduction of CityView will streamline workflows, enhance reporting, and support better data-driven decision-making.

Key Components

1. *Policy and Manual Updates* – The updated Bylaw Compliance and Enforcement Policy and accompanying Best Practices Manual clarify procedures, define enforcement priorities, and improve fairness and accountability.
2. *Bylaw Enforcement Portal* – Implements digital case tracking, public self-service functions, and real-time reporting capabilities to enhance efficiency and transparency.

Implementation Plan

The implementation will be phased across communication, training, go-live, and monitoring to ensure successful adoption.

Communication & Training

Objective: Ensure all interested parties (internal and external) understand the changes, why they're happening, and how to apply them effectively.

Internal Communication:

- Prepare a summary of key policy and manual changes and Bylaw Enforcement Portal functions.
- Brief senior leadership and managers to support staff.
- Distribute internal communications (emails, memos, FAQs).
- Introduce changes at a Planning Services professional development day.

Staff Training:

- Develop and deliver updated training materials.
- Provide hands-on practice using new software tools.

External Communication:

- Prepare website updates, social media content, and public FAQs.
- Prepare trustee communication tools, including decision "cheat sheets" and standard site inspection reports.

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- Coordinate timing with Trust Council adoption and portal rollout.

Documentation:

- Archive training and communication materials.

Implementation & Monitoring

Objective: Put the new policies and procedures into practice consistently and measure their effectiveness over time.

Go-Live:

- Trust Council Policy Adoption (target: March 2026).
- Bylaw Enforcement Portal go-live (target: April 2026).
- Director of Planning Services and Manager of Bylaw Compliance and Enforcement will act as transition leads.
- Ensure updated forms, templates, and software are ready before launch.

Monitoring & Evaluation:

- Assess effectiveness, efficiency, fairness, and communication outcomes.
- Track metrics such as complaint resolution time, staff workload, voluntary compliance, and public inquiries.
- Review after six months and report back to Trust Council (target: September 2026).

Timeline Summary

- September–March 2026 – Policy finalization, internal communication, Bylaw Enforcement Portal configuration.
- January–April 2026 – Staff training and go-live preparation.
- April 2026 – Bylaw Enforcement Portal go-live.
- April–September 2026 – Monitor and report.
- September 2026 onwards – Report semi-annually to Trust Council.

Evaluation Metrics

Key performance measures may include:

- Volume of complaints filed, (how) resolved or appealed.
- Resolution timelines and case types.
- Frequency of repeat or vexatious complaints.
- Frequency of standards of conduct complaints.
- Staff workload and hours per case.
- Travel and enforcement costs.
- Number of public inquiries and web engagement.
- Feedback from staff, public, and Trust Council.

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Bylaw Enforcement "Modernization" Project – At a Glance

- Integrates new Bylaw Compliance & Enforcement Policy and Bylaw Portal (Cityview).
- Improves fairness, efficiency, and transparency in enforcement.
- Supports digital transformation and public accessibility.
- Provides training, communication, and monitoring framework.
- Launches in phases through 2025–2026 with Trust Council oversight.
- Evaluation and reporting back to Trust Council in September 2026 and semi-annual therafter.

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Frequently Asked Questions (FAQ): Bylaw Enforcement "Modernization" Project

About the Project

Q1. What is the Bylaw Enforcement "Modernization" Project?

The Bylaw Enforcement "Modernization" Project is a Trust Council initiative to improve how Islands Trust handles bylaw complaints, investigations, and enforcement. It updates our Bylaw Compliance and Enforcement Policy and Manual and introduces a new online Bylaw Enforcement Portal to make the process more efficient, transparent, and accessible for the public.

Q2. Why is Islands Trust changing its bylaw enforcement process?

The previous system relied heavily on manual, paper-based processes and policies that had not been comprehensively updated in many years. The new policy and tools are designed to ensure greater consistency and fairness, clarify enforcement priorities, make it easier for the public to understand and track bylaw issues, and improve timeliness and communication with complainants and property owners.

Changes to Policy and Procedures

Q3. What are the main changes to the bylaw enforcement policy?

The updated policy focuses on voluntary compliance first, clear enforcement criteria, transparency, and fairness and accountability. These principles ensure that enforcement actions are consistent and grounded in procedural fairness.

Q4. How does the new Best Practices Manual fit in?

The Manual provides practical guidance to staff on how to apply the policy in daily work. It includes standardized forms, checklists, flowcharts, templates, and updated procedures to ensure consistency and clarity across all islands.

Online Bylaw Portal

Q5. What is the new Bylaw Enforcement Portal?

The Bylaw Enforcement Portal is a secure online tool that allows the public to submit bylaw complaints, check on case status, and access information more easily. It replaces email- and paper-based submissions.

Q6. What can I do through the online portal?

Through the portal, you can submit complaints online, attach documents or photos, receive confirmation, check complaint status, and access public information about enforcement activities.

Q7. Do I still need to submit a written complaint form?

No. Once the portal is live, the online submission form will replace the paper or email process. Staff will continue to assist anyone who prefers to submit by phone or in writing.

Q8. How will my privacy be protected?

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Personal information submitted through the portal will be handled in accordance with the Freedom of Information and Protection of Privacy Act (FIPPA). Complaint details will not be shared publicly or with the property owner except as required by law.

How the Changes Affect You

Q9. Will this change how quickly my complaint is resolved?

The goal is to resolve complaints more efficiently through improved tracking, communication, and consistency. The policy emphasizes early voluntary compliance and clearer follow-up timelines.

Q10. What if I receive a bylaw complaint about my property?

If your property is the subject of a complaint, staff will contact you directly to discuss the issue. The focus will be on working collaboratively to resolve issues before considering enforcement actions.

Q11. Will the process be the same on all islands?

Yes. The updated policy and manual ensure consistent procedures across all local trust areas, with flexibility for local policies where applicable.

Q12. When will these changes take effect?

The new policy and manual are expected to take effect once adopted by Trust Council (target: March 2026). The portal will go live in late April 2026 after staff training.

Transparency and Accountability

Q13. How will Islands Trust measure success?

The Trust will track metrics such as resolution times, number of complaints, levels of voluntary compliance, feedback, and staff workload. Findings will be reported to Trust Council at future meetings and be available to the public.

Q14. Where can I learn more?

Updates and resources will be posted on the Islands Trust website, including policy and manual summaries, a guide for using the Bylaw Enforcement Portal, and contact information for planning services offices.

Last updated: January 5, 2026

Contact: bylawenforcement@islandstrust.bc.ca | www.islandstrust.bc.ca

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Wednesday, March 11, 2026
4:30 p.m. - 5:30 p.m.
Islands Trust Council

Species at Risk Presentations and Discussion

Purpose: To discuss the results and recommendation of two species at risk initiatives within Islands Trust funded by Environment and Climate Change Canada.

Resources: Patricia Woodruff, Planning Services Biologist
Erica Wheeler, Islands Trust Conservancy Species at Risk Program Coordinator

Patricia Woodruff has been working as a Biologist in BC for more than 20 years. After starting her career doing fisheries stock assessment on the large lakes and reservoirs of BC, she has since gained experience in the study and management of species at risk, aquatic invasive species, and aquatic ecosystem modeling. A Registered Professional Biologist, her previous position was reviewing Riparian Areas Protection Regulation assessment reports and assisting other provincial biologists in protecting riparian and aquatic habitats.

Erica Wheeler is a plant taxonomist by training, with specialization in the geographic distribution of genetic diversity in species at risk. She has over two decades of experience supporting and conducting collections-based biodiversity research, and advocating for the importance of natural history collections. In her current role, she coordinates implementation of conservation measures for species at risk at ITC Protected Areas.

Islands Trust – Species at Risk Presentations and Discussion

Time	Topic
5 minutes	Introductions Review of purpose and objectives
10 minutes	*Species at Risk Act* of Canada Priority Place Program for Species at Risk
10 minutes	**Patricia Woodruff** Incorporating species at risk and other biological information into Islands Trust land use planning decisions
10 minutes	**Erica Wheeler** Implementing a species at risk program in ITC Protected Areas
20 minutes	Questions and Discussion
5 minutes	Closing remarks

Background information links:

- *Species at Risk Act*
- North Cowichan DPA-3 Natural Environment
- A *Species at Risk Act* section 11 Conservation Agreement to Support the Recovery of the Southern Resident Killer Whale

Trust Area Services Report
Prepared on: February 16, 2026

1. TRUST PROGRAMS COMMITTEE (TPC)

~ **Stewardship Education Program:** In July, the Committee endorsed project charters for five webinars for delivery in 2025/26. Four webinars have been held to date, and one more is planned (see details below).
~ **Community Stewardship Awards Program**: In February, TPC reviewed a briefing about the program which is to be delivered in 2026.
~ **Indicator selection, analysis and reporting**: Staff did not proceed with plans to hire a temporary researcher so staff did not provide the committee with a draft business case for a proposed Trust Area resilience project.
~ **Policy Statement Amendment Policy**: In February, TPC reviewed a draft Request for Decision with recommended revisions to Policy 1.2.1 (Policy Statement Amendment) fand requested that staff return it with amendments for review at their next meeting.

2. EXECUTIVE COMMITTEE (bylaws)

~ **Bowen Island Municipality bylaws:** At its meeting of January 14, 2026, Executive Committee approved the following Bowen Island Municipality (BIM) bylaws:
  - Official Community Plan amendment bylaw No. 673, which will amend the BIM official community plan to reduce the minimum lot area of a one rural residential property to enable its subdivision; and
  - Official Community Plan amendment bylaw No. 693, which will amend the BIM official community plan and land use bylaw for the subject properties to reduce the minimum average lot area for lots with on-site water servicing to enable their subdivision.

3. ISLANDS 2050 (POLICY STATEMENT AMENDMENT PROJECT)

Following first reading of Policy Statement Bylaw No. 183 in July 2025, the focus of staff's work on the Policy Statement Amendment Project in the fourth quarter has been on organizing and delivering LTC-requested community information meetings and town halls, responding to questions from community members, and triaging agency and Indigenous Governing Body referral responses.

In the fourth quarter, staff participated the following in-person Policy Statement community information meetings, which were advertised in local publications, online and through e-mail subscriber notices:

- Gabriola Island: November 20, 2025
- South Pender Island: December 5, 2025
- Salt Spring Island: December 6, 2025 and January 13, 2026
- Galiano Island: December 9, 2025

In the fourth quarter staff, staff participated in the following online community information meetings or town halls, which were advertised in local publications, online and through e-mail subscriber notices:

- Hornby Island: January 23, 2026
- Saturna Island: January 29, 2026
- Thetis Island: February 3, 2026

Phase 4 of public engagement on the draft Policy Statement closed on February 2, 2026. More than 2,000 survey responses were received. Correspondence about the draft Policy Statement continues to be received and posted to the Islands2050 project website. Due to the volume of material, and existing workloads, Staff have contracted analysis of survey results and correspondence. A summary will be provided to Trust Council at a future meeting.

Staff have reached out to Indigenous Governing Bodies both to request referral responses and to work through comments and questions raised in those responses. Staff have also begun the work of organizing agency referral responses and exploring potential policy changes to respond to those responses. TAS staff met with senior staff to explore Policy Statement implementation options.

In February, staff met with Ministry of Housing and Municipal Affairs staff to clarify expectations around the ministerial approval process for the Policy Statement bylaw.

Staff continue to monitor the Islands2050@islandstrust.bc.ca inbox, respond to enquiries, and post correspondence to the website. Staff will update the Islands 2050 webpage at key intervals in the project, including the Frequently Asked Questions.

Staff continue to liaise with individual trustees to answer procedural questions and provide communications support.

4. COMMUNICATIONS

Communications staff continue to provide routine communication services and to offer support to staff and trustees as part of ongoing operations.
Routine communications over the last quarter include the following:

- **Quarterly newsletter:** the quarterly was distributed in December 2025.
- **News Releases:** Two news releases were distributed since the last report:
  - February 3, 2026: Mar 10-12, 2026, Islands Trust Council Meeting Announced
  - Dec 4, 2025: Islands Trust Trustees Receive Long Service Awards from UBCM
- **Media relations:** There has been a marked increase in responding to journalists for information and clarification, as well as providing corrections. Staff continued media relations, including contacting journalists with corrections or clarifications, and continue to build the media contacts list.
- **Issues management:** Staff continued to support trustees with speaking notes on emergent issues and provide media relations support.
- **Social media:** Staff have continued posting to social media. A consistent posting schedule has been underway since March 2023, with a planned schedule of two posts per week, or more as necessary and as topics arise. The number of Facebook followers is at 1,018, up from 1,005, while X (previously known as Twitter) has decreased from 1085 followers to 1076. Islands Trust no longer actively posts on X, but has maintained the account and the profile is still live. As discussed at March 2025 Trust Council meeting, staff have been focusing on the most engaged platforms, and growing the Islands Trust

subscriber base. As of March 2023, Islands Trust is active on LinkedIn and Instagram. To date, Instagram has 289 followers, up from 269 followers, and LinkedIn has 412 followers, up from 387.

- **Media clippings service:** Staff continue to monitor media sources and provide a summary of Trust-relevant news stories to trustees, Bowen Island Municipal Council, and select Ministry staff. While staff aim to provide updates two to three times a week, this service is provided on a time-available basis. Including more clippings from more local publications is a priority and staff are working to include more local content.
- **Policy Statement Amendment Project:** Staff continued to promote engagement on the draft Policy Statement Amendment Project, support engagement events, provide information to journalists and the public, and update information.
- **Website maintenance and improvement, and staff training:** Staff continued to update webpages on a consistent basis to update data, improve readability and conciseness. Staff also monitored a contract for accessibility improvements on the website, funded through grant funding.
- **Property Tax Assessment Notice:** Staff updated the Property Tax Assessment Notice for the 2026/27 mail out, which will be approved by Executive Committee
- **Budget communications:** Staff updated the Islands Trust budget webpage and provided trustees with speaking notes to support clear information on the 2026/27 draft budget.

Specific work completed over the last quarter to advance the **Communications Strategy** included:

- Continued updates on the Islands Trust visual identity guide to incorporate updated information for the reconciliation section
- Supported the Program Coordinator in promoting and hosting the stewardship education webinars
- Worked to update procedure documents for project workplans
- Supported Islands Trust Conservancy staff as required
- Worked to improve a communications request intake procedure to streamline workflows and create clarity around staff capacity

The communications team has supported the work of other business units on the following initiatives:

- **Support for Planning Services:** Communications staff provided:
  - Communications and engagement support for the Gabriola Island Official Community Plan review project
  - Communications and engagement support for the Salt Spring Island Official Community Plan review project
  - Communications and engagement support for the Denman Island Housing review project
  - Communications and engagement support for the North Pender housing project
  - Communication and design support for the bylaw compliance and enforcement best practices manual and the launch of the CityView bylaw enforcement portal
  - Worked on a communications workplan for the launch on MapIT

Staff continue to assist with social media for local trust committees that request such support.

- **Support for Bylaw Compliance and Enforcement Services:** Staff continue to support bylaw compliance and enforcement through creating speaking notes and news releases for trustees that need support with regards to enforcement efforts in local trust areas.

5. INDIGENOUS RELATIONS PROGRAM

~ **Support to staff and trustees:**
  - Through a Trust Area-wide Consultative Areas Database search earlier this year the provincial staff identified four additional First Nations to engage, Staff have now confirmed that engagement is not required for Da'naxda'xw or Mamalilikulla First Nation, and Tlowitsis Nation. Staff continue to continue to look into Lummi Nation (in the U.S.). Once confirmed, staff will, as needed, update all affected documents and materials—including the Territorial Acknowledgement Guide, acknowledgment slides, email signature procedure, website content, and any other references—to reflect this change.
  - Staff continued to provide support and advice to staff and trustees who had meetings or correspondence with First Nations.
  - Staff continue to liaise with provincial staff and other local government staff to support the development of the Indigenous Relations program.
  - Staff provided support for Trustees on responding to public concerns about the Cowichan Tribes vs Canada court decision
  - Staff provided four orientation sessions to new staff. The purpose is to provide an introduction to First Nation history and Indigenous relationship building. Currently developing new PowerPoint decks for orientation delivery.
  - Supported the planning of the upcoming Stewardship Webinar on Fallow Deer in the Southern Gulf Islands.
  - Senior Indigenous Relations Advisor attends Executive Committee and Islands Trust Conservancy Board meetings.
  - Attended a meeting with Penelakut Tribe staff regarding proposed Bylaws 292-295, and DL 85/86 rezoning.
  - Staff reviewed a draft agreement between ITC and ECCC

~ **Support to Trust Council**
  - Coordinated to have Sherry Thomas from Esquimalt First Nation Council provide a Traditional Welcome/Open at the December 2, 2025 Trust Council Meeting.
  - Cowichan Tribes has confirmed that there will be a representative to provide the Welcome/Open at the March 2, 2025 Trust Council Meeting.

~ **Support to Executive Committee**
  - Arranged a January 14, 2026 presentation to Executive Committee on co-governance by Stephanie Atleo, Cowichan Tribes Director of Governance.

~ **LTC Meetings**
  - Senior Indigenous Relations Advisor attended November 20, 2025 in-person Gabriola LTC meeting
  - Senior Indigenous Relations Advisor attended January 22, 2026 in-person Gabriola LTC meeting. Supported Elder Geraldine Manson tin providing open/welcome.

~ Senior Indigenous Relations Advisor attended three in-person and three virtual community information meetings regarding the draft Policy Statement.

~ **Island Trust Conservancy Engagement Plan**
  - Supported the development of ITC 5-year plan engagement plan, logic model, draft engagement letter, and engagement information session.

- **Protocol agreement negotiation:**
  - **Quw'utsun Nation:** No progress this quarter.
  - **Snaw-naw-as First Nation:** Drafted and sent letter from the Chair recognizing their newly elected Chief and Council with a request for a leadership-to-leadership meeting.
  - **Snuneymuxw First Nation:** Snuneymuxw has requested postponement of protocol agreement negotiation for a period and will contact Islands Trust once their staff has capacity to continue.
  - **W̱SÁNEĆ Leadership Council Society (WLC):** In December, staff provided a draft protocol agreement, and subsequently followed-up.
  - **Tsawout First Nation:** In December, staff provided a draft protocol agreement and monthly meetings are scheduled.
  - **Tla'amin Nation**: Staff have been communication with Tla'amin First Nation staff to define their interest in engaging with Islands Trust. Staff held a meeting with Tla'amin staff to discuss interest in developing an agreement with Islands Trust and are working on scheduling another meeting to discuss further. The Nation also has expressed interest in touring some of the islands.
- **Liaison meetings:**
  - None held by Trust Area Services.
- **Correspondence:**
  - Continue to support staff by reviewing letters to ensure culturally safety.
- **Site visits:**
  - None this quarter.
- **Events:**
  - None organized this quarter.
- **Records management:**
  - Staff did not progress work this quarter toward the completion of a project related to records and correspondence management related to First Nations relations and referrals. This project will re-initiate in 2026.
- **Policies and procedures:**
  - No progress this quarter on an honoraria procedure.
- **IGB Capacity Funding**:
  - Staff drafted a policy on capacity funding for Indigenous Governing Bodies.
- **Reconciliation Learning Group:**
  - Supported delivery of two day Responding to Indigenous-Specific Racism Workshop in February
- **indigenous Relations Action Plan:** Drafted plan for Trust Council review.

6. ADVOCACY/COORDINATION

- **Trust Council:** No work on Trust Council requested advocacy progressed this quarter.
- **Local Trust Committees:** No work on local trust committee requested advocacy progressed this quarter.
- **Executive Committee:** TAS did not support any letters this quarter.
- **Secretariat Services for Coordination Groups:** TAS supported general administration.

7. GRANTS MANAGEMENT

- **Grant applications/negotiations with funders:**
  Real Estate Foundation of BC – General Grant Submission: Gabriola Archaeological Overview and Preliminary Field Reconnaissance with Snuneymuxw First Nation. ($90,000.00) (application drafted by Planning Services staff)
- **Grant monitoring:** Staff continued to monitor other grant-funded projects. These include grants to Islands Trust and to associated groups/agencies that are underway. Currently these include:
  - Environment and Climate Change Canada Priority Places Contribution Agreement for Biologist position: $200,430

- Ministry of Housing and Municipal Affairs Grant for First Nations engagement, $150,000
- Disability Alliance BC Grant to support the Accessibility Committee development, $7,000
- Local Government Management Association for Responsible Conduct Resource Assistance, $25,000
- UBCM Community to Community Grant to support joint gathering and protocol agreement with Tsawout First Nation $20,000
- UBCM Community to Community Grant to support a new protocol agreement and signing ceremony with Tseycum (W̱SIḴEM) and Tsartlip (W̱JOŁEŁP) First Nations, via the W̱SÁNEĆ Leadership Council $16,865
- SPARC – Local Community Accessibility Grant: Salt Spring office accessibility upgrades and website accessibility improvements $25,000.00

~ **Grant reporting:** Staff administered reports for:

- Winter Quarterly Update: Environment and Climate Change Canada Priority Places Contribution Agreement for Biologist position
- UBCM Complete Communities Grant regarding in-kind amounts

8. PROGRAMS

~ **Stewardship Education Program**:

- Trust Programs Committee endorsed five webinars for delivery in 2025/26 on the following topics: Xwe'etay/Lasqueti Archaeology Project; Protecting the Shoreline: A Shared Responsibility; Climate Adaptation: Rain Gardens and Other Nature-Based Solutions You Can Use; Working towards a Fallow Deer Strategy for the Southern Gulf Islands, and Species at Risk on Your Property & How to Become a Habitat Steward. To date, three of the webinars have been delivered:
  - *Xwe'etay/Lasqueti Archaeology Project: Protecting and Honouring Indigenous Heritage through Archaeology, Policy, and Planning* occurred on September 25th with 152 registrants, 64 attendees, and 165 views of the video recording.
  - *Species at Risk on Your Property and How to Become a Habitat Steward* was hosted on November 19th with 183 registrants, 88 attendees, and 105 views to date.
  - *Protecting the Shoreline: A Shared Responsibility* was held on December 10th with 157 registrants, 62 attendees, and 81 views to date.
  - *Climate Adaptation: Rain Gardens and Other Nature-Based Solutions You Can Use* took place on February 4th with 161 registrants, 66 attendees, and 38 views to date.

~ **Community Stewardship Awards Program**:

- The Community Stewardship Awards Program takes place in the final year of each term to honour individuals, organizations, and/or groups supporting initiatives that further the Islands Trust mandate.
- 2026 awards program launched in February 2026.

9. DELEGATION AND OTHER LETTERS

~ None.

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 11, 2026
From:	Trust Area Services	**Date Prepared:**	February 18, 2026

SUBJECT Indigenous Relations Action Plan 2026-2028

RECOMMENDATION: That Trust Council endorse the draft Islands Trust Indigenous Relations Action Plan 2026-2028 and request that staff undertake more internal engagement and return a revised version to Trust Council for approval in June 2026.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The proposed two-year plan is a mix of continuing and new activities. There is a primary focus on internal improvements that support positive, respectful, productive relationships which is reflected in the proposed name "Indigenous Relations Action Plan". The two-year timeframe is recommended so that the next Trust Council will have an opportunity to influence extension of this plan or creation of the next one. This plan is drafted with the assumption that the new Manager of Indigenous Relations position will be filled by July 2026.

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1 **PURPOSE:** To provide the Island Trust Indigenous Relations Action Plan to Trust Council for feedback, endorsement and direction regarding revisions.

2 **BACKGROUND:** The Islands Trust Area is located within Coast Salish territory and is the homeland to many Coast Salish Peoples who have called this place home since time immemorial. Indigenous Peoples have inherent rights as protected under section 35 of the Constitution Act, 1982.

In 1994, the Province amended the *Islands Trust Act* to allow the Islands Trust Council to enter into agreements with First Nations governments. Also in 1994, the Province granted Islands Trust new legislative authorities including new powers to engage in "activities to gain knowledge about the history and heritage of the trust area and to increase public awareness, understanding and appreciation of the history and heritage" and to "conserve heritage property."

In 2016, Islands Trust Council adopted its First Nations Engagement Principles Policy.

In 2019, Islands Trust Council passed its Reconciliation Declaration:

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.

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.

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.

In 2019, Islands Trust Council adopted a Reconciliation Action Plan (2018-2022) which was partially implemented. Staffing vacancies and a general lack of sufficient staff capacity hampered full implementation.

In 2021, Islands Trust Council passed a statement of solidarity:

The Islands Trust area is a community in which Indigenous People were forcibly removed and disenfranchised from their village sites and gathering places, and the history of that legacy continues to this day, not only in the Trust area but throughout British Columbia and Canada.

We ask that the Federal and Provincial Governments take steps to uphold the guiding principles of the United Nations Declaration on the Rights of Indigenous Peoples signed by the Government of Canada in 2010, and the Declaration on the Rights of Indigenous Peoples Act adopted by the Government of British Columbia in 2020.

We ask the Governments to engage and work together to maintain and strengthen the relationship with Indigenous Peoples and we ask the Governments to look to the guiding principles of the Truth and Reconciliation Calls to Action 2012 and the Calls for Justice tabled by the National Inquiry into Missing and Murdered Indigenous Women and Girls in 2019 as a way forward.

The Islands Trust remains committed to strive toward relationships that are respectful of human rights, and human dignity, and the work of reconciliation, and acknowledges that Indigenous, Metis, and Inuit have lived on these lands since time immemorial.

In 2021, the Province of BC amended the *Islands Trust Act* to change the Object statement to include cooperation with First Nations.

The object [mandate] of the Trust is to preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia.

In 2021, Islands Trust Council passed the following resolution:

Be it resolved that Trust Council define the words 'unique amenities' to be inclusive of the cultural heritage of Indigenous Peoples within the Islands Trust Area and that this aspect is prioritized.

In an April 2025 letter, the Minister of Housing and Municipal Affairs advised Islands Trust Council to ensure that engagement with the public and First Nations on bylaws, including the Policy Statement, that require Ministerial approval “are undertaken in a manner that demonstrates mutual respect and builds towards consensus”.

The draft Indigenous Relations Action Plan 2026-2028 builds off the lessons learned through implementation of the 2018-2022 plan, and is informed by the advice of Coast

Salish leaders and staff of various Indigenous Governing Bodies with territory in the Islands Trust Area.

The Plan is intended to:

- Set out activities that will support and advance relationship-building and cooperation within the existing legislative framework,
- Support efforts to co-develop planning, land use, and land protection processes with Indigenous Governing Bodies within the Islands Trust Area, and
- Respond to the generous guidance and teachings that have been shared with staff and trustees by Indigenous Peoples.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: The implementation of this plan will require staff resources from all departments**.** Many activities in the plan have already been previously directed by Trust Council or Executive Committee and some new activities, such as development of procedures and guides, may result in increased productivity once complete. The plan does not cover activities of the Islands Trust Conservancy Board as it intends to develop its own plan once it has completed engagement on development of the next Five-Year Plan.

FINANCIAL: $25,000 for new spending in 2026/27 for direct implementation of the plan including:

Activity/Item	Budget
Leadership to leadership meetings (e.g. travel, room rental costs)	$2,000
Training for Trust Council's as set out in an updated continuous learning plan	$2,000
Blankets and gifts for use at meetings at events to support cultural protocols	$500
New agreements with Indigenous Governing Bodies (assumes that Union of BC Municipalities will continue to offer grant funding for agreement development via the Community-to-Community grant program) (e.g. legal, travel and events costs)	$15,000
Travel funding for Islands Trust Council representative to attend ceremonial and memorial services	$1,000
Activities that support relationship-building between Islands Trust staff and staff in Indigenous Governing Bodies (e.g. room rental, meal, joint site visit)	$1,500
Offer and support on-island public learning events related to history or heritage	$3,000
TOTAL	**$25,000**

Additional salary/project costs which have been considered independently through the 26/27 budget development process include:

Activity/Item	Budget
New Manager of Indigenous Relations position	$113,909
Unallocated capacity funding	$50,000
Backfill of staff to support development of a referrals tool-kit and guide for early engagement	Not yet costed but would be grant funded

Some proposed activities in 2027/28 will require that business cases be developed and submitted for funding so estimates are not currently available for 2027/28.

POLICY: None at this time.

IMPLEMENTATION/COMMUNICATIONS: Staff have developed a draft implementation plan for internal use which will continue to be refined once the 2026/27 budget is approved. The intention is to report on the implementation of this plan through a quarterly report to Islands Trust Council, and through a description of activities in the annual report. Staff are currently seeking quotes from Coast Salish artists to re-design the Indigenous Relations Framework graphic into a Coast Salish canoe with paddles. Once approved by Trust Council in June the Plan will be posted to the Islands Trust website.

FIRST NATIONS RELATIONS: The Plan is informed by previously received feedback and suggestions from Indigenous Governing Bodies and knowledge holders, staff suggestions, Coast Salish knowledge, and the recommendations of the Truth and Reconciliation Commission (TRC). The Plan will be a living document that may be changed or adjusted through its two-year timeframe in response to emerging priorities. Implementation of the plan is expected to result in improved relationships and knowledge sharing.

Relationship-building cannot occur without addressing anti-Indigenous-specific racism at individual, institutional, and systemic levels. This form of racism is embedded in colonial laws, policies, professional practices, and decision-making structures that continue to shape outcomes today.

The implementation of this Action Plan requires ongoing learning, self-reflection, and accountability by trustees, staff, and leadership to prevent the reproduction of harm through well-intentioned processes. Addressing anti-Indigenous-specific racism is a condition of engagement, not a standalone initiative.

OTHER: Some of the proposed activities in the plan will work together to reduce risks associated with non-approval of bylaws submitted to the Minister of Housing and Municipal Affairs. It will require that all trustees and staff commit to learning and adapting.

4 **RELEVANT POLICIES:** First Nation Engagement Principles
https://islandstrust.bc.ca/document/policy-6-1-1-first-nations-engagement-principles/

5 **ATTACHMENTS:** Island Trust Indigenous Relations Action Plan (2026-2028)

RESPONSE OPTIONS

RECOMMENDATION: That Trust Council endorse the draft Islands Trust Indigenous Relations Action Plan 2026-2028 and request that staff undertake more internal engagement and return a revised version to Trust Council for approval in June 2026.

Alternatives:

1) Approve the Islands Trust Indigenous Relations Action Plan 2026-2028.
2) Do not endorse the Islands Trust Indigenous Relations Action Plan 2026-2028.

Prepared By: Clare Frater, Director, Trust Area Services with Joe Elliott, Senior Indigenous Relations Advisor

Reviewed By/Date:

Rueben Bronee, CAO/ February 19, 2026
Executive Committee/ February 25, 2026

Islands Trust Council

DRAFT Indigenous Relations Action Plan *2026 – 2028*

DRAFT FOR INTERNAL DISCUSSION AND IMPROVEMENT

February 19, 2026

DRAFT

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Islands Trust Council's Declaration on Reconciliation

On March 14, 2019, Islands Trust Council, on Gabriola Island, unanimously passed the Reconciliation Declaration:

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.

Adopted: March 14, 2019 Trust Council on Gabriola Island

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Acknowledgement

Islands Trust respectfully acknowledges that the lands and waters that encompass the Islands Trust Area have been home to Indigenous Peoples since time immemorial. We are committed to Reconciliation and to working together to preserve and protect this ecologically, culturally, and spiritually significant region in the Salish Sea.

The Islands Trust Area is located within the treaty lands and territories of the BOḰEĆEN, Cowichan Tribes, K'ómoks, Lyackson, MÁLEXE̓L, Qualicum, scəẃaθən, səl̓ilwətaɬ, SEMYOME, shíshálh, Sḵwx̱wú7mesh, Snaw-naw-as, Snuneymuxw, Songhees, Spune'luxutth', SȾÁUTW_, Stz'uminus, ɬaʔəmen, Ts'uubaa-asatx, Wei Wai Kum, We Wai Kai, W_JOL ̓EL ̓P, W_SIḴ_EM, Xeláltxw, Xwémalhkwu, Xwsepsum, and xʷməθkʷəy̓əm First Nations.

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Introduction[1]

The Islands Trust Area is situated within Coast Salish Territory and sits at the centre of the many gathering places and villages of these strong and vibrant First Nations. Coast Salish Peoples have a spiritual connection to the islands and the waters of the Salish Sea, and have a vital, long-standing and future-oriented interest in the environment of their territories and treaty lands.

Islands Trust Council acknowledges that Islands Trust is founded within a colonial framework that excludes Indigenous Peoples from land use decisions on their own territories. The establishment of Islands Trust in 1974 was done without recognition of the Indigenous stewardship, governance, and deep relational knowledge of the lands and waters that have been in place since time immemorial. Residential schools, forced removal, and colonial laws and restrictions of Indigenous governance and cultural practices have displaced and dispossessed Coast Salish peoples and disrupted their relationships with the islands and waters of the Salish Sea. The ongoing legacy of cultural erasure, neglect of ancestral sacred sites, and systemic disregard for Indigenous presence has caused lasting harm and mistrust. Meaningful Reconciliation requires truth-telling.

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

Islands Trust is committed to a distinction-based approach that honours the uniqueness of each Indigenous Governing Body with interest in the Islands Trust Area. This means recognizing that Indigenous Governing Bodies are not a monolith; each Nation has its own governance structure, laws, priorities, language, cultural practice, and relationship to the land and waters. Engagement must be grounded in respect for these differences, and guided by the protocols and self–determined approaches of each Nation.

Within the territorial context, it is important to be clear about the role, mandate, and limitations of Islands Trust. Islands Trust is a special purpose government mandated to preserve and protect over 450 islands and surrounding waters in the Salish Sea, in cooperation with First Nations, and municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia, through:

- Land-Use Planning:
    - Creates policies and regulations for land and marine areas that respect the Islands Trust preserve and protect mandate.
- Regional Collaboration and Advocacy:

[1] This Indigenous Relations Action Plan is informed by past comments and advice of Coast Salish leaders and knowledge holders and staff of various Indigenous Governing Bodies with territory in the Islands Trust Area. It also builds on the contributions and ideas of former Islands Trust Senior Intergovernmental Policy Advisors Fiona MacRaild, Lisa Wilcox and Robyn Kefi, and a staff-wide process to seek input in 2022, facilitated by Gillian Nicol, former Program Coordinator and Narissa Chadwick, Island Planner.

It follows implementation of Islands Trust Council's 2018-2022 Reconciliation Action Plan.

    - Advocates on issues important to the entire region in a non-regulatory way to preserve and protect the Trust Area for future generations.
- Land Conservation
    - The Islands Trust Conservancy works with people and communities to preserve and protect the unique ecosystems and culturally significant places in the Trust Area. Since 1990, over 110 places across the region have been protected.

Informed by Indigenous Governing Bodies and Indigenous Peoples, Islands Trust is on a path of education and transformation. Indigenous Governing Bodies and Elders have shared some key concerns with Islands Trust that include, but are not limited to:

- Cultural heritage protection
- Loss of access to resources and harvesting areas
- Pressures on ecosystems
- Need for revitalization of language and culture
- Need for education about the past and current impacts of colonialism
- Opportunities and issues related to ecosystem restoration and recovery
- Need for co-development of planning and land use management and land protection processes with Islands Trust bodies
- Need for acknowledgment of Indigenous self-governance and inherent rights to be self-governing decision-makers within their respective territories, and to be stewards
- Need for implementation of the United Nations Declaration on the Rights of Indigenous Peoples (UN Declaration)

Indigenous Governing Bodies have also stressed the importance of acknowledging the interdependencies between healthy communities and healthy ecosystems.

As a special-purpose government mandated to preserve and protect the unique amenities and environment of the Islands Trust Area, Islands Trust Council recognizes its responsibility to respect the rights, traditions, and knowledge of Indigenous Peoples.

The intent and commitment of this Indigenous Relations Plan is a willingness to work in new ways and to take the time needed to the systems, process and activities at an organizational level. This action plan is meant to:

1. Set out activities that will support and advance relationship building and cooperation within the existing legislative framework,
2. Support efforts to co-develop planning, land use management and land protection processes with Indigenous Governing Bodies within the Islands Trust Area, and
3. Respond to the generous guidance and teachings that have been shared with staff and trustees by Indigenous Peoples.

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Goals and Actions

1.Governance

Background:

Section 9 of the *Islands Trust Act*, grants authority to Islands Trust Council to enter into coordination agreements with Indigenous Governing Bodies (IGBs) but does not provide a clear framework for IGBs seeking shared governance models that align with the principles of the UN Declaration and UN Declaration Act. To address this, Islands Trust Council has twice requested provincial review of the *Islands Trust Act*, to which the Province has responded that it expects Islands Trust Council to ensure that it has engaged in a meaningful way with the agencies and governments that would be expected to participate in or be impacted by such a review.

Despite a lack of enabling legislation, Islands Trust bodies can work towards meaningful engagement with Indigenous Governing Bodies and explore new ways of working together more closely.

Governance		
Goal To have Islands Trust Council and trustees engaging with Indigenous Governing Bodies to explore new ways of working together more closely.		
Action Item	**Timeline**	**Budget**
Trust Council to engage with Indigenous Governing Bodies, using a distinction-based approach, to **explore potential establishment of an Indigenous advisory or guidance group** that could support and inform future governance changes and requests for legislative change	2027/28	Via business case for 2027/28
Amend Islands Trust Policy Statement, through engagement with Indigenous Governing Bodies, to include a guiding principle about acknowledging and respecting Indigenous Rights, and a directive policy regarding engagement with Indigenous Governing Bodies during development of official community plan bylaws, and other bylaws that require Executive Committee or Islands Trust Council review or approval	2026/27	Via Policy Statement Amendment Project budget
As opportunities arise, **support leadership-to-leadership meetings**	Ongoing	$2,000 annually for honoraria/gifts, travel costs from Trust Council or LTC travel budgets
Update policies or agenda templates to enable formal opportunities for First Nations presentations and	2026/27	Staff time

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engagement at Island Trust Council meetings and meetings of other Trust bodies.		
Engage with the Province to analyse Section 7 of the UN *Declaration Act* to see how it pertains to Islands Trust Council, Islands Trust Conservancy, local trust committees, and Bowen Island Municipality.	2026/27	Staff time

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2. Education/Training - Trustees and Staff

Background:

To successfully implement this action plan and advance relationship-building, trustees and staff need knowledge and skills to engage meaningfully with Indigenous Governing Bodies and Indigenous peoples. The Truth and Reconciliation Commission's (TRC) Call to Action #57 calls upon all levels of government to provide education for public servants on Indigenous histories, rights, and governance systems. As many staff, trustees, and advisors have been socialized within a settler colonial framework, which can create barriers to respectful relationship-building, training on anti-Indigenous specific racism and cultural safety training is needed.

Education/Training - Trustees and Staff		
Goal To foster a culturally competent and culturally safe organization by providing trustees and staff with the knowledge, skills, and tools necessary to unlearn colonial biases, deepen their understanding of Indigenous histories, cultures, and governance systems, and engage in meaningful, respectful, and informed relationships with Indigenous Peoples. This will ensure that reconciliation principles are embedded into governance, decision-making, and daily operations, creating a work environment that upholds cultural safety and respectful engagement, and accountability as core values.		
Action Item	**Timeline**	**Budget**
Develop **orientation package and orientation sessions** for new trustees, advisory planning commission/Board of Variance members, and staff	2026/27	Staff time
Provide **training and scripts to Chairs** to support delivery of culturally safe meetings, and to provide support for responding to Indigenous-specific racism.	2026/27	Staff time Trust Council training budget
Update the **Islands Trust Identity Guide** and **Territorial Acknowledgement Guide** as needed.	Ongoing	Staff time
Update Island Trust Council's **Continuous Learning Plan** to include topics related to reconciliation, cultural safety, respectful engagement, and anti-Indigenous racism, and deliver training.	Ongoing 2027/28	$2,000 annually Via business case anti-Indigenous-racism workshops
Establish a **staff Indigenous engagement coordination group** to align Islands Trust engagement processes, share information, and ensure a consistent and culturally-safe approach across all departments.	2026/27	Staff time

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Continue annual **educational emails** for Indigenous Peoples Day and National Day for Truth and Reconciliation noting events and resources to support continuous learning.	Ongoing	Staff time
Review/update **annual employee development plans** to require cultural competency training and cultural safety learning.	Ongoing	Training to be paid from department training budgets
Provide one-to-one dialogue sessions with the Senior Indigenous Relations Specialist to discuss topics related to reconciliation, work, society, and other issues related to Indigenous understanding.	Ongoing	Staff time
Continue to host Islands Trust library in Victoria and Salt Spring offices with books on Indigenous topics, and start a library for the Northern office.	Ongoing	Staff time with books donated

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3. Making More Institutional Space for Indigenous Relations

Background:

Islands Trust operates within a complex governance landscape that is challenged to prioritize meaningful and coordinated engagement with Indigenous Governing Bodies. At present, Islands Trust has 15 corporate bodies engaging with 30 Indigenous Governing Bodies across multiple concurrent projects, often led by different staff members working in silos. In recent years, the organization has taken on more projects and processed more development applications than can be effectively managed within existing staff capacity.

There is a clear and growing desire to align with the United Nations Declaration on the Rights of Indigenous Peoples (UN Declaration) as the framework for reconciliation. However, this requires not just policy commitments but the transformation of governance structures, bylaws, and relationships—many of which were created within a colonial system that marginalized Indigenous Peoples. To support respectful Indigenous relations, Islands Trust must make institutional space for this work—ensuring sufficient capacity, strategic focus, and alignment with Indigenous priorities.

Additionally, both Islands Trust and Indigenous Governing Bodies face capacity challenges in engagement. Without increased resources, there is an urgent need to:

- **Slow down** – Avoid overcommitting to initiatives that exceed capacity.
- **Focus** – Focus spending on projects where the interests of the Indigenous Governing Bodies' can be supported.
- **Review and Transform Operations** – Ensure Islands Trust operations are reflective of reconciliation commitments.

Making More Institutional Space for Indigenous Relations		
Goal To ensure there are sufficient resources to uphold respectful and productive relationships with Indigenous Governing Bodies and to focus engagement efforts on priority initiatives.		
Action Item	**Timeline**	**Budget**
Implement **CAO's Operational Review** recommendations, including new position of Manager of Indigenous Relations and no new projects in 2026/27 (subject to budget approval).	2025/26-2026/27	
Recognizing the progress that has been made in operationalizing Indigenous relations and the goals and actions in this plan, **assess possible impacts of rescinding of local trust committee Reconciliation standing resolutions.**	2026/27 (pre-election)	Staff time
Prioritize resources needed to implement of Strategic Plan Key Initiative 1.1.2 "Work with Indigenous Governing Bodies to **co-design and implement future Policy Statement**	2027/28	Business case to be provided for 2027/28.

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amendment review processes that ensure ongoing and more regular review and amendment of the Policy Statement.”		

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4. Building a Strong Administrative Foundation

Background:

Effective administrative processes support meaningful relationships, improve coordination, and support integration of Indigenous knowledge and governance perspectives into decision-making. By improving internal procedures and collaboration frameworks, Islands Trust can support Indigenous self-determination and build long-term relationships rooted in mutual respect and collaboration.

Building A Strong Administrative Foundation		
Goal To strengthen administrative processes that support respectful engagement, protection of Indigenous cultural heritage, and collaboration with Indigenous Governing Bodies within the Islands Trust Area.		
Action Item	**Timeline**	**Budget**
Engage with staff from Indigenous Governing Bodies on potential improvements to current referral process, and recommend policy changes to Islands Trust Council.	2025/26-2026/27	Staff time
Develop a **referrals tool-kit** for staff with procedures, primer of Islands Trust jurisdiction, checklists, templates, bylaw approval coordination flowchart, with a focus on continuing a relational approach.	2026/27	Staff time (may seek grant funds to support staff backfill)
Develop a **guide for early engagement** with procedures, checklists and templates, with a focus on continuing a relational approach.	2026/27	Staff time (may seek grant funds to support staff backfill)
Engage with staff from Indigenous Governing Bodies to develop a baseline **engagement framework document** that records expressed guiding principles, interests, and the tools available to the Islands Trust to address interests. The baseline engagement frameworks can be used to inform Trust Area wide priorities in project planning and application processing.	2026/27 2027-28	Staff time in 2026/27. Business case may be provided for 2027/28.
Develop a staff procedure for the creation and implementation **of agreements with Indigenous Governing Bodies**.	2026/27	Staff time
Develop Islands Trust Council **capacity funding policy** (financial assistance), and develop a template capacity funding agreement and staff procedures.	2026/27	Staff time

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Develop and populate a **contact relationship management database** with information relating to each Indigenous Governing Body (including information on their previously expressed interests), and develop staff procedure and training materials.	2026/27 2027/28	Staff time
Develop a **staff procedure for sending and tracking correspondence** with Indigenous Governing Bodies.	2026/27	Staff time
Develop a **records management procedure** related to Indigenous relations, and implement staff training.	2026/27	Staff time
Sustain a **supply of blankets and gifts** for use at meetings and events, and develop a staff procedure to guide appropriate use.	Ongoing	$500 annually
Develop a **staff procedure for handshake and blanketing protocols.**	2026/27	Staff time
Facilitate sharing of mapping and indicator information and develop a **model data-sharing agreement** that respects Indigenous data sovereignty.	2026/27	Staff time
Facilitate **knowledge-sharing on best practices in Indigenous relations** with other levels of government through continued participation in the Indigenous Relations Regional District Community of Practice.	Ongoing	Staff time
Advocate for changes to the UBCM Community to Community (C2C) program to allow multiple Islands Trust bodies to apply for and concurrently receive grants.	2026/27	Staff time

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5. Relationship Development with Indigenous Governing Bodies

Background:

Building and maintaining strong relationships with Indigenous Governing Bodies is essential for meaningful engagement, informed decision-making, and advancing Reconciliation within the Islands Trust Area. These relationships are built on respect, and ongoing dialogue. Strengthening this connection requires consistent communication, collaboration on shared priorities, and logistical support to ensure accessibility and participation.

Relationship Development with Indigenous Governing Bodies		
Goal To build respectful, reciprocal, and sustained relationships with Indigenous Governing Bodies by supporting meaningful engagement, collaboration, and trust-building within the Islands Trust Area.		
Action Item	**Timeline**	**Budget**
Negotiate, sign and celebrate up to two **agreements** a year with interested Indigenous Governing Bodies to establish clear expectations for coordination.	Ongoing	$15,000 with funding from UBCM Community to Community grant as available.
Develop **working groups/regular meeting schedule** with interested Indigenous Governing Bodies and support and provide financial supports for travel and meetings.	Ongoing	Staff time Any travel to be paid from department travel budgets
Send **letters of congratulations** from the Chair following elections for Chief and Council.	Ongoing	Staff time
Provide travel funding for Islands Trust Council representative to **attend ceremonial and memorial services** (Pre-approval required from Executive Committee).	Ongoing	$1,000 annually
Support **staff-to-staff relationship strengthening** with occasional in-person meetings with food.	Ongoing	$2,000 annually
Develop procedures for bylaw compliance and enforcement staff regarding **informing First Nations about site visits to locations of known concern**	2026/27	Staff time

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6.Protecting Indigenous Cultural Heritage

Background

The Salish Sea Basin was one of the most densely populated regions in North America before European contact. The Islands Trust Area contains thousands of Indigenous archaeological and cultural heritage sites, including village sites, burial sites, middens, cairns, petroglyphs, pictographs, culturally modified trees, fish traps, and clam gardens. These sites reflect the deep history and enduring presence of Indigenous Peoples in the region. However, many have been desecrated or destroyed due to settler development, resource extraction, and inadequate legal protections.

The *Islands Trust Act* provides local trust committees with powers and authority for heritage conservation. It also provides Islands Trust Council with the power to engage in activities, and support and give financial assistance to others, to gain knowledge about the history and heritage of the Islands Trust Area. It also gives Islands Trust Council the power to conserve heritage property and to support and give financial assistance to others to conserve heritage property. These powers have rarely been used to preserve and protect Indigenous heritage sites.

The Islands Trust Council and local trust committees play a key role in integrating heritage conservation into land-use planning, promoting public awareness, and advocating for stronger safeguards by strengthening policies, improving mapping and archaeological site protections, and ensuring respectful engagement with Indigenous Governing Bodies. By updating policies, developing new internal resources, and fostering collaboration with Indigenous Peoples, Islands Trust can take meaningful steps towards preventing further destruction of sacred and culturally significant sites, and safeguarding heritage for future generations.

Protecting Indigenous Cultural Heritage		
Goal To strengthen the protection and preservation of Indigenous cultural heritage within the Islands Trust Area by updating policies, enhancing trustee, staff and public knowledge, improving mapping and archaeological site protections, and ensuring respectful engagement with Indigenous Governing Bodies. This work recognizes the deep historical and cultural significance of the Salish Sea Basin and aims to prevent further destruction or desecration of sacred sites, village sites, burial grounds, and other heritage areas.		
Action Item	**Timeline**	**Budget**
Amend the Islands Trust Policy Statement, through engagement with Indigenous Governing Bodies, to include guiding principles, directive policies, and advisory policies related to Indigenous cultural heritage protection.	2026/27	Via Policy Statement Amendment Project budget
Finalize a **primer on Heritage Conservation Areas** and include in trustee and planner orientation materials.	2026/27	Via base communications budget

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Improve and finalize, through engagement with Indigenous Governing Bodies, the **Archeological Chance Find Protocol** in consultation with Indigenous Governing Bodies.	2027/28	Via future project business case
Acquire **improved archeological and cultural heritage maps,** and provide staff training on their use, and confidentiality restrictions.	Ongoing	Via Gabriola Island OCP project in 2026/27 and future project business cases
Provide funding to Islands Trust Conservancy (ITC) for **archeological assessments of protected areas.**	Ongoing	Via ITC protected area management business case for 2026/27 and future business cases.
Provide funding to Islands Trust Conservancy (ITC) for **protected area management software project** to support Indigenous Governing Body involvement in protected area management planning and operations.	2026/27	$30,000 requested via business case

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7.Access to Lands and Resources

Background

For thousands of years, Indigenous Peoples have maintained deep connections to the lands and waters of the Salish Sea, relying on them for food, medicine, cultural practices, and governance. However, colonization, land dispossession, racist behaviours, and restrictive land use policies have severely limited Indigenous access to traditional territories, impacting their ability to exercise inherent rights, maintain cultural practices, and pass on traditional knowledge.

Despite these challenges, Indigenous communities continue to seek opportunities to reconnect with lands and resources through harvesting, stewardship initiatives, and land-based governance. Indigenous stewardship is essential to maintaining the ecological integrity of the region.

Islands Trust has a role in ensuring Indigenous access to lands and resources by supporting Indigenous-led monitoring and stewardship, incorporating Indigenous knowledge into land use policies, and removing unnecessary barriers to land-based practices.

Access to Lands and Resources		
Goal To support Indigenous Peoples by supporting their access to culturally significant areas within the Islands Trust Area**.**		
Action Item	**Timeline**	**Budget**
Provide funding to the Islands Trust Conservancy to **support participation of Indigenous Guardians/cultural monitors in monitoring of protected areas.**	Ongoing	To be included in ITC budget request annually
Provide funding to the Islands Trust Conservancy to **develop policy regarding harvesting by Indigenous People in protected areas.**	2026/27	Staff time or paid from ITC temporary staffing line Capacity funding via ITC Five Year Plan project
Amend the Islands Trust Policy Statement, through engagement with Indigenous Governing Bodies, to include policies on identifying and pursuing opportunities to improve access by Indigenous Peoples to marine and land-based harvesting and hunting areas.	2026/27	Policy Statement Amendment Project budget

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8.Using Coast Salish Languages and Art

Background:

Coast Salish languages and art are deeply connected to the land, waters, and cultural identity of the Indigenous Peoples of the region. These languages have been spoken on these territories since time immemorial, carrying ancestral knowledge, laws, and teachings. However, due to the impacts of colonization, Indigenous Peoples were subject to laws and policies that restricted cultural expression, including prohibition of ceremony, practicing art, wearing regalia, and speaking Indigenous languages. These measures disrupted intergenerational transmission of culture, creating long-term barriers that continue to affect access to opportunities today.

As a governing body operating within Coast Salish territories, Islands Trust has a role in supporting language revitalization and ensuring that Coast Salish art is recognized and respected. By incorporating Indigenous languages into signage, greetings, and communications, and by displaying Coast Salish art in its spaces, Islands Trust can help foster greater awareness, appreciation, and normalization of Indigenous cultural expressions.

Using Coast Salish Languages and Art		
Goal Support the revitalization and visibility of Coast Salish language and art by integrating them into Islands Trust spaces, communication, and engagement practices in a respectful and meaningful way that is guided by Indigenous Governing Bodies.		
Action Item	**Timeline**	**Budget**
Ensure that, as part of orientation materials, **trustees and staff are provided with local Indigenous language resources** (e.g. First Voices) and are encouraged to learn to pronounce First Nations' names.	2026/27	Staff time
Provide support to **Chairs and senior staff to learn greetings in a local language.**	2026/27	Staff time
Provide funding for a **Coast Salish art piece in each office lobby/boardroom.**	2025/26	Via Reconciliation action plan budget
Provide funding to the Conservancy for inclusion of **Indigenous languages and place names on signage in protected areas.**	2027/28	Via project business case

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9. Increasing Public Awareness, Understanding, and Appreciation of History and Heritage

Background

The final report of the Truth and Reconciliation Commission (TRC) report states that reconciliation is about "establishing and maintaining a mutually respectful relationship between Aboriginal and non-Aboriginal peoples in this country." To achieve this, every individual, family, group, business, cultural body, and level of government must participate.

In alignment with Islands Trust's preserve and protect mandate, Islands Trust Council can undertake initiatives to increase public awareness, understanding, and appreciation of history and heritage. This includes fostering meaningful engagement with Indigenous communities, promoting education, and supporting initiatives that highlight the diverse histories and cultures within the Islands Trust Area.

Increasing Public Awareness, Understanding, and Appreciation of History and Heritage		
Goal To increase public awareness, understanding and appreciation of Indigenous history and heritage in the Islands Trust Area.		
Action Item	**Timeline**	**Budget**
Offer and support on-island public learning events related to history or heritage, such as film screenings with panel presentations, in two local trust areas/Bowen Island each year.	Ongoing	$3,000 annually Grant funding may also supplement.
Annually, if the program is funded, **advise Indigenous Governing Bodies and Indigenous-led non-profits of the opportunity to apply for grants in aid** for initiatives that increase public awareness, understanding, and appreciation of the history and heritage of the Islands Trust Area.	Ongoing	No cost to advise. Program subject to annual funding approval outside of this plan.
Include presentations from Indigenous subject-matter experts in Stewardship Education Program or Climate Action Education Program webinars	Ongoing	Honoraria costs to be included in business case. Program subject to annual funding approval.

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Upon request by Indigenous Governing Bodies **include materials on history and heritage in information packages** for new residents as appropriate to the local trust area in question (upon approval by Executive Committee)	Ongoing	Via communications budget
Develop and distribute information materials about heritage protection for display at offices, public meetings and engagement events.	2027/28	Via communications budget
Update and improve website materials regarding heritage protection	2027/28	Staff time

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10. Supporting Economic Opportunities for Indigenous Peoples

Background:

Indigenous Governing Bodies have expressed interest in seeing Islands Trust take meaningful steps to support economic opportunities for Indigenous Peoples.

Supporting Economic Opportunities for Indigenous Peoples		
Goal Expand equitable economic opportunities for Indigenous Peoples by integrating inclusive procurement practices within Islands Trust.		
Action Item	**Timeline**	**Budget**
Conduct **a review of the Procurement Policy** to align with relevant outcomes from the BC Government's Indigenous Procurement Initiative	2027/28	Staff time
Develop and maintain an inventory of local Indigenous service providers, including sectors relevant to ITC (e.g., ecological restoration, land stewardship, cultural heritage protection), for staff reference and engagement.	2027/28	Staff time
Amend Islands Trust Policy Statement, through engagement with Indigenous Governing Bodies, to include a policy regarding supporting economic development opportunities for Indigenous communities.	2026/27	Policy Statement Amendment Project budget

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11. Review of Staffing Model for delivery Indigenous Relations and Engagement

Background

Islands Trust currently operates with a decentralized approach to Indigenous relations and engagement, where staff assigned to projects and referrals act as primary points of contact. This has resulted in a disjointed approach where Indigenous Governing Bodies have multiple Islands Trust staff to engage with, each with their own project focus, who are often unaware of the parallel engagements going on at the same time. Some Nations have noted that this lack of coordination and consistency in itself is undermining engagement because it results in duplication of effort and shows a lack of responsiveness to previously received feedback.

The Senior Indigenous Relations Specialist is the only dedicated position supporting the Indigenous Relations program, responsible for advising on agreements, training, policy/procedure development, liaison activities, correspondence drafting, referral coordination, event organization, and advice to staff.

A new Executive Administrative Assistant (EAA) position, time permitting, supports administrative functions related to the Reconciliation Program (e.g., procedures, records management, meeting logistics). However, extended vacancies and competing priorities, have limited its impact to date.

The CAO's Operational Review report included "It is clear that Islands Trust needs to get its own internal operations more in order to support effective relationship building" and included a recommendation to Islands Trust Council for a new Manager of Indigenous Relations position in fiscal 2026/27 as a priority. This role would work with the Senior Indigenous Relations Advisor, and planning and Islands Trust Conservancy staff in particular, to provide a framework that enables a comprehensive and consistent approach to relationship building and engagement across Islands Trust, while also allowing for flexibility where needed to advance individual projects. The manager would serve as "air traffic control" for the overall coordination of reconciliation, relationship-building, referrals, and knowledge-sharing initiatives.

Resulting from a lack of centralized coordination, there has been a lack of consistency and a lack of documentation about the processes used in the referral process and during early engagement.

Review of Staffing Model for Indigenous Relations		
Goal Ensure the model for seeking engagement on projects, and general relationship-building, is appropriate, respectful, and efficient.		
Action Item	**Timeline**	**Budget**
Review the staffing model for Indigenous relations to develop options for a more-Indigenous Governing Body-centric approach.	2026/27	Staff time
Establish a **referrals working group** with a regular meeting schedule	2026/27	Staff time

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Senior Indigenous Relations Specialist attendance at local trust committee/Bowen Island Municipality meetings upon request	2026/2027	Staff time Trust Area Services travel budget

Reporting on Implementation

Staff will report on the implementation of this plan through a quarterly report to Islands Trust Council, and through a description of Reconciliation activities in the annual report.

Appendices

1. "Truth Precedes Reconciliation" Excerpt from 2021 Islands Trust Object: Past, Present, and Future Policy Statement Amendment Project Discussion Paper".
2. Islands Trust Reconciliation Framework
3. Terminology

Conclusion

As stated earlier, the intent and commitment of this Indigenous Relations Plan is a willingness to work in new ways and to take the time needed to the systems, process and activities at an organizational level. Taking responsibility for reviewing methodologies, having conversations, and developing new processes and policies are key to change management. Realizing that relationship-building work is not a checklist or a conventional assessment process with time-limited outcomes is important. Part of the success of Reconciliation is to act on the commitment with an open heart and mind and to embrace the challenges and value of working together.

Chief Dr. Robert Joseph, O.C. reminds us that "*Reconciliation is about change. It's about taking action to create a better future for all of us*.[2]" This plan is a step toward that change, recognizing that reconciliation is a continuous journey rather than a single outcome. The principles of Reconciliation, as outlined by the Truth and Reconciliation Commission and the United Nations Declaration on the Rights of Indigenous Peoples, provide a roadmap for moving forward.

An important aspect of this process is recognizing that Reconciliation is both a learning and a healing journey. It requires work within organizations and across society, governments, and individuals. The responsibility for Reconciliation does not rest on Indigenous Peoples but rather with all layers of Canadian society.

The journey of Reconciliation is one in which we commit to work within a framework that is inclusive, respectful, and humble. Generations of policies and processes have contributed to division, racism, and the marginalization of Indigenous Peoples. Now, we strive to find ways to

[2] Source: Reconciliation Canada

come together, ensuring that land use planning and governance reflect Indigenous rights, knowledge, and priorities.

This Action Plan represents a living commitment that will evolve through the guidance, leadership, and relationship with Indigenous Governing Bodies, rather than a fixed destination.

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Appendix 1: Truth Precedes Reconciliation

(Excerpt from 2021 Islands Trust Object: Past, Present, and Future Policy Statement Amendment Project Discussion Paper"

> *We all have to recognize that we are part of a heritage and ongoing reality of colonialism. Whether we have benefited from it or whether we have been victimized by it, we have to understand how we have been impacted by this dominant system. Oftentimes, we have been influenced to such an extent that we often don't even know that we're discriminating or being discriminated against. We must question what we've been taught and explore the possibilities of how things should be in the future.*[3]
>
> - Senator Murray Sinclair, Chief Commissioner of the Truth and Reconciliation Commission of Canada (TRC)

No Acknowledgment of Place

When contemplating Policy Statement amendments through the lens of Reconciliation, it is important to acknowledge that First Nations have been excluded from legislative debates, policy and planning dialogues, and cooperative partnerships throughout most of the history of the Islands Trust. The area in which the Islands Trust has existed as a jurisdictional body since 1974 is located within the treaty and territorial areas of the BOḰEĆEN, Cowichan Tribes, Halalt, Xwémalhkwu, K'ómoks, Klahoose, Ts'uubaa-asatx, Lək̓ʷəŋən (SXIMEŁEŁ, Songhees, T'Sou-ke), Lyackson, MÁLEXEŁ, Penelakut, Qualicum, Scia'new, səl̓ilwətaʔɬ, SEMYOME, shíshálh, Snaw-naw-as, Snuneymuxw, Sḵwx̱wú7mesh, SȾÁUTW̱, Stz'uminus, Tla'amin, scəẃaθən məsteyəxʷ, We Wai Kai, Wei Wai Kum, W̱JOŁEŁP, W̱SIḴEM, and xʷməθkʷəy̓əm (the First Nations). Yet, there is no evidence in Hansard Reports, policy papers, or academic reviews that First Nations were ever part of the dialogue on the formation or boundaries of the Islands Trust Area.

Missing from the Trust Object

The Object of the Trust has never specifically named Indigenous Peoples or First Nations as agencies to cooperate or coordinate with, despite the fact that the Trust makes land use decisions within First Nations' treaty and territorial lands and waters:

> It is the object of the trust to preserve and protect, in co-operation with municipalities and the Government of the Province, the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of the Province generally. (*Islands Trust Act*, 1974)
>
> The object of the Trust is to preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement

[3] Globe and Mail: *For Senator Murray Sinclair, leadership is defined by humility*, Jan 24, 2021

districts, other persons and organizations and the government of British Columbia. (Islands Trust Act, 2018)

Objectives of the Islands Trust Council would be to request First Nations be added to the object of the Trust after the words “for the benefit of the residents of the Trust Area, Indigenous Peoples, and of British Columbia generally, in cooperation with First Nations governments, municipalities…”.

Missing from History

The history of the Islands Trust Area and the colonization of the Gulf Islands is one of violence and erasure. It is important to understand that the history of the Islands Trust Area did not begin at the time of colonization in the 1880s; neither did it begin at the formation of the Islands Trust in 1974. The historical legislative policies and conceptualization of the Gulf Islands never acknowledged or recognized that the area had been home to Indigenous Peoples since time immemorial. The beauty and “unique amenities” of the Gulf Islands are the very reasons why the area was home to Indigenous Peoples for thousands of years, and are reflected in the telling of First Nations’ creation stories, relationship to the lands and waters, and stewardship of those lands and waters for future generations.

It should be underscored that the Islands Trust Area was, and still is, the location of permanent village sites with homes, longhouses, cultivated gathering areas for harvesting, clam gardens, and cultural sites. This occupation, over thousands of years, lay the foundations for the unique environment and amenities of the islands as we know them today. The Salish Sea Basin had one of the highest pre-contact population densities in North America, and has the earliest physical evidence of human seafaring and island occupation in the Americas. At this time, there are approximately 28,000 Coast Salish peoples living in and around the Islands Trust Area and 56,000 in the Coast Salish transboundary region. The climate and resources located in the Islands Trust Area were ideal for large village sites, evidenced by extensive scientific reviews of middens and archaeological sites in the area and oral history told by Cultural Knowledge Holders and Elders.

In a recent First Nations engagement meeting with Islands Trust staff, an Elder mentioned how longhouses on islands were burned to the ground and how the posts in the ground were cut to erase all evidence that the longhouse had even existed. The concept that these lands and waters had not been occupied and were free for the taking arose as residential schools were being built and the reserve system was enacted to segregate First Nations peoples away from their homelands so that they could be settled by non-Indigenous populations. From 1974 to current day times, there has been very little historical reference or acknowledgement of the longstanding presence of First Nations in the lands and waters of the Islands Trust Area.

Terra Nullius

For the settler communities who were colonizing the Islands Trust Area, the mentality of the day was one of “taming” the lands, and claiming lands through philosophical frameworks of Doctrine

of Discovery[4] and terra nullius[5]. Beginning in 1875, the area was subject to *The Gradual Civilization Act*. The *Act* supported the concepts of private land ownership through the forced removal of First Peoples from the islands to reserves, away from locations deemed desirable for European settlement. As well, the *Act* ensured Indigenous Peoples did not have voting rights or citizenship rights to their own lands and waters. Further oppressive legislation restricted Indigenous Peoples to the reserve, did not allow them to gather in groups larger than three people, and denied them the ability to buy or hold land or hire legal representation. *The Gradual Civilization Act* was just one of the many oppressive legislative tools that facilitated the genocide of Indigenous Peoples, their homelands, their language, culture, and governance and family structures in the formation of Canada and the Islands Trust Area.

Residential Schools

The Islands Trust Area was the location of the Kuper Island Indian Residential School from 1889 to 1975, a place where cultural genocide occurred with the forced removal of children as young as five years old from the surrounding communities of Beecher Bay, Burrard, Chehalis, Chemainus / Chemainus Bay, Chilliwack, Clemclem / Clemclemluts, Cole Bay, Comeaken / Comiaken, Comox, Cowichan, Equimalt, Galiano, Khenipsen / Ghenipsen, Halelt / Halalt, Katzie, Koksilah, Kuleets, Kwaw Kwaw A Plit, Ladysmith, Langley, Lyackson, Malahat, Musqueam, Nanoose, Patricia Bay, Pauquachin, Penelakut, Qualicum, Quamichan, Saanich, Siccamen, Skawahlook / Skawollock, Skwah, Somenos, Songhees, Sooke, Squamish, Tsartlip, and Tsawout[6].

> *The school earned the name "Alcatraz" for its remote location on the small island. Right from its founding by the Catholic Church, the scale of suffering at Kuper Island was beyond the pale . . . Even school officials described Kuper Island as "ruinous" and "insanitary (sic)," with the school's notoriously poor conditions exacerbating outbreaks of typhus, smallpox and tuberculosis.*
>
> - National Centre for Truth and Reconciliation

10,000 Years of Knowing

At the time of the formation of the Islands Trust in 1974, the government of the day recognized the importance of the unique "amenities" of the lands and waters. There was understanding that the environment of the area was fragile and could be greatly impacted by development and resource extraction or overuse. However, it was not acknowledged or understood that this unique environment was the result of thousands of years of active cultivation and stewardship by Indigenous Peoples. Hence, the government failed to consider Indigenous Knowledge of the lands and waters of the Salish Sea, the "10,000 years of knowing" (a term stated by Chief Leah George-Wilson of the Tsleil-Waututh Nation), in the formation of policies and legislation that

[4] UNDRIP para. 4: all doctrines, policies and practices based on advocating superiority of peoples or individuals on the basis of national origin or racial, religious, ethnic or cultural differences

[5] Oxford Reference: land that is unoccupied or uninhabited for legal purposes. The application of English law to overseas possessions distinguished between settled colonies

[6] National Centre for Truth and Reconciliation

directly impacted First Peoples' homelands in the Islands Trust Area.

Throughout its forty-seven years of preserving and protecting the Trust Area the Islands Trust has consistently failed to recognize or acknowledge resource gathering areas, spiritual places, medicinal plant areas, and culturally significant species. The Islands Trust has managed the Islands Trust Area with a disconnected, single-species view of the ecological landscape versus a relational, interconnected acknowledgement of what truly makes the Islands Trust Area unique. Indigenous ways of knowing are not only important to reconciliation efforts, but also to the effective stewardship of these lands and waters.

Double Standards

Despite the fact that, in the formation of the Islands Trust, it was recognized that rapid population growth and development could greatly impact the communities that had established themselves on the islands and that quality of life should be sustainable and minimize negative effects[7]; it was never considered that the areas in question had been subject to the forced removal of Indigenous children to the horrors of residential school and the forced removal of their parents to reserves far from the growing populations of settlers. Efforts to protect the well-being of constituents in Trust Area communities were not equally exerted to protect the well-being of the First Peoples who were no longer residents of the islands due to their forced removal.

Failure to Protect Cultural Heritage

Cultural heritage sites and features, and ancestral loved ones, remain throughout these islands from which First Nations have been forcibly removed. This cultural heritage, and the ancestral loved ones, have been desecrated, destroyed, and impacted as settler communities built on top of First Nation village sites, and extracted resources from culturally significant areas. With the enactment of the *Islands Trust Act* in 1974, the Islands Trust became the planning body that determined the impacts to cultural heritage sites and ancestral loved ones via its land and water use decisions. From its earliest version the *Islands Trust Act* acknowledged the importance of preserving and protecting cultural heritage. In 1974, it stated under s. 3(2)(d) that the Islands Trust was to "locate and identify archaeological and historical sites within the trust area" and under s. 3(2)(a) "make recommendations . . . for the preservation and protection of the trust area and its unique amenities and environment". The Gabriola Island Community plan of 1978 acknowledged the "fragile nature of the environment" and the "special natural and archaeological areas" of the island.

It is therefore surprising to find no evidence to suggest that Islands Trust Council, or local trust committees, ever undertook to locate and identify the archaeological areas, or to preserve and protect the ancestral loved ones' resting places and cultural heritage such as fish weirs, clam gardens, artifacts, burial cairns, petroglyphs, or middens that exist extensively on all islands within the Islands Trust Area. However, in 1984, the Islands Trust did document and identify the settler heritage buildings in the Islands Trust Area in an extensive publication.[8]

[7] BC Round Table on Environmental and Economy, and the Commission on Resources and Environment 1990-1994
[8] Islands Heritage Buildings: A Selection of Heritage Buildings in the Islands Trust Area 1984

In 1992, the Islands Trust encapsulated the views of the public in a *Summary Report on the Islands Trust Public Forums: These Islands of Ours . . . Framing Our Common Future*. At the public forums, people listed "history and archaeological heritage" and "archaeological record" as key attributes they valued about the Trust Area. In 1994, the Islands Trust received more opportunities to cooperate and enter into new relationships with First Nations with treaty and territorial rights and title in the Islands Trust Area. Amendments were made to the *Islands Trust Act* that allowed the Islands Trust to enter into agreements with First Nations governments. In the 1994 legislative debates[9], legislators sought to clarify section 20(1)(b): the opportunity for the Islands Trust to enter into agreements with First Nations. Debate included the ability for the Islands Trust to enter into "a separate or bilateral set of negotiations" with First Nations to build "a very good working relationship" related to "conflicts over aspects that are considered to be heritage" and statements that "this is not just a question of the preservation of site-specific artifacts" but to provide the Trust with "a significant amount of empowerment". Debate further centred around the importance of First Nations heritage for the future, and how the preservation of sites in Haida Gwaii was an example of successful agreements. Unfortunately, despite this growing public consciousness and increased authority to preserve and protect First Nations' cultural heritage and establish stronger, more collaborative relationships with First Nations in the Trust Area, the Trust continued its pattern of inaction.

In 1994, the Islands Trust was also granted new legislative authority through amendments to Bill *21 Heritage Conservation Statutes Amendment Act*, 1994, changes to the *Islands Trust Act*, and changes to the *Municipal Act*. Amendments to the *Islands Trust Act* included new powers to engage in "activities to gain knowledge about the history and heritage of the trust area and to increase public awareness, understanding and appreciation of the history and heritage" and to "conserve heritage property". Heritage property under the *Municipal Act* was defined as "property that in the opinion of a body or person authorized to exercise a power under this Act in relation to the property has sufficient heritage value or heritage character to justify it conservation, or is a protected heritage property". Protected heritage property is defined as "protected under section 6(2) of the *Heritage Conservation Act*".

The *Heritage Conservation Act* states that heritage property is protected and it is illegal to "damage, excavate, dig in or alter, or remove any heritage object from, a site that contains artifacts, features, materials or other physical evidence of human habitation or use before 1846". The Islands Trust Area is within a historically rich and culturally abundant place of significant heritage value and properties. As noted above, the role and responsibility of the Trust was to recognize and protect the cultural heritage and historical significance of the area, which included the heritage of Indigenous Peoples. Land use decisions, bylaws, and official community plans should have been reflective of these new legislative powers to ensure the preservation and protection of significant sites such as Poets Cove, Grace Islet, and Harbour House to name just a few. The devastating impacts of the removal of ancestral loved ones from their resting places to institutions such as the Royal BC Museum, Simon Fraser University, University of British Columbia, and the Museum of Civilization contributed to cultural genocide within the Islands Trust Area.

Continued Legacy of Inaction

[9] Legislative Session: 3rd Session, 35th Parliament, Volume 17, No. 2 June 29, 1994

The history of the Islands Trust has unfortunately been one of complacent disregard for the history of Indigenous Peoples in the Trust Area and a lack of will to protect the collective heritage of the area for Indigenous Peoples, British Columbians, and Canada as a whole. Throughout the entire Trust Area, the destruction of archaeological sites, gravesites, cultural areas, and villages continues to this day. The history of cumulative impacts and destruction to the culture and historical understanding of area has been devastating to First Nations communities and their well-being, and has contributed to a general lack of trust in the role of Islands Trust. Despite the clear mandate to preserve and protect against development pressures in this fragile area, the Islands Trust has facilitated development on village sites that had existed for thousands of years, leading to the destruction of those areas and the unearthing of ancestral loved ones. This is especially tragic given that Indigenous Peoples were forcibly removed from the area and stripped of their ability to preserve and protect their own heritage through land use decision-making.

The formation of the Islands Trust in 1974 made it uniquely positioned to ensure the preservation and conservation of historical sites and archaeological areas for future generations of Indigenous Peoples and all British Columbians. As noted in legislative debates from 1974 to 1994, this had always been part of the rationale for the formation of the Islands Trust. Nonetheless, the Islands Trust has generally seemed to lack the will to compel other ministries and government agencies to prioritize the heritage of Indigenous Peoples, despite having the authority to do so, and despite being granted additional powers to work cooperatively with First Nations through amendments to the *Heritage Conservation Act* in 1994.

The Islands Trust did enter into protocol agreements with some First Nations after 1994; however, those agreements did not lead to additional protections or land use decision policies to protect the heritage of Nations or create collaborative relationships at a government-to-government level. The looting of ancestral remains and cultural artifacts has long been a known practice in the area, outlined in media articles in local newspapers, in meetings held with island communities, and in community conversations going back before the formation of the Islands Trust. Unfortunately, Islands Trust enforcement policies where not coordinated with other ministries or First Nations to address the looting of cultural artifacts or sites, and advocacy efforts have not been successful at curbing these unlawful activities that lead to the erasure of cultural heritage and desecration.

We end this section on the history and legacy of the Islands Trust Area with a quote from Chief Roland Wilson, West Moberly First Nation:

> *You can show Canada and the world that the only way to escape our colonial history of neglect and betrayal is to act boldly and honourably in the decisions that lie before us today.*

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Appendix 2: Islands Trust Indigenous Relations Framework



The Islands Trust Framework reflects that relationship building is not a checklist—it is a journey. All elements must work together to support relationship-building at the core. The steps are not linear; rather, each can occur at any time, depending on the context and stage of engagement.

Confronting Anti-Indigenous-Specific Racism

Relationship-building cannot occur without addressing anti-Indigenous-specific racism at the individual, institutional, and systemic levels. Anti-Indigenous racism is not incidental; it is embedded in colonial laws, policies, professional practices, and social norms that continue to shape decision-making today.

Learning about anti-Indigenous-specific racism requires ongoing self-reflection, unlearning bias, examining power, and understanding how harm is reproduced even through well-intentioned processes. This learning is a continuous responsibility for trustees, staff, and leadership and must inform all engagement, planning, and decision-making with Indigenous Governing Bodies.

Process to **Build Relationship** with Indigenous people:

It is imperative to recognize **Truth** by acknowledging the full history of colonial impacts and accepting the hard truths of past and ongoing injustices, and includes acknowledging how Indigenous-specific racism has shaped policies, planning, practices, enforcement, and public process, and how these harms continue today Truth serves as the foundation for meaningful change.

Deep Learning means going beyond surface-level acknowledgment to deep, inquisitive learning. It involves recognizing Indigenous governance, laws, and land stewardship while learning from both historical and contemporary Indigenous perspectives. It means learning about how colonial narratives and racial hierarchies have displaced Indigenous knowledge systems while privileging western governance and science.

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Honoring **Indigenous Leadership** may require confronting internal biases and challenging institutional resistance that can undermine recognition of Indigenous jurisdiction and partnerships. Islands Trust commits to an ongoing effort to co-develop planning and land use management processes with Indigenous Governing Bodies within the Islands Trust Area. Islands Trust Council will be informed by the United Nations Declaration on the Rights of Indigenous Peoples as a framework for its approach to reconciliation.

Building **Trust** cannot be accomplished without addressing racism when it occurs, responding to harm, and changing behaviours, process, and power dynamics that perpetuate exclusion. Trust building requires consistency and respectful actions. Trust grows when Indigenous voices are heard, valued, and reflected in decision-making. Islands Trust must facilitate this process with long-term commitment and accountability.

Taking **Action** includes embedding anti-Indigenous-specific racism training, accountability mechanisms, and cultural safety expectations into policies, staffing, evaluations, and governance process. It means backing up words with concrete steps. Policy changes, equitable partnerships, and decolonizing systems are necessary to move forward. Continuous self-reflection and adaptation are essential to ensuring lasting progress.

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Appendix 3: Terminology

Islands Trust acknowledges that its understanding and knowledge base are limited. This document is intended to be responsive and subject to change as it continues to be informed by Indigenous perspectives, interests, and guidance from Indigenous Governing Bodies into the future. The terms below are not exhaustive and do not fully encompass the rich history, culture, language, protocols, or the depth of Indigenous law, governance, naming, place-based knowledge, or traditional ways of knowing.

- "Indigenous Governing Body" means an entity that is authorized to act on behalf of Indigenous Peoples that hold rights recognized and affirmed by section 35 of the Constitution Act, 1982.
- "Indigenous Peoples" has the same meaning as Aboriginal peoples in section 35 of the Constitution Act, 1982.
- "Rights" mean asserted or established rights as referred to under Section 35 of the Constitution and Nation-specific Treaties.
- "Territory" refers to territories that Nations have occupied and continue to occupy where they exercise their Indigenous rights.
- "Distinction-Based Approach" refers to working with First Nations in a manner that acknowledges the specific and inherent rights of each nation, while respecting and acknowledging their specific cultures, histories, laws, governments, interests, priorities, and concerns.

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BRIEFING

To:	**Trust Council**	**For the Meeting of:**	March 10, 2026
From:	**Executive Committee**	**Date Prepared:**	February 18, 2026

SUBJECT: Project Update – Policy Statement Amendment Project (PSAP)

PURPOSE: To provide Trust Council with an update on its Policy Statement Amendment Project reflecting recent developments.

BACKGROUND: Staff continue to advance work on the project with the intention that it be adopted before the next local government elections in Fall 2026. However, several recent developments in the Policy Statement Amendment Project may impact the project timeline. There is now a high risk that an amended Policy Statement may not be able to be put before Trust Council for final approval before the October 2026 election.

Survey and Correspondence Analysis

Staff initially planned to process and analyze the Policy Statement survey results in-house, with an experienced consultant providing training in how to do so. However, given the high volume of responses received, this work must be contracted out because there is insufficient in-house capacity. More than 2,000 surveys have been submitted, including approximately 750 long-form responses to each of the seven open-ended questions that will need to be coded and organized by theme. The consultant to whom Islands Trust plans to award this work cannot begin until early March, with the work planned to be completed by early April. Their analysis will then need to be incorporated into a graphic-designed What we Heard report that staff do not anticipate being able to provide to Trust Council until a May 2026 special meeting.

Indigenous Governing Body Referral Responses

The nature of some recent-arrived feedback from Indigenous Governing Bodies to referral of Policy Statement Bylaw No. 183 suggests that they expect a considerably deeper level of engagement than Islands Trust has provided in the current phase of this project. There have been requests for capacity funding, as well requests for meetings with Indigenous communities. These requests, when paired with an expectation from the Ministry of Housing and Municipal Affairs that Islands Trust should be able to demonstrate working toward consensus with Indigenous Governing Bodies, means staff cannot say with any confidence when, or if, outstanding questions/concerns will be resolved.

Trust Council may be pleased to know, however, that several Indigenous Governing Bodies that previously provided feedback on earlier drafts of the Policy Statement have expressed satisfaction at how Islands Trust has incorporated their earlier feedback into the latest draft.

Agency Referral Responses

Ministry of Housing and Municipal Affairs staff have indicated that they are working internally to push Provincial bodies to respond to the Policy Statement referral. They have not indicated when this internal effort will be complete.

Additionally, Ministry staff expect that Islands Trust will follow up with regional districts that have not provided referral responses to find out when/whether they will provide responses. This work is underway.

Feedback Synthesis and Further Revision

Phase 4 public engagement, with feedback provided via survey, correspondence, and Indigenous Governing Body, agency and LTC referral, is expected to yield a significant number of potential revisions to the draft Policy Statement that Trust Council can consider. Staff anticipate that Trust Council will receive this package of feedback at a special meeting, or several special meetings in May.

Further adding to the potential project timeline is that Ministry of Housing and Municipal Affairs staff have indicated that significant revisions to the draft Policy Statement arising from Phase 4 of public engagement may require further review by Indigenous Governing Bodies and a record of that review provided to the Ministry.

ATTACHMENT(S):

1. PSAP Project Charter V12
2. PSAP Project Area Updates
3. Agency/Organization Referral Status Table
4. Indigenous Governing Body Referral Status Table
5. PSAP Communications and Engagement Plan

FOLLOW-UP:

Staff will provide Trust Council with a report on Phase 4 public engagement results, referral responses, and staff-recommended revisions as soon as all necessary information is available.

Prepared By: Jason Youmans, Senior Policy Advisor

Reviewed By/Date: Clare Frater, Director, Trust Area Services/February 19, 2026
Rueben Bronee, CAO/February 19, 2026

Policy Statement Amendment Project - Project Charter V12

Attachment 1

Purpose To support Trust Council's update of the Islands Trust Policy Statement bylaw, incorporating feedback from Indigenous Governing Bodies, the public, and referral agencies, and approval by the Minister of Municipal Affairs.

Background Trust Council has assigned Executive Committee, with involvement from Trust Programs Committee as appropriate, the task of updating the Islands Trust Policy Statement through the lenses of reconciliation, climate change, and affordable housing, and to undertake early engagement with Indigenous Governing Bodies (IGBs) and the public in the process.

Objectives

- To adopt an updated Policy Statement bylaw that supports Trust Council's commitments to reconciliation, climate change, and affordable housing, and reflects feedback from the public, IGBs, and partner agencies.

In Scope

- Policy Statement amendment drafting directed by TC resolutions, communications, legal review, and implementation planning
- IGB engagement, public engagement, and agency referrals
- Four readings/Ministerial approval

Out of Scope

- Treaty or territorial negotiations or accommodation
- Consequential amendments to official community plans and land use bylaws

Workplan Overview

Major Deliverable/Milestone	Dates
Past Years (FY 2019-20, 2021-22, 2022-23, 2023-24) -IGB early engagement Phases 1 (2019-2021), 2 (2021-2022), and 3 (2023) -Public engagement Phases 1 (2019-2020), 2 (2021), and 3 (2022) -Policy review and analysis by Trust Council's committees/working groups and staff (2020-22) -Amendment drafting and legal review Phase 1 (Apr-Jun 2021), Phase 2 (Dec 2022-Mar 2023) - IGB Early engagement Phase 3	2019-2024
Present (FY 2024-25) - Review and revision of draft Policy Statement by Committee of the Whole and Trust Programs Committee	May 2024 - May 2025
Proposed Next Steps (FY 2025-26) -**First Reading** -Bylaw referral to IGBs, regional districts, Conservancy Board and others -Six-month public engagement (referrals to local trust committees and island municipalities with TAS support online and in-person where requested; Staff-led Trust Area-wide survey and workshop	July 2025 Aug 2025 - March 2026 Sept 2025 - March 2026
Final Adoption (FY 2025-26/2026-27) - Trust Council receives referral responses and passes resolutions on further revisions required -Amendment drafting and amendment/**Second** and **Third** Reading by Trust Council -Refer proposed bylaw to Minister with final FN/agency engagement report; allow six months for review - **Ministerial Approval (**estimated—no statutory timeline), and **Adoption** -Final graphic design and distribution, celebration event, implementation planning	April 2026 May - June 2026 June 2026 Oct 2026 Oct 2026— Nov 2026

Project Team

Executive Committee COtW/TPC Director, TAS	Project Champion Policy Content Advisors Project Director
Sr. Policy Advisor	Project Manager & Policy Writer
Program Coordinator	Public Engagement Coordinator
Communications Specialist	Communications Coordinator
Sr. Intergovtl Policy Advisor	First Nations Engagement Coordinator

Budget

Item	FY 24-25	FY25-26	FY26-27
Communications	$10,000	$26,000	$7,000
Public Engagement	$0	$17,500	$0
Legal Review	$25,000	$10,000	$10,000
Capacity Funding	$4,000	$0	$20,000
Total Activity Costs:	**$39,000**	**$53,500**	**$37,000**

Approved by:

Clare Frater, Director, TAS

Endorsement: TC

Res#: 2025-142
Date: December 4, 2025

***Timeline assumes Trust Council schedules special meetings between regular quarterly meetings.**

PSAP WORK PLAN UPDATES

LTC/BIM Engagement Events

Since the last project update that Trust Council received in December 2025, all local trust committees that requested Policy Statement engagement events have hosted them to hear questions and opinions from island residents to help inform each LTC's referral response to Policy Statement Bylaw No. 183.

Complete			
LTC	**Event Type**	**Date**	**Notes**
Mayne	Town Hall (in-person)	September 29 (w/in regular LTC meeting)	Referral response received
Lasqueti	CIM (online)	October 6 (w/in regular LTC meeting)	Referral response received
North Pender	Town Hall (in-person)	October 3 (w/in regular LTC meeting)	Referral response received
Gabriola	CIM (in-person)	November 20 (w/in regular LTC meeting)	Referral response received
Gambier	CIM (online)	November 25 (Staff-hosted)	Referral response received
South Pender	CIM (in-person)	December 5 (Special meeting)	Referral response received
Salt Spring	CIM x 2 (in-person)	December 6 January 13 (Staff-hosted)	Referral response received
Galiano	CIM (in person)	December 9 (w/in regular LTC meeting)	No referral response received
Hornby	Town Hall (in-person)	January 23 (w/in regular LTC meeting)	Referral response received
Saturna	CIM (in-person)	January 29 (w/in regular LTC meeting)	Referral response received

Thetis	CIM (online)	February 3 (w/in regular LTC meeting)	Referral response received
Other			
LTC/IM	**Event Type**	**Date**	**Notes**
Denman	N/A	N/A	Referral response received
Bowen Island	N/A	N/A	Referral response received

Draft Policy Statement Survey

The Policy Statement amendment survey closed on February 2, 2026.

According to the most recent update from the consultants hosting the survey (to February 2, 2026), **2132** surveys have been received, including a dozen in hard-copy. The last few days of the engagement period saw a remarkable surge in submitted surveys, increasing the number submitted by 1,500 from approximately 600 in January.

Almost a quarter of survey responses came from duplicate IP addresses. The consultants managing the survey will assess the implications of this during the data cleaning process.

For reference, the survey conducted by consulting firm ISL during Phase 3 of public engagement on the Policy Statement in Spring 2022, garnered 1,299 responses.

Responses received break down by local trust area (LTA) as follows (according to how respondents identified the LTA they "feel most connected with")[1]:

LTA	Responses Received	LTA	Responses Received
Ballenas-Winchelsea Islands	2%	Lasqueti Island	10%
Bowen Island	11%	Mayne Island	9%
Denman Island	8%	North Pender Island	13%
Gabriola Island	20%	Salt Spring Island	29%
Galiano Island	13%	Saturna Island	9%
Gambier Island	14%	Thetis Island	10%
Hornby Island	9%	Entire Trust Area	16%

The table below shows the nature of survey respondents' relationship to the Islands Trust Area.

[1] Respondents could select more than one choice

Nature of Relationship	Responses Received
Full-time resident	61%
Live adjacent to the region (Vancouver Island/Lower Mainland)	20%
Part-time resident	18%
Other	9%
Visitor	7%
Non-resident property owner	4%
Indigenous person with relationships to the Trust Area	2%

Correspondence

E-mails and letters to Trust Council are posted to the project webpage in the Public Correspondence drop-down here. Trust Council received 186 items of PSAP correspondence between July 29, 2025 when Phase 4 of public engagement on the draft Policy Statement began and February 2, 2026 when it closed. The public can continue to submit correspondence, it just won't be captured in the Phase 4 analysis.

Staff continue to respond to Policy Statement-related questions as they are received.

Agency Referrals

In August 2025 the draft Policy Statement was referred to the agencies and organizations listed in Attachment 3 for their review and comment.

Agencies and organizations highlighted in green show that a referral response has been received.

A reminder e-mail to referral agencies was sent out in early November.

Staff intend to provide all agency referral responses to Trust Council at a future special Trust Council meeting, and on a continuous basis as they arrive, or updated information arrives.

Indigenous Governing Body Referrals

In early September 2025 the draft Policy Statement was referred to the Indigenous Governing Bodies listed in Attachment 4 for review and comment.

Indigenous Governing Bodies highlighted in green show that a referral response has been received. Those highlighted in yellow are those with whom Islands Trust is in dialogue but with but no conclusive response received.

A reminder e-mail to Indigenous Governing Bodies was sent out in early November. Staff have started follow-up telephone calls directly to the Nations.

Staff intend to provide all Indigenous Government Body referral responses to Trust Council at a future special Trust Council meeting, and on a continuous basis as they arrive, or updated information arrives.

Project Communications

The Islands 2050 project website continues to be updated as needed. Most recently text was added to mark the close of Phase 4 of public engagement and the Frequently Asked Questions (FAQ) were updated.

Attachment 3

February 17, 2026

Policy Statement Bylaw No. 183 Referral Agency Status Update

	Response Received
	In Communication

Federal Agencies	**Regional Agencies**
Environment and Climate Change Canada Fisheries & Oceans, Canada (Fish Protection and Aquaculture - Pacific Region) Transport Canada Parks Canada	Capital Regional District Comox Valley Regional District Cowichan Valley Regional District Metro Vancouver Regional District Nanaimo Regional District qathet Regional District Sunshine Coast Regional District
School District Boards	**Improvement District Boards**
School District No. 45 (West Vancouver – Gambier) School District No. 46 (Gambier) School District No. 64 (Gulf Islands: Galiano, Mayne, North Pender, South Pender, Salt Spring, Saturna) School District No. 68 (Gabriola/Ballenas Winchelsea) School District No. 69 (Lasqueti/Ballenas Winchelsea) School District No. 71 (Denman/Hornby) School District No. 79 (Thetis)	Gabriola Fire Protection District Graham Lake Improvement District Schmidt Improvement District Galiano Estates Improvement District Gossip Island Improvement District Montague Improvement District Spanish Hills Improvement District Wise Island Improvement District Bennett Bay Waterworks District Campbell-Bennett Bay Improvement District Lighthouse Point Waterworks District Mayne Island Improvement District Village Point Improvement District Georgina Improvement District Razor Point Improvement District Trincomali Improvement District Harbour View Improvement District Mount Belcher Improvement District North Salt Spring Waterworks District

	Piers Island Improvement District Salt Spring Island Fire Protection District Scott Point Waterworks District Saturna Shores Improvement District Thetis Island Improvement District Vaucroft Improvement District
Adjacent Local Trust Committees and Municipalities Ballenas-Winchelsea Islands Local Trust Committee Bowen Island Municipality Denman Island Local Trust Committee Gabriola Island Local Trust Committee Galiano Island Local Trust Committee Gambier Island Local Trust Committee Hornby Island Local Trust Committee Lasqueti Island Local Trust Committee Mayne Island Local Trust Committee North Pender Island Local Trust Committee Salt Spring Island Local Trust Committee Saturna Island Local Trust Committee South Pender Island Local Trust Committee Thetis Island Local Trust Committee Islands Trust Conservancy Board	**Provincial Agencies** Agricultural Land Commission BC Ferries Ministry of Agriculture and Food Ministry of Energy and Climate Solutions Ministry of Energy and Climate Solutions (Climate Action Secretariat) Ministry of Mining and Critical Minerals Ministry of Environment and Parks Ministry of Environment and Parks (BC Parks and Conservation Officer Service Division) Ministry of Forests Ministry of Water, Land and Resource Stewardship (South Coast Office, Crown Lands, Water Licensing (Watershed Stewardship & Security Branch, Ecosystems, Archaeology) Ministry of Health Ministry of Indigenous Relations and Reconciliation (West Coast Office; South Coast Office) Ministry of Housing and Municipal Affairs (Governance and Structure Branch/ Land Use Planning and Regional Impacts Branch/Housing Policy Branch) Ministry of Transportation and Transit

Attachment 4

February 16, 2026

Policy Statement Bylaw No. 183 Referral Indigenous Governing Body Status Update

	Response Received
	In Communication

Indigenous Governing Bodies	Coordinating Bodies
Cowichan Tribes	Nanwakolas Council
SXIMEŁEŁ (Esquimalt) Nation	W̱SÁNEĆ Leadership Council
Halalt First Nation	
Homalco First Nation	
K'ómoks First Nation	
Lummi Nation	
Lyackson First Nation	
MÁLEXEŁ (Malahat) Nation	
xʷməθkʷəy̓əm (Musqueam Indian Band)	
BOḰEĆEN (Pauquachin) First Nation	
Penelakut Tribe	
Qualicum First Nation	
Semiahmoo First Nation	
Snaw-naw-as (Nanoose) First Nation	
Snuneymuxw (Nanaimo) First Nation	
Lekwungen (Songhees) Nation	
shíshálh Nation	
Sḵwx̱wú7mesh (Squamish) Nation	
Stz'uminus First Nation	
Tla'amin Nation	
Ts'uubaa-asatx First Nation	
W̱JOŁEŁP (Tsartlip) First Nation	
SȾÁUTW̱ (Tsawout) First Nation	
Tsawwassen First Nation	
Tsleil-Waututh First Nation	
W̱SIḴEM (Tseycum) First Nation	
We Wai Kai (Cape Mudge) First Nation	
Wei Wai Kum (Campbell River) First Nation	

*Referrals were sent to Da'naxda'xw First Nation, Tlowitsis Nation and Mamalilikulla First Nation per the consultation list provided via the Province but the Province has subsequently confirmed that engagement is not required with these Indigenous Governing Bodies that do not have territory in the Trust Area.

Attachment 5

Policy Statement Amendment Project Public Engagement Phase 4
Communications/Engagement Workplan DRAFT & SAMPLES

Trust-wide Activities								
Timing	**Item**	**Key message**	**Activity 1**	**Activity 2**	**Activity 3**	**Activity 4**	**Activity 5**	**Activity 6**
Spring – Summer 2025	Prepare proactive communication in advance of First Reading	What is Islands Trust? What is a policy statement? Why does it need updating? What is First Reading? Participate in engagement opportunities, including survey. We want to hear from the public.	Speaking notes for Trustees Website update	News release (July 29 or 30)	Op-ed to local media	Potential media interviews Media technical briefing July 24 or 25	Updated FAQ	Upload What We Heard report
Summer - Fall 2025 (timed so part-time residents could receive the mail out during summer months)	Public education Draft is ready for public engagement and survey release	What is Islands Trust? What is a policy statement? Why does it need updating? Participate in engagement opportunities, including survey. We want to hear from the public.	Website update	Trust Area-wide educational mailer	Printed advertising	Social media	Subscriber notice	Video
Fall 2025	Public engagement	Participate in engagement opportunities, including survey. We want to hear from the public.	Website update	News release #2	Webinar - Learn more about IT - Explain engagement process & opportunities	On-island posters & Printed surveys with pre-paid postage envelopes	Printed advertising in all LTA and Bowen publications	Social media (ongoing)
Winter 25/26	Public engagement	The draft is ready for public comment. Participate in engagement opportunities, including survey. We want to hear from the public.	Subscriber notice	Social media				

LTC/IM Activities (delivered on request by LTC/BIM)							
LTC/ Municipality	**Key messages**	**Activity 1**	**Activity 2**	**Activity 3**	**Activity 4**	**Activity 5**	**Activity 6**
Bowen Island Municipality	• What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public	Trust Area-wide activities*	none	none	none	none	none
Denman Island LTA	• What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public	Trust Area-wide activities*	none	none	none	none	none

Gabriola Island LTA	• What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public	Trust Area-wide activities*	Community Information Meeting during regular business meeting **November 20, 2025**	Website update: Event listing What's Happening on LTC page	Subscriber notice	Social post specific to LTA activities	On-island posters
Galiano Island LTA	• What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public	Trust Area-wide activities*	Staff-led community info meeting before regular business meeting **December 9, 2025**	Website update: Event listing What's Happening on LTC page	Subscriber notice	Social post specific to LTA activities	On-island posters
Gambier Island LTA	• What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public	Trust Area-wide activities*	Staff- led community info meeting webinar - 6:30 – 8:00 pm (online) **November 25, 2025**	Website update: Event listing What's Happening on LTC page	Subscriber notice	Social post specific to LTA activities	Direct addressed mailing info and survey
Hornby Island LTA	• What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public	Trust Area-wide activities*	Town Hall during regular business meeting **January 23, 2026**	Website update: Event listing What's Happening on LTC page	Subscriber notice	Social post specific to LTA activities	On-island posters
Lasqueti Island LTA	• What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public	Trust Area-wide activities*	Town Hall during regular business meeting **October 6**	Website update: Event listing What's Happening on LTC page	Subscriber notice	Social post specific to LTA activities	On-island posters
Mayne Island LTA	• What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public	Trust Area-wide activities*	Town Hall during regular business meeting **Sept 29**	Website update: Event listing What's Happening on LTC page	Subscriber notice	Social post specific to LTA activities	On-island posters
North Pender Island LTA	• What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public	Trust Area-wide activities*	Town Hall during regular business meeting **Oct 3**	Website update: Event listing What's Happening on LTC page	Subscriber notice	Social post specific to LTA activities	On-island posters
Salt Spring Island LTA	• What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public	Trust Area-wide activities*	Staff-led community info meeting **X2** (in-person, North and South ends) **December 6, 2025**	Website update: Event listing What's Happening on LTC page **X2**	Subscriber notice **X2**	Social post specific to LTA activities **X2** On-island posters **x1 (listing both**	Print advertising in Driftwood (message: attend meetings and complete survey)

			and January 13, 2026			**events on one poster)** **Driftwood and on the SS Exchange**	
Saturna Island LTA	• What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public	Trust Area-wide activities*	Staff-led community info meeting stand-alone meeting **January 29, 2026**	Website update: Event listing What's Happening on LTC page	Subscriber notice On-island posters	Social post specific to LTA activities	Printed advertising in Saturna Scribbler (message: attend meeting and complete survey)
South Pender Island LTA	• What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public	Trust Area-wide activities*	Staff-led in-person Community Information Meeting **December 5, 2025**	Website update: Event listing What's Happening on LTC page	Subscriber notice	Social post specific to LTA activities	On-island posters
Thetis Island LTA	• What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public	Trust Area-wide activities*	Town Hall during regular business meeting **February 3, 2026**	Website update: Event listing What's Happening on LTC page	Subscriber notice	Social post specific to LTA activities	On-island posters

** Website updates, Trust Area-wide educational mailer, printed advertising, subscriber notices, news release(s), on-island posters, printed surveys with pre-paid postage envelopes, webinar, social media. See Trust Area-wide activities on page 1 for more information.*

Key messages

Project Status/ Amendment Process & Engagement Opportunities

- On July 29, Islands Trust Council gave First Reading to a new Islands Trust Policy Statement and is launching six months of engagement with the public, agencies and Indigenous Governing Bodies to gather feedback on the document.
- Public engagement on the new draft of the Policy Statement will span six months, allowing for ample opportunities for Trust Area residents to share their perspectives.
- Islands Trust wants to hear from communities – public feedback is vital to this project
- Islands Trust wants to know – did we get it right?
- Engagement opportunities include a survey (online or on paper), connecting with local trustees, connecting with staff, or providing feedback through the website, via email, or via mail.
- Stay informed on the process and future public engagement opportunities by signing up for Islands 2050 updates: (https://islandstrust.bc.ca/subscribe/) and visiting the Islands 2050 webpage: https://islandstrust.bc.ca/programs/islands-2050/.
- Islands Trust Council and staff are committed to continually improving how the Islands Trust's preserve and protect mandate is implemented.
- The Islands Trust Policy Statement has not been updated in 30 years and a lot has changed during that time. The Policy Statement is being updated to reflect important topics like Reconciliation, climate change, and affordable housing.
- Islands 2050, a multi-year process to amend the Policy Statement, has been underway since 2019 and marks the first comprehensive update in 30 years.
- At the outset of the Policy Statement amendment project, known as Islands 2050, Trust Council set three key priorities: Reconciliation, climate change, and housing options. These align with Trust Council's Reconciliation Declaration (2019), Climate Emergency Declaration (2019), and Housing Equity and Workforce Shortage Crisis Declaration (2021).
- The current Policy Statement, last amended in 2002, contains no mention of the climate crisis and does not appropriately acknowledge First Nations/Indigenous Peoples or reflect the Islands Trust Council's commitment to reconciliation.
- This draft of the Policy Statement reflects input from island communities, Indigenous Governing Bodies, Indigenous peoples, partner agencies, and British Columbians at large, and is designed to be inclusive and reflective of the diverse values and interests in the Islands Trust Area. The current draft responds to Trust Council's 32 Resolutions from an earlier phase of the project and reflects Trust Council's Reconciliation Declaration (2019), Climate Emergency Declaration (2019), and Housing Equity and Workforce Shortage Crisis Declaration (2021)
- The revised draft contains guiding, coordination and reconciliation principles and organizes policy directives under five main goals:
    1. Advance Reconciliation

2. Preserve and protect Indigenous cultural heritage and culturally significant areas, sites, and species
3. Preserve and protect healthy and biodiverse ecosystems
4. Foster sustainable, inclusive, and resilient communities
5. Foster sustainable stewardship of lands and waters

- The Policy Statement update process has involved Trust Council identifying areas for changes based on input and feedback from the public, First Nations and referral agencies and its understanding of the Islands Trust mandate in the *Islands Trust Act*.
- Key themes from early engagement with Indigenous Governing Bodies included concerns about language in the Policy Statement, governance, rights and responsibilities, and the need for ecosystem protection for cultural/ spiritual/ economic/ ecosystem uses.
- Feedback from three public engagement processes in 2019, 2021 and 2022 was plentiful and complex. Key themes included: support for the Islands Trust mandate; support for the project; support for environmental protection; a desire for consideration for residents' communities and way of life; concerns with jurisdictional overreach; and a desire for clarified language.

On-island engagement events printed posters





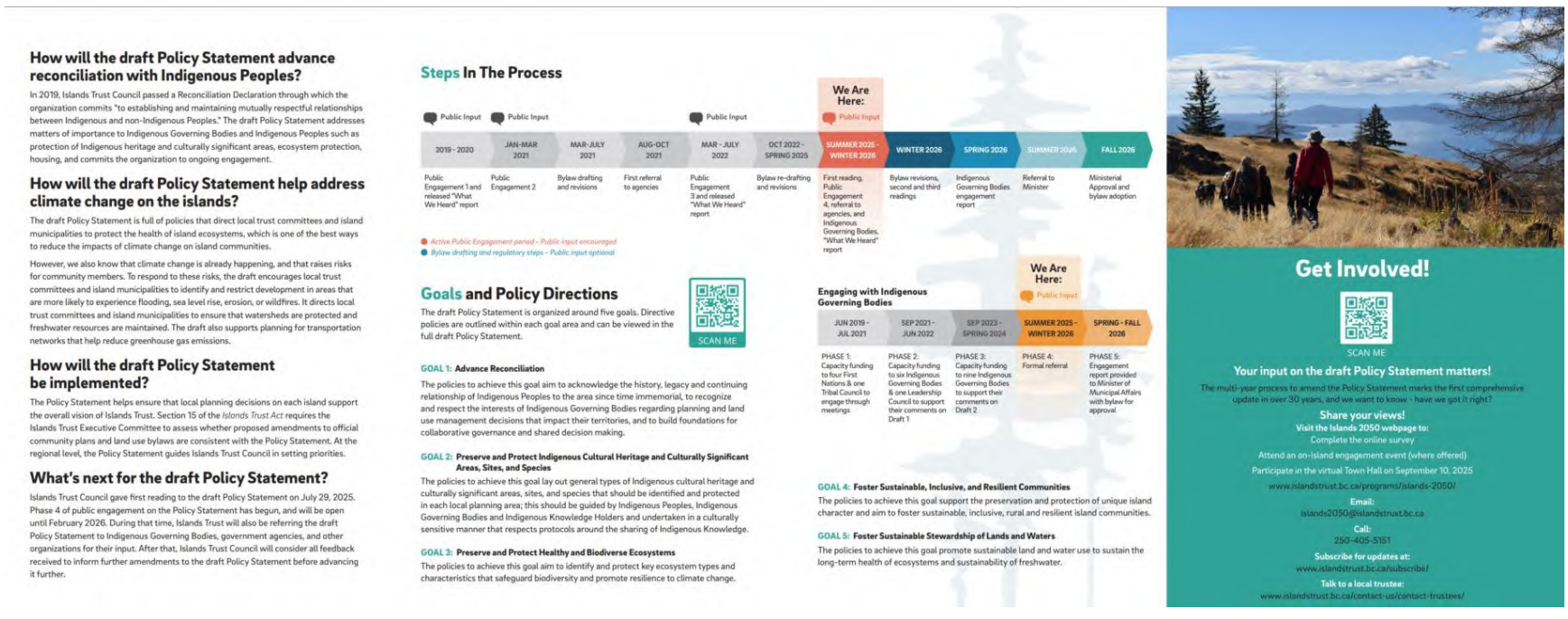
Household mailer











Islands Trust Draft New Policy Statement Designed Document - https://islandstrust.bc.ca/document/bylaw-183-policy-statement-schedule-a/

Complete the Survey online, or pick up a postage-paid, paper version of the survey at select on-island locations from September 1, 2025:

- Bowen Island – Bowen Island Public Library
- Denman Island – Dora Drinkwater Community library
- Gabriola Island – Gabriola Island Library
- Galiano Island – Galiano Island Community Library
- Hornby Island – Hornby Library
- Lasqueti Island – Lasqueti Community Association Community Hall and Lasqueti Post Office
- Mayne Island – Mayne Island Community Library
- Pender Island – Pender Island Public Library
- Piers Island – Piers Island Library
- Salt Spring Island – Salt Spring Island Public Library
- Saturna Island – Saturna Island Library
- Thetis Island – Forbes Hall Library

Policy Statement Education

- The Islands Trust Policy Statement provides the overarching vision, principles, and policies framework for land use within the Trust Area.
- The Policy Statement provides a roadmap for decision-makers, fostering continuity with community priorities and ensuring that actions are consistent with the overarching goals and values. This document reflects the evolving needs and perspectives of the community, requiring ongoing engagement and collaboration to remain relevant and responsive to changing circumstances.
- The Islands Trust Policy Statement provides the overarching vision, principles, and policies framework for land use within the Trust Area and is the critical document that guides how the Islands Trust will fulfill its mandate in the coming decades.
- The draft Policy Statement includes proactive planning for a changing climate, advancing reconciliation efforts with Indigenous communities, and addressing the housing needs of both current and future residents. Updating the Policy Statement reinforces our commitment to preserve and protect this unique part of the world.
- The Islands Trust Policy Statement guides the development of official community plans and land use bylaws of local trust committees and Bowen Island Municipality
- Islands Trust preserves and protects the islands in the context of many complex challenges, including climate change, lack of affordable housing, freshwater limitations, hundreds of species at risk, many cultural heritage sites, development and tourism pressures, changing demographics, and high expectations for public engagement.

Frequently Asked Questions

The [frequently asked questions webpage](#) on the Islands Trust website to help answer questions about the project history and process. It can be updated instantly, and no previous versions of the FAQ documents that could create confusion for the public.

Social Media graphics and captions







Captions

Preserve and Protect—Together. The Islands Trust has a special responsibility: to preserve and protect the Trust Area and its unique amenities and environment. The Policy Statement guides all decisions on land use, environmental protection, and planning. After 30 years, it's being updated to meet today's challenges—like climate change and housing. Your voice matters. Stay tuned for ways to get involved in 2025! #IslandCommunity #ClimateAction #AffordableHousing

The Islands Are Evolving—So Is Our Policy Statement! For the first time in 30 years, the Islands Trust Policy Statement is being updated to address today's priorities. Want to help shape the future of your island community? We look forward to hearing from you**!** 📣Learn more ➡ https://islandstrust.bc.ca/programs/islands-2050/. #Islands2050 #PreserveAndProtect #CommunityVoices

What is the Islands Trust Policy Statement, and why should you care? It's the guiding document that shapes land use, environmental protection, and community planning across the islands. After decades, it's time for an update—and we need your input to ensure it reflects the values of island communities today and in the future. Stay tuned for public engagement opportunities in 2025! #Islands2050 #YourVoiceMatters

Curious about the Islands Trust Policy Statement Update? This draft includes changes to address important contemporary themes, like Reconciliation, climate change, and housing options. These updates reflect feedback from Indigenous Governing Bodies, referral agencies, and YOU—the public. View the latest draft here: https://islandstrust.bc.ca/programs/islands-2050/ #Islands2050 #PreserveAndProtect #HaveYourSay

The Islands Trust Policy Statement is getting an upgrade! For the first time in 30 years, Islands Trust is updating this guiding document to reflect important issues like Reconciliation, climate change, and housing options. We're taking a thoughtful, measured approach, and your feedback will be key! Learn more about the process and stay involved: 🔗 https://islandstrust.bc.ca/programs/islands-2050/. #Islands2050 #CommunityEngagement #PreserveAndProtect

We want to hear from you! Islands Trust has been working on updating the Islands Trust Policy Statement to reflect important issues like Reconciliation, climate change, and housing options. Please give us your feedback here: https://islandstrust.bc.ca/programs/islands-2050/
#Islands2050 #CommunityEngagement #PreserveAndProtect

Hey [name] Island – we're talking about the draft Islands Trust Policy Statement at the [event name] at the [venue name] on [name] Island – we hope you can join us! Connect with staff and trustees to hear more about the draft Policy Statement, ask questions, and tell us what you think. More about this event here [link]
#Islands2050 #CommunityEngagement #PreserveAndProtect

The new draft of the Islands Trust Policy Statement reflects input from island communities, Indigenous governing bodies, Indigenous Peoples, and local agencies. It includes and reflects the diverse values and interests that make up the Islands Trust Area. The new draft of the Policy Statement has five goals:

1. Advance Reconciliation
2. Preserve and protect Indigenous cultural heritage and culturally significant areas, sites, and species
3. Preserve and protect healthy and biodiverse ecosystems
4. Foster sustainable, inclusive, and resilient communities
5. Foster sustainable stewardship of lands and waters

Learn more about where we are at in the process and how to provide your feedback here:
https://islandstrust.bc.ca/programs/islands-2050/
#Islands2050 #CommunityEngagement #PreserveAndProtect

Promoting ltc engagement events:

Hey [island name] Island Community! Do you have questions or feedback on the draft Islands Trust Policy Statement?

Join the [name] Island Local Trust Committee meeting.

Date: [date] – includes a Town Hall/CIM where you can learn more and share your thoughts.

Details: **https://islandstrust.bc.ca/event/mayne-ltc-regular-meeting-11-2-2-2-2-2/**

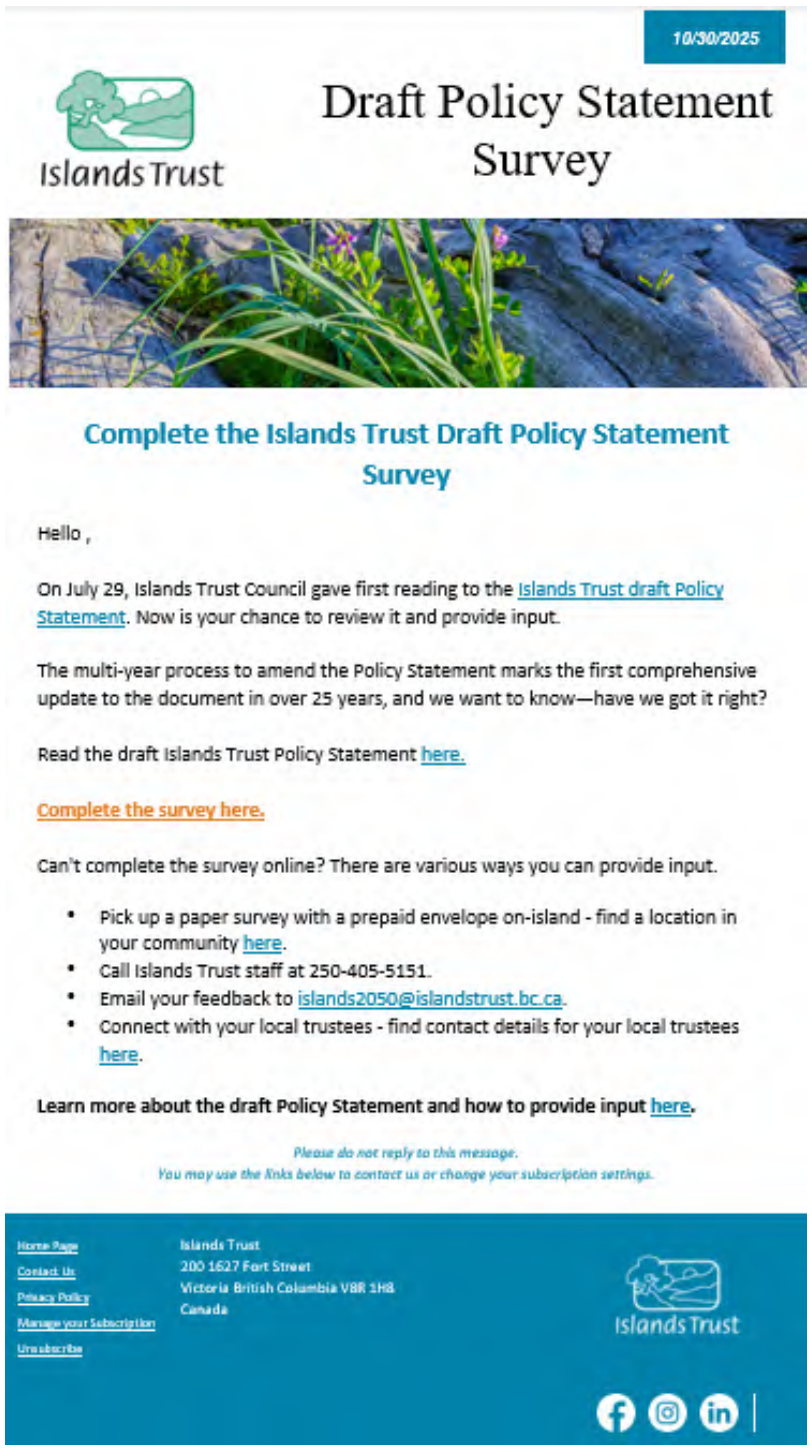
Can't attend? You can still have your say!
- Complete the online survey - https://qrco.de/bgBzz5
- Pick up a paper survey on-island [location]
- Email or call Islands Trust

☞ Learn more about other Local Trust Committee engagement events and ways to provide input:
https://islandstrust.bc.ca/programs/islands-2050/





Subscriber notices



10/30/2025

Islands Trust

Draft Policy Statement Survey

Complete the Islands Trust Draft Policy Statement Survey

Hello ,

On July 29, Islands Trust Council gave first reading to the Islands Trust draft Policy Statement. Now is your chance to review it and provide input.

The multi-year process to amend the Policy Statement marks the first comprehensive update to the document in over 25 years, and we want to know—have we got it right?

Read the draft Islands Trust Policy Statement here.

Complete the survey here.

Can't complete the survey online? There are various ways you can provide input.

- Pick up a paper survey with a prepaid envelope on-island - find a location in your community here.
- Call Islands Trust staff at 250-405-5151.
- Email your feedback to islands2050@islandstrust.bc.ca.
- Connect with your local trustees - find contact details for your local trustees here.

Learn more about the draft Policy Statement and how to provide input here.

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Islands 2050 - the Islands Trust Policy Statement...

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 10, 2026
From:	Trust Area Services	**Date Prepared:**	February 5, 2026

SUBJECT: Pre-Budget Public Engagement

RECOMMENDATION:

THAT Trust Council direct Executive Committee to undertake pre-budget public engagement prior to development of the draft 2027/28 budget.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The recommendation from Financial Planning Committee to offer pre-budget survey reflects a desire to seek input from the public early enough to influence Trust Council's development of budget assumptions and guidelines.

---

1 PURPOSE: To seek direction from Trust Council about directing Executive Committee to undertake pre-budget public engagement prior to development of the draft 2027/28 budget.

2 BACKGROUND: At its August 20, 2025 meeting Financial Planning Committee (FPC) received the results of the Islands Trust's first pre-budget survey which were provided to Trust Council on pages 238 – 302 of its September agenda package. Following receipt of the survey results in August, FPC passed the following resolutions:

> **That Financial Planning Committee recommend to Trust Council that it ask staff to draft a revised Budget Process policy that includes consideration of an annual pre-budget survey similar to 2025 in timing.**
>
> **That Financial Planning Committee recommend to Trust Council to undertake a pre-budget survey for fiscal 2027/28.**

The pre-budget survey undertaken by FPC in May and June 2025 was not directed by Trust Council so was considered a pilot. There is a desire by Financial Planning Committee and staff to ensure there is Trust Council direction for future pre-budget surveys.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: These resolutions can be accommodated within Trust Area Services' work program.

FINANCIAL: Undertaking a pre-budget survey in 2026 to inform development of the 2027/28 budget will cost approximately $3,500 to promote engagement options.

POLICY: None. Associated proposed amendments to the Budget Process Policy have been submitted for review by Trust Council for its consideration.

IMPLEMENTATION/COMMUNICATIONS: Staff will prepare a pre-budget public engagement project charter for Executive Committee to consider at its April 2026 meeting.

FIRST NATIONS RELATIONS: Indigenous community members may respond to the survey but formal engagement with First Nation governments is not planned.

OTHER: None.

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

5 ATTACHMENT(S): None.

RESPONSE OPTIONS

Recommendation: THAT Trust Council direct Executive Committee to undertake a pre-budget survey prior to development of the draft 2027/28 budget.

Alternative: No action.

Prepared By: Morgana Van Niekerk, Communications Specialist

Reviewed By/Date: Clare Frater, Director, Trust Area Services/February 16, 2026
Rueben Bronee, CAO, February 17, 2026

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 10, 2026
From:	Trust Area Services	**Date Prepared:**	February 4, 2026

SUBJECT: Budget Process Policy Amendment

RECOMMENDATION: THAT Trust Council adopt the amended Policy 6.3.1 Budget Process Policy dated March 12, 2026.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The recommendation from Financial Planning Committee to embed in policy an annual consideration of whether to offer pre-budget survey reflects a desire to seek input from the public early enough to influence Trust Council's development of budget assumptions and guidelines.

---

1 PURPOSE:

To request that Trust Council consider replacing the current TC 6.3.1 Budget Process Policy with the proposed TC 6.3.1 Budget Process Policy, so the policy is in alignment with current practices and that language contained within the policy is in alignment with the Islands Trust Identity Guide.

2 BACKGROUND:

The Trust Council 6.3.1 Budget Process Policy was last comprehensively reviewed and updated in 2014.

At its August 20, 2025 meeting Financial Planning Committee (FPC) received the results of the Islands Trust's first pre-budget survey. Following receipt of the survey, FPC passed the following resolutions:

That Financial Planning Committee recommend to Trust Council that it ask staff to draft a revised Budget Process policy that includes consideration of an annual pre-budget survey similar to 2025 in timing.

That Financial Planning Committee recommend to Trust Council to undertake a pre-budget survey for fiscal 2027/28.

FPC deliberately included the phrase "that includes consideration" in the first recommendation to provide flexibility into the future. For example, should Trust Council choose to consult the public on a future Strategic Plan, it may choose to forgo a pre-budget survey that year.

The pre-budget survey undertaken by FPC in May and June 2025 was not directed by Trust Council so was considered a pilot. There is a desire by Financial Planning Committee and staff to ensure there is Trust Council direction for future pre-budget surveys.

In 2026, Trust Council directed staff to improve draft budget communications on the Islands

Trust budget. Public feedback was welcomed through email to budget@islandstrust.bc.ca, with feedback being provided for Trust Council to view as correspondence on its agenda. This approach is in line with draft budget engagement for regional districts around the Islands Trust Area, where feedback is welcomed through email or an engagement platform, which provides information and allows public feedback through written comments.

During the Executive Committee meeting on February 24, 2026, EC passed the following resolution:

> **EC-2026-032**
> **It was MOVED and SECONDED,**
> that Executive Committee request staff to draft amendments to the draft Budget Process policy (6.3.1) to include development of communications materials annually on proposed budgets by December 31st, with speaking notes for trustees and a dedicated page on the website.

The amended Budget Process Policy provides direction on providing improved communication on the draft budget.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
The Budget Process Policy revisions proposed allow for a clear budget process, including public engagement options, which Trust Council, Financial Planning Committee and staff can reliably follow during the budget process. An updated policy will improve the budget process by allowing for an opportunity to tailor public engagement according to Trust Council's preferences and allow for flexibility around public engagement and staff-recommended best practices.

FINANCIAL: None.

POLICY: The Budget Process Policy amendment will improve efficiencies in the annual budget process and public engagement around the process.

IMPLEMENTATION/COMMUNICATIONS:
Trust Council policy webpages will be updated. Staff operational procedures will be updated to reflect Trust Council 6.3.1 Budget Process Policy. Communication to relevant staff will be provided. Trustee orientation materials will also be updated.

FIRST NATIONS RELATIONS: None.

OTHER: None.

4 RELEVANT POLICIES: N/A.

5 ATTACHMENTS

1. Amended Trust Council 6.3.1 Budget Process Policy (track changes version)
2. Amended Trust Council 6.3.1 Budget Process Policy (clean version)

RESPONSE OPTIONS

Recommendation: THAT Trust Council adopt the amended Policy 6.3.1 Budget Process Policy dated March 12, 2026

Alternative:
THAT Trust Council adopt the amended Policy 6.3.1 Budget Process Policy dated March 12, 2026 with additional amendments as follows:

a. By . . .

No action.

Prepared By:	Morgana van Niekerk, Communications Specialist
Reviewed By/Date:	Clare Frater, Director, Trust Area Services/ February 16, 2026 Rueben Bronee, CAO, February 17, 2026

Policy:	6.3.1
Approved By:	Trust Council
Approval Date:	June 15, 2001
Amendment Date(s):	September 14, 2001; December 9, 2005; June 19, 2014; March 2026
Policy Holder:	Director of Administrative Services

BUDGET PROCESS

Purpose

The budgeting process is ~~the~~ a major decision-making process for Islands Trust activities. Once the process is completed, the budget plan is the legal framework for revenue collection and spending. The purpose of this policy is to provide a framework for the planning, preparation, presentation, and approval of the annual budget bylaw and financial plan to ensure overall effectiveness and clarity for Trust Council's budget discussions and decision making.

A. Definitions

n/a

B. Policy

1. The Budget Process

1.1 The treasurer, on behalf of Trust Council, is responsible for designing and implementing the annual budget process;

1.2 The process for developing the annual budget will be approved by Trust Council each year; and

1.3 The budget process will include the following components:

1.3.1 Timeframe for developing the budget;

1.3.2 Strategy for consultation with all ~~stakeholders~~interested and affected parties;

1.3.3 Opportunities for identifying program priorities.

2. Planning the Budget

2.1 ~~Stakeholders~~ Interested and affected parties to~~in~~ the budget process are set out in Appendix A and include local trust committees, island municipalities, Islands Trust Conservancy Board, staff, and the public.

2.2 A budget process timetable (similar to sample attached in Appendix B) is presented for approval to Trust Council in September of each year.

2.3 Budget Principles and Assumptions are approved by Trust Council in December of each year.

3. Preparation of the Budget

3.1 Immediately after a new fiscal year begins, the Director of Financial and Employee ~~director of Administrative~~ Services begins making plans for the budget that will be considered by Trust Council for the subsequent fiscal year.

3.2 Each line of the Detailed Budget is reviewed on a needs-basis by the responsible budget manager, giving consideration to previous years' spending and future work programs and services (including Trust Council's Strategic Plan initiatives).

3.3 Local trust committees are asked to provide their project needs and review their local trust committee expense budgets, passing any resolutions required to adopt/modify their budget proposals.

3.4 Directors review their respective committee work programs to ensure work plan activities are appropriately funded.

3.5 The Islands Trust Conservancy Board will be consulted directly, at the beginning of, and throughout, the budget process with respect to Board requirements, programs and administrative services. Appointed trustees of the Islands Trust Conservancy Board shall be given the opportunity to attend Financial Planning Committee and Trust Council meetings with observer status.

3.6 As provided for in Islands Trust Council Policy *7.2.6 Municipal Tax Requisition Calculation,* island municipalities will be consulted directly at the beginning of, and throughout, the budget process.

3.7 The Director of ~~Administrative~~ Financial and Employee Services reviews the detailed spending, and projects costs on behalf of the organization with respect to completeness and accuracy, and compiles the Detailed Budget for the year. The overall Detailed Budget is reviewed by Islands Trust management team, prior to being submitted to the Financial Planning Committee for review and consideration.

3.8 The budget will build towards, and/or maintain, the General Revenue Fund Surplus to the level that is recommended in Islands Trust Council Policy *6.5.1 Reserves and Surplus*.

3.9 Local trust committees will be consulted throughout the budget process to ensure they understand and are following the process for any special property tax requisitions as set out in Islands Trust Council Policy *6.3.2 Special Property Tax Requisitions*.

3.10 A process for public input into the annual budget will be provided each year, as determined by the Financial Planning Committee.

3.11 Staff will prepare communications materials about the draft budget, including speaking notes for trustees and a dedicated page on the website, by December 31 of each year.

4. Responsibilities

4.1 The treasurer is responsible for:

4.1.1 designing, implementing and leading the annual budget process; and

4.1.2 ensuring effective linkages to the process for internal and external stakeholders.

4.2 Managers and directors are responsible for:

4.2.1 coordinating the budget requirements for their departments; and

4.2.2 submitting budget submissions when requested.

4.3 The Financial Planning Committee is responsible for:

4.3.1 providing direction to management in developing a long-range financial plan;

4.3.2 recommending the appropriate amount to be held in the General Revenue Surplus Fund;

4.3.3 interpretation of Council's priorities and strategies;

4.3.4 reviewing all budget proposals;

4.3.5 developing and recommending the budget to Trust Council and providing guidance into the decision-making process; and

4.3.6 designing the process for public input.

4.4 Trust Council is responsible for:

4.4.1 identifying budget priorities;

4.4.2 developing a strategic plan for the organization;

4.4.3 directing the treasurer to prepare a budget bylaw; and

4.4.4 approving the annual budget bylaw.

4.5 The Islands Trust Conservancy Board is responsible for:

4.5.1 endorsing all budget requests for the Islands Trust Conservancy Board and Program operations.

C. Legislated References

Islands Trust Act

Islands Trust Policy *6.3.2 Special Property Tax Requisition*

Islands Trust Policy *6.5.1 Reserves and Surplus*

Islands Trust Policy *7.2.6 Municipal Tax Requisition Calculation*

D. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

Appendix A: ~~Stakeholders~~ Interested and Affected Parties and Appendix B: Budget Timelines

APPENDIX A: Interested and Affected Parties~~Stakeholders~~

The following Interested and Affected Parties ~~stakeholders~~ provide input into the budget:

Financial Planning Committee	Develop and recommend the annual budget to Trust Council. Review all budget proposals. Recommend the appropriate amount to be held in General Revenue Surplus Fund. Review and approve financial reporting to Trust Council. Present the budget to Trust Council and provide guidance into the decision-making process.
Local Trust Committees	Discuss budget requests and work programs with planning staff. Provide budget requests to Director of Local Planning Services for review and allocation of resources. Be aware of the provisions of Policy 6.3.2 Special Property Tax Requisitions, which permits or in some cases, requires an individual local trust committee to request a special property tax requisition for additional operations that are not included within the general operations of all local trust committees.
Bowen Island Municipality	Review and confirm proposed municipal tax requisition calculation.
Islands Trust Conservancy Board	Discuss budget requests and work programs with Trust Area Services staff. Endorse all budget requests for the Islands Trust Conservancy Board and Program operations.
The Public	Review budget documents and be provided an opportunity to comment prior to Trust Council adoption.
Management	Coordinate the review of budget requirements for each department, in order to meet current Trust Council objectives and service levels. Look for opportunities to incorporate efficiencies and savings in the organization.

APPENDIX B: Budget Timelines

March TC Meeting	Trust Council considers requesting Executive Committee ~~to~~ undertake ~~a~~ pre-budget public engagement ~~process~~.
May EC Meeting	Executive Committee considers approv~~es~~ing a project charter for pre-budget public engagement (if directed by Trust Council in March).
May and June	If directed, staff undertake pre-budget public engagement activities and create a report at the end of the engagement period.
August FPC Meeting	Financial Planning Committee receives a report on results of pre-budget public engagement ~~(if undertaken)~~, if pre-budget engagement was undertaken. Financial Planning Committee ~~and~~ reviews draft budget assumptions and principles.

September TC Meeting	Trust Council receives a report on the results of pre-budget public engagement to inform draft budget assumptions and principles, if pre-budget engagement was undertaken.
October FPC Meeting	Financial Planning Committee reviews and discusses the first draft of the budget.
November FPC Meeting	Financial Planning Committee approves the draft budget, and the draft budget assumptions and principles to be submitted to December Trust Council.
December TC Meeting~~rust Council meeting~~	Trust Council endorse~~s~~ the draft budget~~, and considers whether to seek for the purposes of seeking public input on the draft budget,~~ and supports the draft budget assumptions and principles recommended by Financial Planning Committee. Trust Council considers requesting ~~Executive Committee~~Financial Planning Committee undertake a draft public engagement process. Staff prepare communications materials about the draft budget, including speaking notes for trustees and a dedicated page on the website, by December 31 of each year.
January	Consult with Bowen Island Municipality regarding the municipal tax requisition calculation. ~~Financial Planning~~If a draft budget public engagement is~~was~~ requested by Trust Council, ~~Executive~~ Financial Planning Committee ~~will~~ reviews draft budget engagement ~~Executive Committee reviews public consultation engagement~~ materials, and ~~. at their January meeting. If requested,~~ staff ~~will~~ undertake draft budget engagement. ~~In order to meet the Trust Council's continued commitment to transparency and dialogue with the community, the Financial Planning Committee seeks public input on the draft budget.~~
February FPC Meeting	Financial Planning Committee reviews the draft budget. ~~and~~ Financial Planning Committee receives ~~results~~a report on the results of public engagement on the draft ~~public input regarding the~~ budget, if public engagement on the draft budget was undertaken. Financial Planning Committee makes recommendations for March Trust Council on property tax requisition, Bowen Island Municipality tax levy, and any local trust committee special tax requisitions. Staff prepare updated communications materials about the draft budget, including speaking notes for trustees and a dedicated page on the website, as required.
March Trust Council Meeting	~~At its March regular business meeting,~~ Trust Council receives results of public engagement on the draft budget~~,~~ if public engagement on the draft budget was undertaken. Trust Council~~and~~ approves the final budget and financial plan. Formal resolutions to direct the preparation of the financial plan and revenue anticipation borrowing bylaws will be made. Financial plan and revenue anticipation bylaws forwarded to Ministry responsible for Islands Trust~~of Affairs~~ for approval.
After March Trust Council meeting	Staff issue news release about the approved budget and update dedicated page on the website.

Policy:	6.3.1
Approved By:	Trust Council
Approval Date:	June 15, 2001
Amendment Date(s):	September 14, 2001; December 9, 2005; June 19, 2014; March 2026
Policy Holder:	Director of Administrative Services

BUDGET PROCESS

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1.3.3 Opportunities for identifying program priorities.

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2.2 A budget process timetable (similar to sample attached in Appendix B) is presented for approval to Trust Council in September of each year.

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3.3 Local trust committees are asked to provide their project needs and review their local trust committee expense budgets, passing any resolutions required to adopt/modify their budget proposals.

3.4 Directors review their respective committee work programs to ensure work plan activities are appropriately funded.

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4.4.3 directing the treasurer to prepare a budget bylaw; and

4.4.4 approving the annual budget bylaw.

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Islands Trust Act

Islands Trust Policy *6.3.2 Special Property Tax Requisition*

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D. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

Appendix A: Interested and Affected Parties and Appendix B: Budget Timelines

APPENDIX A: Interested and Affected Parties

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Financial Planning Committee	Develop and recommend the annual budget to Trust Council. Review all budget proposals. Recommend the appropriate amount to be held in General Revenue Surplus Fund. Review and approve financial reporting to Trust Council. Present the budget to Trust Council and provide guidance into the decision-making process.
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Bowen Island Municipality	Review and confirm proposed municipal tax requisition calculation.
Islands Trust Conservancy Board	Discuss budget requests and work programs with Trust Area Services staff. Endorse all budget requests for the Islands Trust Conservancy Board and Program operations.
The Public	Review budget documents and be provided an opportunity to comment prior to Trust Council adoption.
Management	Coordinate the review of budget requirements for each department, in order to meet current Trust Council objectives and service levels. Look for opportunities to incorporate efficiencies and savings in the organization.

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After March Trust Council meeting	Staff issue news release about the approved budget and update dedicated page on the website.

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 10, 2026
From:	Trust Area Services	**Date Prepared:**	February 9, 2026

SUBJECT: **Natural Area Protection Tax Exemption Program (NAPTEP) – Hypothetical Tax Shift Analysis**

RECOMMENDATION:

THAT Islands Trust Council refer the report "Hypothetical Tax Shift Analysis: Projected Impacts of an Increased Property Tax Exemption Through the Natural Area Protection Tax Exemption Program (NAPTEP)" to the Islands Trust Conservancy Board to consider recommendations to Trust Council.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The attached report can be used to help advance key initiative 4.2.4 in Trust Council's 2025-2028 Strategic Plan. The report shows that increasing the Natural Area Property Tax Exemption Program (NAPTEP) property tax exemption beyond the current 65 percent rate results in a minimal tax shift to other ratepayers assuming modest increased uptake resulting from the higher exemption. Trust Council can use the tax shift report to support a request to the Minister of Housing and Municipal Affairs to increase the exemption rate by amending the Natural Area Protection Tax Exemption Regulation. Before doing so, however, Trust Council should consult with the Islands Trust Conservancy Board to understand the potential administrative and operational implications that increased NAPTEP uptake – incentivized by a larger tax exemption – could have on that body. Such a referral is consistent with Section 4 of the Islands Trust Council/Trust Fund Board Memorandum of Agreement.

---

1 **PURPOSE:** The purpose of this request for decision (RFD) is to present Trust Council with a report analyzing the tax shift implications of increasing the NAPTEP property tax exemption beyond its current 65 percent. It recommends referring the report to the Islands Trust Conservancy Board for review and comment.

2 **BACKGROUND:** At its meeting of August 6, 2025, Executive Committee (EC) endorsed a project charter to commission a report analyzing tax shift scenarios for the Islands Trust Natural Area Protection Tax Exemption Program (NAPTEP). The project charter is attached as Appendix 2.

Endorsement of the project charter followed on previous (EC) direction to pursue a one-time grant from the Fraser Basin Council (FBC) for local governments to advance biodiversity conservation on private lands. In May 2024, FBC approved a grant of $8,250 for Islands Trust to undertake this work.

Pursuing a potential increase to the NAPTEP tax exemption level was identified in Islands Trust Council's 2018-2022 Strategic Plan: *"Amend legislation to increase the percentage of the Natural Area Protection Tax Exemption Program (NAPTEP) to act as an incentive for the protection of forest cover for climate change mitigation and adaptation in the*

Islands Trust Area." Trust Council included this action in its 2025-2028 Strategic Plan as 4.2.4, a climate mitigation measure and a priority for the term of office ending in 2026.

Increasing the annual tax exemption requires the Province to amend the Natural Area Protection Tax Exemption Regulation. Provincial staff have previously indicated that Islands Trust needs to provide a tax shift analysis to support a business case to the Province to increase the NAPTEP exemption.

The headline finding of the tax shift analysis is as follows:

> *At the 100% exemption level, and on a broadly average basis, the approval of a single NAPTEP covenant on an island other than Bowen Island and resultant tax exemption leads to negligible average annual tax increases per taxpayer of:*
>
> - *less than one tenth of one cent ($0.001) impact for rural and police taxes for each residential property owner throughout the province.*
> - *about 1 cent ($0.01) impact to each residential property owner in a School District and 1 cent ($0.01) in a Regional District Electoral Area in the Islands Trust Area.*
> - *With an additional 1 cent ($0.01) for Island Trust taxes this totals about 3 cents ($0.03) impact for Islands Trust Area taxpayers, including Bowen Island*.

Because of the greater range of services provided by Bowen Island Municipality, and by extension the higher property taxes paid by landowners there to fund those services, the impact of a single NAPTEP covenant on that island at a 100% exemption rate would have a more pronounced tax shift effect on Bowen Island ratepayers, adding approximately $1.61 to the tax paid on each Bowen Island residential property.

Staff sent the NAPTEP tax shift report to the BC Ministry of Finance for a preliminary review. Finance ministry staff provided the following observations:

- The methodology used in the report appears sound
- Even with an increased tax exemption, the financial impact to other taxpayers will likely be minimal given historic uptake

Provincial staff noted that the report does not factor in the Additional School Tax that is levied on properties valued at more than $3 million, and if the Province were to consider increasing the NAPTEP exemption, it would likely run its own calculation of potential lost School Tax revenue, which is not redistributed to other taxpayers.

The day-to-day work of approving and administering covenants secured through NAPTEP falls to the Islands Trust Conservancy, and decisions about whether to expand the NAPTEP program should consider the financial, administrative and operational implications for that body. For this reason, staff recommend referral to the Conservancy Board.

If Islands Trust Conservancy indicates support for increasing the NAPTEP exemption rate, Trust Council should refer the proposal to Bowen Island Municipality under the Islands Trust Council/Bowen Island Municipality NAPTEP Letter of Understanding, which says:

4.1 - *Both parties will use their best efforts to achieve interagency co-operation with mutually agreeable terms and periods*

If Trust Council resolves to approach the Minister to request an increased NAPTEP exemption rate, it may also wish to seek feedback of all regional districts that overlap the Islands Trust Area and which have previously agreed to participate in NAPTEP. Section 49.2 of the Islands Trust Act says:

> **Designation of eligible areas**
>
> **49.2** (1) The trust council may, by bylaw, designate all or part of a local trust area or a municipality as an area for which tax exemptions may be provided under this Part.
>
> (2) Before adopting a bylaw under subsection (1), the trust council must obtain the consent of the regional district and, if applicable, the municipality in which the designated area is located.

The regional districts have already consented to participate in NAPTEP, but if Trust Council plans to change the terms under which that approval was initially sought, it warrants providing them a chance to provide comment, even if the underlying bylaw does not change.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None. However, referral of the report to the Trust Conservancy board will likely result in direction to that body's staff to provide analysis on the potential administrative and operational implications of increasing the NAPTEP exemption.

FINANCIAL: None

POLICY: None

IMPLEMENTATION/COMMUNICATIONS: No anticipated communications considerations until Trust Council is prepared to approach the minister with a request for amendment to the NAPTEP regulation.

FIRST NATIONS RELATIONS: If Islands Trust Conservancy Board signals potential support for an increased NAPTEP exemption rate, staff will recommend that the Conservancy Board include this topic in its upcoming engagement with Indigenous Governing Bodies about the Conservancy's 2028-2032 plan.

The Islands Trust Conservancy refers all NAPTEP covenant applications to First Nations for comment prior to any final approval of a covenant by the Islands Trust Conservancy Board, and the Minister of Housing and Municipal Affairs is approving all covenants and land acquisitions until a new Conservancy Five Year Plan is approved.

OTHER: None

4 RELEVANT POLICY(S):

Grants and Donations Administration Policy
Islands Trust Natural Area Protection Tax Exemption Regulation
Islands Trust Council Bylaw No. 86, MOA between EC and ITC Board
Islands Trust Council Bylaw No. 80, designating the Gambier Island LTC as NAPTEP eligible
Islands Trust Council Bylaw No. 99, designating the Southern Gulf Islands LTAs as NAPTEP eligible
Islands Trust Council Bylaw No. 126, designating Gabriola, Thetis and Ballenas-Winchelsea LTAs as NAPTEP eligible

Islands Trust Council Bylaw No. 136, designating Hornby and Denman LTAs as NAPTEP eligible
Islands Trust Council Bylaw No. 140, designating Lasqueti LTA as NAPTEP eligible
Islands Trust Council Bylaw No. 162, LOU between TC and BIM concerning NAPTEP
Trust Council Policy 2.1.10 Administration of Natural Area Protection Tax Exemption Program
LOU between TC and SCRD re. NAPTEP in the Gambier Island LTA

5 ATTACHMENT(S):

1) Hypothetical Tax Shift Analysis: Projected Impacts of an Increased Property Tax Exemption Through the Natural Area Protection Tax Exemption Program (NAPTEP)
2) NAPTEP Tax Shift Evaluation – Project Charter

RESPONSE OPTIONS

Recommendation:

THAT Islands Trust Council refer the report "Hypothetical Tax Shift Analysis: Projected Impacts of an Increased Property Tax Exemption Through the Natural Area Protection Tax Exemption Program (NAPTEP)" to the Islands Trust Conservancy Board to consider recommendations to Trust Council.

Alternative:

1) Receive the report for information
2) Refer the report to other additional bodies

Prepared By: Jason Youmans, Senior Policy Advisor

Reviewed By/Date:

Clare Frater, Director, Trust Area Services/February 16, 2026
Rueben Bronee, CAO/February 17, 2026

Islands Trust

Hypothetical Tax Shift Analysis: Projected Impacts of an Increased Property Tax Exemption Through the Natural Area Protection Tax Exemption Program (NAPTEP)

August 14, 2025

Brentwood Advisory Group

The recommendations contained within this memo are developed using findings from consultations, input from interview sessions and surveys, appropriate benchmarking, research, and analysis within the scope of the engagement, and was supported by the Brentwood Advisory Group's experience working with other local governments.

Any final decisions with respect to the recommendations contained in this report rest with elected representatives and management. The Islands Trust should conduct its own due diligence and verification to ensure optimal outcomes in adopting and implementing any of the report's recommendations.

The Assignment

"Develop estimates of hypothetical tax exemption and tax shift implications resulting from an increase in the Islands Trust Natural Area Protection Tax Exemption Program (NAPTEP) exemption from the current level of 65% up to 100% with activity-based sensitivity analysis".

The Natural Area Protection Tax Exemption Program (NAPTEP) is a joint program between Islands Trust and Islands Trust Conservancy that provides financial incentive to choose land protection over development. When a landowner registers a conservation covenant through NAPTEP, they receive an annual property tax exemption of 65% on the protected portion of their land in accordance with the Islands Trust Natural Area Protection Tax Exemption Regulation [includes amendments up to B.C. Reg. 117/2018, June 15, 2018].

Generally, land in the Islands Trust Area eligible for a NAPTEP covenant must be at least 2 hectares (5 acres) in size. Currently there are 29 NAPTEP Covenants in place, protecting 144 hectares of land on seven of the Gulf Islands.

While all natural areas are important, NAPTEP focuses on properties with specific natural values, including sensitive ecosystems, key habitats for rare or at-risk native plant species or plant communities, habitat critical to native wildlife for breeding, rearing, feeding or important life-stage activities and special geological features (e.g. caves, springs, tombolos). This means the landowner saves money annually in exchange for leaving the natural areas on their land alone for native species to enjoy. These tax savings can add up quickly, depending on the size of the land that is protected.

When property tax exemptions are issued through NAPTEP, the government does not forego the tax revenue. Rather, exempted taxes are shifted to other taxpayers in each tax jurisdiction. This practice is the same for other tax exemption programs (e.g. Agricultural Land Reserve Exemptions, Heritage Property Exemptions, Alternative Energy Power projects Exemption etc.)

This report was created to help inform a potential future request by Islands Trust Council to the Minister of Housing and Municipal Affairs to increase the property tax exemption authorized under NAPTEP.

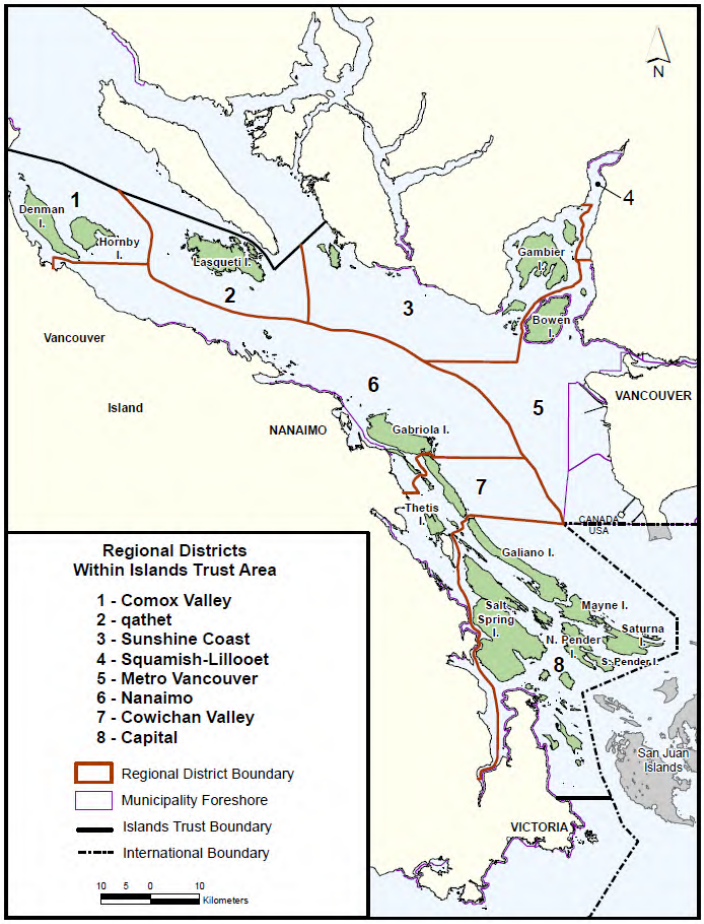
It summarizes the potential Natural Area Protection Tax Exemption Program (NAPTEP) tax exemption benefit to participating property owners and corresponding property tax shift to

taxpayers in British Columbia, applicable Regional Districts, and in the Islands Trust Area that would result from increasing the current property tax exemption of 65% applied to protected natural area to as much as 100% on land protected through NAPTEP.

The analysis is not an exact representation of the effects of NAPTEP on taxpayers but rather provides a rough approximation of the potential property tax shift across British Columbia, within the seven participating Regional Districts and Bowen Island Municipality in the Islands Trust Area, and within the Islands Trust Area as a whole.

Executive Summary

The Natural Area Protection Tax Exemption Program (NAPTEP) is available to landowners in the Islands Trust Area of British Columbia, which takes in portions of seven regional districts and includes Bowen Island Municipality.



Landowners who permanently protect natural and cultural features of their land through a conservation covenant can receive a 65% exemption in property taxes on the protected portion of their land. Improvements such as buildings are not eligible for exemption.

This report was commissioned to provide the following information:

- To estimate the hypothetical tax savings to an average participating landowner from an increased NAPTEP exemption level of up to 100% on their eligible protected land;
- To determine the tax exemption that results from a new NAPTEP covenant for a broadly defined average taxpayer and the amount of tax shifted within each tax authority (provincial, regional, school and local governments) at the current 65% exemption level;
- To model the estimated tax exemption and tax shifts at the 75%, 90% and 100% property tax exemption levels; and
- To provide a sensitivity analysis modelling the tax exemption and resulting shift impact at varying levels of program uptake from 1% to 100% of potentially eligible properties.

In broad terms, the total tax exemption impact is estimated using 80% of 2025 land assessment values for all eligible Islands Trust properties and 2024 property tax rates for each jurisdiction. The impact is then distributed or shifted across jurisdictions using average property assessments in each area and total assessment values, tax requisitions and property counts for each of the jurisdictions impacted.

Note that for property owners in the Municipality of Bowen Island, their municipal and regional district taxes would not be impacted by a non-Bowen Island NAPTEP covenant and tax exemption. Only covenant approvals and exemptions on Bowen Island properties affect the municipal and regional district taxation portion of property taxes for Bowen Island property owners.

Findings

1. **The average annual property tax savings that results from each additional NAPTEP exemption (and that will be offset by shifting it to other taxpayers) at the current 65% level is estimated to be $1,409 for rural property owners and $3,042 on Bowen Island.**

The estimated annual property tax savings incentive for a rural landowner participating in NAPTEP is quite substantial at $1,409 and even more so on Bowen Island Municipality ($3,042) at today's 65% exemption rate. This is consistent with the original incentive estimates from 2004 when this analysis was last run. At that time, the benefit was estimated to be about $1,125 per exemption, recognizing that since then there has been inflation, property tax system changes (Bowen Island) and a significantly increased number of property owners across the province. It is also important to recognise that the value of this exemption will likely increase over time as property taxes are increased each year and assessed values climb.

2. **Increasing the exemption level to 100% per NAPTEP participating property is estimated to provide an additional annual incentive per rural property owner of about $758, to about $2,167 for an average participating property.**

Taxes that must be shifted to offset the exemption are broken down as follows[1]:

- $852 (between $535 and $1,790) for Provincial School Tax
- $244 (between $87 and $589) for Provincial General Tax
- $49 (between $35 and $112 for Provincial Police Tax.
- $490 (between ($210 and $1,133) for Regional District Electoral Area Tax
- $306 (between $154 and $434) for Islands Trust Tax

3. **For NAPTEP-participating property owners on Bowen Island, increasing the exemption level to 100% increases the average tax incentive there from $3,042 to $4,680.**

[1] The tax redistribution and amount spread among taxpayers not participating in NAPTEP will vary depending on the Regional District Electoral Area, Municipality and School District Area in which the property is located.

4. **At the 100% exemption level, and on a broadly average basis, the approval of a single NAPTEP covenant on an island other than Bowen Island and resultant tax exemption leads to <u>negligible</u> average annual tax increases per taxpayer of:**
    - **less than one tenth of one cent ($0.001) impact for rural and police taxes for each residential property owner throughout the province.**
    - **about 1 cent ($0.01) impact to each residential property owner in a School District and 1 cent ($0.01) in a Regional District Electoral Area in the Islands Trust Area.**
    - **With an additional 1 cent ($0.01) for Island Trust taxes this totals about 3 cents ($0.03) impact for Islands Trust Area taxpayers, including Bowen Island.**

Applying a range of program uptake, the total exempted taxes that must be shifted can range between $34,300 at 1% of potentially eligible properties participating (15 new covenants), to $343,000 at the 10% participation level (146 new covenants) and up to $3,430,200 at the 100% participation rate (1458 new covenants). Because the impact is spread over a substantial assessment base, the average impact over time even at the 100% level is modest:

- 1% participation of potentially eligible properties (about 15 new covenants, $34,302 total tax exemption) results in a 1 cent ($0.01) impact for each Provincial taxpayer, 29 cents ($0.29) for a participating Regional District and School District taxpayer, and 46 cents ($0.46) for an Islands Trust taxpayer. 1% percent participation by eligible properties on Bowen Island (1 new covenant) results in a tax shift of $1.61 to each residential property on that Island.
- 5% participation (about 75 new covenants, $171,511 total tax exemption) results in a total 6 cent ($0.06) impact for each Provincial taxpayer, $1.46 for a participating Regional District and School District taxpayer, and $2.32 for an Islands Trust Area taxpayer. 5% percent participation by eligible properties on Bowen Island (4 new covenants) results in a tax shift of $8.03 to each residential property on that Island.
- 10% Participation (about 150 new covenants, $343,023 total tax exemption) results in a total 11 cent ($0.11) impact for the average Provincial taxpayer, $2.92 for participating Regional and School District taxpayer, and $4.65 for an Islands Trust Area taxpayer. 10% percent participation by eligible properties on Bowen Island (8 new covenants) results in a tax shift of $16.07 to each residential property on that Island.

- 25% Participation (about 390 new covenants, $857,557 total tax exemption) results in a total 28 cent ($0.28) impact for the average Provincial taxpayer, $7.30 for participating Regional and School District taxpayers, and $11.62 for an Islands Trust Area. 25% percent participation by eligible properties on Bowen Island (20 new covenants) results in a tax shift of $40.16 to each residential property on that Island.
- 100% Participation (about 1,548 new covenants, $3,430,227 total tax exemption) results in a total $1.12 impact for the average Provincial taxpayer, $29.21 for participating Regional and School District taxpayers, and $46.50 for an Islands Trust Area taxpayer. 100% percent participation by eligible properties on Bowen Island (81 new covenants) results in a tax shift of $160.65 to each residential property on that Island.

Historical approval of conservation covenants under NAPTEP has averaged about one every other year and there are now 29 registered. At that rate of approval an additional five covenants, or 0.3% of potentially eligible properties, could be expected at the end of ten years with an additional tax exemption of $1,029 per year in each year.[2] This equates to an annual additional cost from that shift of:

- Less than one tenth of 1 ($0.001) cent impact on each taxpayer in the Province;
- about 9 cents ($0.09) impact to each taxpayer in a Regional District and School District which includes an Islands Trust Area;
- about 14 cents ($0.14) impact to each Islands Trust Area taxpayer; and
- about a 48 cent ($0.48) impact to each Bowen Island taxpayer.

Reaching the 5% of eligible property level would require uptake by an additional 0.5% of potentially eligible properties (about 8 covenants) applied for and approved each year. This increased approval uptake would create a total tax exemption of $17,151 per year and impact taxpayers each year from that shift as follows:

- about 1 cent ($0.01) impact to each taxpayer in the Province;
- about 14 cents ($0.14) impact to each taxpayer in a School and Regional District which includes an Islands Trust Area;
- about 23 cents ($0.23) impact to each Islands Trust Area taxpayer; and
- about an 80 cent ($0.80) impact to each Bowen Island taxpayer from Bowen exemptions.

[2] Assuming property values and tax rates held constant

These tax shifts result in no net increase in overall property taxes; they slightly redistribute the individual amount of tax payable from those who protect their land by conservation covenant to those who do not. **When compared to the cost of buying land with public funds, NAPTEP at either the 65% or the 100% level continues to be a very cost-effective approach to land conservation.**

Background

Islands Trust Conservancy negotiates and holds conservation covenants registered through NAPTEP.

Based on current NAPTEP uptake and the number of regular conservation covenants processed by Islands Trust Conservancy annually, this analysis focuses on the tax shift implications of five new NAPTEP covenants processed each year, and the impact summary focused on an example at the 5% uptake or a ten-year 75 covenant level.

Property Tax in British Columbia

Property tax in British Columbia continues to be calculated using a two-step process. First, property values are assessed each year by the BC Assessment Authority: land and buildings are assessed, and exemptions are deducted. Second, tax authorities apply various tax rates to the value of the property to determine the amount of taxes payable. In simple terms: **Market Value x Tax Rate = Property Tax**

BC Assessment provides all taxation authorities in British Columbia with an assessment roll that indicates market value, classification and applicable tax exemptions for every property in British Columbia. For 2025 property tax purposes, there are three assessment categories (General, School, Hospital) and eight taxation classes:

- Class 01. Residential,
- Class 02. Utilities,
- Class 04. Major Industry,
- Class 05. Light Industry,
- Class 06. Business and Other,
- Class 07. Managed Forest Land,
- Class 08. Recreational Property / Non-profit Organization, and
- Class 09. Farm.

Under the Province's Natural Area Protection Tax Exemption Program Regulation, Only Class 01 Residential properties are permitted to apply to NAPTEP. Residential properties make up at least 80% to 90% of property assessment in Regional District areas that overlap the Islands Trust Area. We have further simplified the calculation by only using Net General Assessments for Class 01 residential properties in this analysis as School and Hospital assessments are usually quite similar to General assessments for residential purposes.

Taxation authorities, upon receiving the revised assessment roll, apply tax rates to each property class to create the tax roll. Taxes fall into three categories in the Islands Trust Area: Provincial, Regional and Local. These taxes include:

- Provincial Rural Tax (including Hospital, BC Assessment, etc.), which impacts all rural properties across the Province.
- Provincial School Tax which is set for each School District separately and impacts only those rural and municipal properties within each School District.
- Provincial Police Tax which impacts rural properties within each individual regional District.
- Regional District taxes, which are set by each Regional District, which impacts only properties within each individual Regional District.
- Municipal Taxes, which are set by Bowen Island Municipality which impacts all Bowen Island Municipal properties.
- Islands Trust Taxes which are set for the Islands Trust Area collectively and impacts all Islands Trust properties.
- Island Local Services Taxes (Improvement Districts, etc.) which are set specific to each participating area within each Regional District and will affect only the small number of properties depending on the service – such as Street Lighting, a Medical Clinic, Parks and Recreation or Fire Protection for example. **Note - for simplification, we have excluded Service Taxes from this analysis as each individual service area can be quite different and be requisitioned on different bases in each case.**

Bowen Island Municipality is unique within the Islands Trust and therefore is not subject to Provincial Rural Taxation.

In place of that, the Municipality levies its own property taxes annually and in 2024 the annual requisition was $8,245,350 and average home was assessed at $1,585,350.

These properties are also subject to regional district taxation.

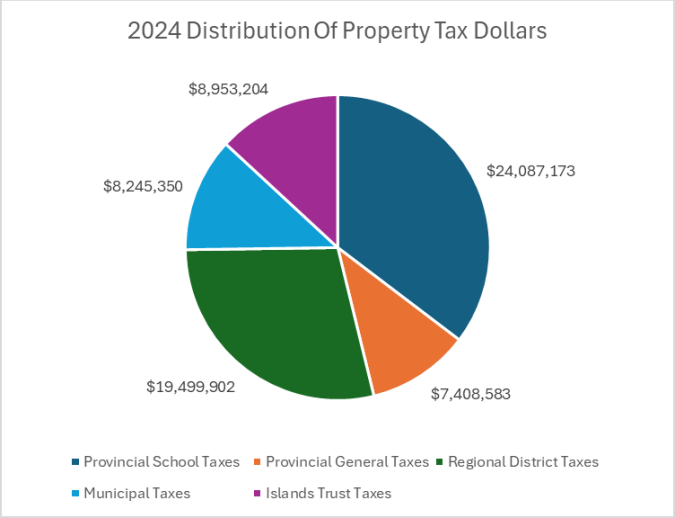


Figure 1: Distribution of Islands Trust Area property tax revenues by taxation authority

When property tax exemptions are issued through NAPTEP, the government does not forego the tax revenue. Rather, exempted taxes are shifted to other taxpayers in each tax jurisdiction. This practice is the same for other tax exemption programs (e.g. Agricultural Land Reserve Exemptions, Heritage Property Exemptions, Alternative Energy Power projects Exemption etc.) Additionally, not all lands eligible for NAPTEP will qualify for the program. To participate in NAPTEP landowners must have natural areas that are considered valuable under the NAPTEP Regulations. The decision to accept land for a NAPTEP covenant is made by the Islands Trust Conservancy Board based on a number of factors.

Determining the tax exemption and resulting tax shift implications of NAPTEP in the Islands Trust Area is a speculative and hypothetical exercise due to the complexity of three different assessment bases, differing revenue requirements, Regional District functions, presence of a Municipality, and property tax levy rates in every taxing authority changing from year to year.

See Appendix 5 of this report for the methodology used to identify properties that would most likely be eligible for NAPTEP covenants. Islands Trust staff identified 1,458 such properties.

Island Trust Area	2024 Number of Properties		Eligible Properties	Net General Land Assessment	Average net Land Assessment
				80% $$	80% $$
Bowen	2636	Muni	81	120,812,800	1,491,516
Denmen	1001	771 Area A	108	65,968,000	610,815
Gabriola	4366	768 Area B	111	76,204,080	686,523
Galiano	1624	763 Area G	117	74,138,720	633,664
Gambier	1772	746 Area F	170	156,041,600	917,892
Hornby	1206	771 Area A	65	38,608,720	593,980
Lasqueti	506	769 Area E	164	73,461,520	447,936
Mayne	1721	763 Area G	101	77,427,200	766,606
North Pender	2197	763 Area G	118	78,359,040	664,060
Saturna	713	764 Area F	25	14,203,200	568,128
South Pender	361	763 Area G	8	6,037,600	754,700
Saltspring	6789	764 Area F	326	217,307,600	666,588
Thetis	866	765 Area G	64	39,544,000	617,875
Executive	29				
TOTAL	25,787		1,458	$ 1,038,114,080	$ 712,012

Table 1: Assessed value of potentially NAPTEP-eligible properties.

Table 1 above shows the breakdown of eligible properties by Island Trust Area together with the Net General Land Assessment and Average Assessment per property. The properties collectively represent $1.3 Billion in assessed value with an average eligible (80%) land assessment of just over $712,000.[3]

Taxing Authority	2024 Total Tax Revenue Derived From ITA Properties Tax Jurisdiction Number for Island Trust Area										
	745	746	763	764	765	768	769	771	n/a	Total $$	%
	Lower Mainland Rural	Sechelt Rural	Gulf Islands Rural	Gulf Island Saltspring	Duncan Rural	Nanaimo Rural	Alberni Rural	Courtney Rural	Bowen Municipal		
Provincial School Tax	26,841	1,270,771	467,547	15,318,901	475,035	3,853,719	301,598	2,372,762	3,945,282	28,032,454	38%
Provincial General Tax	13,096	401,880	137,159	4,787,632	140,728	1,127,835	94,498	705,755	-	7,408,583	10%
Regional District Tax	2,124	1,466,015	3,876,213	8,152,823	1,985,175	2,250,406	535,214	1,234,057	570,711	20,072,737	27%
Municipal Tax		-	-	-	-	-	-	-	8,245,350	8,245,350	11%
Island Trust Tax	17,185	518,800	169,232	5,716,834	169,715	1,375,658	118,233	867,547	364,860	9,318,064	13%
Total	$ 59,246	$ 3,657,464	$ 4,650,152	$ 33,976,190	$ 2,770,653	$ 8,607,618	$ 1,049,543	$ 5,180,120	$ 13,126,202	$ 73,077,189	100%
Avg Assessment	$ 1,342,462	$ 931,629	$ 1,010,380	$ 862,835	$ 823,469	$ 698,440	$ 915,698	$ 839,146	$ 1,585,350	$ 928,007	

Table 2: Property tax revenues and average assessed property values in the Islands Trust Area by assessment area.

Table 2 above shows the breakdown of revenues and assessment by assessment area. Revenues collected from each of these areas totalled just over $73 million dollars in 2024. This will be used to estimate the impact of the tax shift impact on an average home in each area.

Island Trust Area	Number of Properties		Eligible Properties	Net General Land Assessment	Average net Land Assessment	Maximum Potential Tax Shift ($) of Property Tax Created by 100% of all Eligible Properties at 100% Property Tax Exemption							
				80% $$	80% $$	Electoral	General	Islands Trust	Police	Provincial Rural	School Tax	Municipal	Total
Bowen	2636	Muni	81	120,812,800	1,491,516	-	-	12,507	7,756	-	89,160	270,374	379,797
Denmen	1001	771 Area A	108	65,968,000	610,815	25,028	19,311	31,171	5,330	23,748	84,182	-	188,770
Gabriola	4366	768 Area B	111	76,204,080	686,523	23,296	56,103	36,007	12,421	27,433	198,725	-	353,986
Galiano	1624	763 Area G	117	74,138,720	633,664	58,891	11,810	35,031	4,092	26,690	76,615	-	213,130
Gambier	1772	746 Area F	170	156,041,600	917,892	192,599	15,749	73,731	10,018	56,175	175,578	-	523,850
Hornby	1206	771 Area A	65	38,608,720	593,980	14,648	11,302	18,243	3,120	13,899	49,269	-	110,480
Lasqueti	506	769 Area E	164	73,461,520	447,936	98,618	58,512	34,711	11,409	26,446	87,787	-	317,482
Mayne	1721	763 Area G	101	77,427,200	766,606	61,504	12,333	36,585	4,274	27,874	80,013	-	222,583
North Pender	2197	763 Area G	118	78,359,040	664,060	62,244	12,482	37,025	4,325	28,209	80,976	-	225,262
Saturna	713	764 Area F	25	14,203,200	568,128	14,714	14,714	6,711	1,106	5,113	16,179	-	58,538
South Pender	361	763 Area G	8	6,037,600	754,700	4,796	962	2,853	333	2,174	6,239	-	17,357
Saltspring	6789	764 Area F	326	217,307,600	666,588	118,435	118,435	102,680	11,995	78,231	247,535	-	677,311
Thetis	866	765 Area G	64	39,544,000	617,875	39,550	15,873	18,685	3,183	14,236	50,154	-	141,681
Executive	29												
TOTAL	25,787		1,458	$ 1,038,114,080	$ 712,012	$ 714,322	$ 347,586	$ 445,941	$ 79,364	$330,228	$ 1,242,411	$ 270,374	**$3,430,227**

Table 3: Total tax exemption savings and shifting that would be required in each Local Trust Area assuming a 100% NAPTEP exemption.

[3] 80% of assessed value was selected as it is assumed that 20% (0.5 ha.) of a 2.5 ha. property would not be included in a NAPTEP covenant as it would be disturbed homesite area with minimal ecological value. This assumption does not reflect the fact that most NAPTEP-protected properties will be significantly larger than 2.5 ha. and therefore the disturbed homesite will likely make up less than 20% of the property area.

Table 3 above shows a breakdown of taxes derived from Islands Trust Area properties including the maximum potential tax exemption and resulting shift of $3.4 million due to NAPTEP at 100% participation by potentially eligible properties and a 100% property tax exemption level (in bold). This includes School Taxes of $1.2 million, Municipal Taxes of $270,000 and Islands Trust Taxes of $446,000 for example.

The maximum potential total tax exemption and resulting shift is used to determine the impact of NAPTEP on an average NAPTEP participating property and then to provide a range of impacts at three different exemption levels where the average participating property benefits from an estimated annual tax exemption savings of about $1,409 ($3,042 on Bowen Island) at the current 65% level, rising to just over $2,167 ($4,680 on Bowen Island) at the 100% exemption level.

The total tax that would be shifted if *all* eligible properties were exempted ranges from $2.2 million at the current 65% level, to $2.6 Million at the 75% level, $3.1 Million at the 90% level and $3.4 Million at the 100% exemption level. While these numbers may appear high, it is important to note that they are based on program participation by all potentially eligible 1,458 properties and assumes that 80% of each property is covenanted. This level of participation is not practical or achievable for several reasons,[4] and so, for illustration purposes, we have used the 5% uptake level as an example of plausible potential impact over ten years.

The expected annual tax shift impact from each additional exemption at the current 65% level is estimated to be $1,409. Increasing the exemption level to 100% provides an additional annual incentive per property owner of about $758 or about $2,167. This is higher for those on Bowen Island or by $1,638 from $3,042 to $4,680:

[4] The most significant being the administrative limitations of the Islands Trust Conservancy itself.

Island Trust Area	Number of Properties		Eligible Properties	Potential Tax Shift ($) Created by Average NAPTEP Participant Property at 100% Property Tax Exemption.							
				Electoral	General	Islands Trust	Police	Provincial Rural	School Tax	Municipal	Total $$
Bowen	2636	Muni	81	-	87	154	-	-	1,101	3,338	4,680
Denmen	1001	771 Area A	108	232	179	289	49	220	779	-	1,748
Gabriola	4366	768 Area B	111	210	505	324	112	247	1,790	-	3,189
Galiano	1624	763 Area G	117	503	101	299	35	228	655	-	1,822
Gambier	1772	746 Area F	170	1,133	93	434	59	330	1,033	-	3,081
Hornby	1206	771 Area A	65	225	174	281	48	214	758	-	1,700
Lasqueti	506	769 Area E	164	601	357	212	70	161	535	-	1,936
Mayne	1721	763 Area G	101	609	122	362	42	276	792	-	2,204
North Pender	2197	763 Area G	118	527	106	314	37	239	686	-	1,909
Saturna	713	764 Area F	25	589	589	268	44	205	647	-	2,342
South Pender	361	763 Area G	8	599	120	357	42	272	780	-	2,170
Saltspring	6789	764 Area F	326	363	363	315	37	240	759	-	2,078
Thetis	866	765 Area G	64	618	248	292	50	222	784	-	2,214
Executive	29										
TOTAL	25,787		1,458	$ 490	$ 244	$ 306	$ 49	$ 226	$ 852	$ -	**$ 2,167**
										$ 3,338	**$ 4,680**

Table 4: Tax savings for each participating property (and shifting that would be required) in each Local Trust Area assuming a 100% NAPTEP exemption.

This impact would be spread among taxpayers not participating in NAPTEP and the amount will vary depending on the Electoral Area, School District Area and Municipality (Bowen Island) the property is located within.

At the 100% exemption level, and on a broadly average basis, the approval of a single NAPTEP covenant (on an island other than Bowen Island) and resultant tax exemption leads to <u>negligible</u> average annual tax increases per taxpayer from that shift of:

- **less than one tenth of one cent ($0.001) impact for rural and police taxes for each residential property owner throughout the province.**
- **about 1 cent ($0.01) impact to each residential property owner in a School District and 1 cent ($0.01) in a Regional District Electoral Area in the Islands Trust Area.**
- **With an additional 1 cent ($0.01) for Island Trust taxes this totals about 3 cents ($0.03) impact for Islands Trust Area taxpayers, including Bowen Island.**

Program Participation

There are a variety of factors that affect uptake of the program such as:

- The number of NAPTEP covenants is limited to the number of properties containing eligible features. Many properties will not have eligible natural features. 1,458 potentially eligible properties in the Islands Trust Area have been identified from mapping data for the purposes of this analysis.
- The size of NAPTEP covenants may be less than the property's land base. For purposes of this analysis we have conservatively assumed 80% of each property land base would be protected and eligible for exemption (assuming 20% of a 2.5 ha. property would be homesite area ineligible for NAPTEP).
- NAPTEP covenants limit the activities of landowners on their property in perpetuity, making the program unattractive to those wishing to cultivate or use their land unencumbered. Property restrictions will limit applicant potential.
- Entering into NAPTEP requires a significant amount of effort and cost by the landowner. Not all property owners will be willing to go through the application process and up front cost placing a covenant on their land.
- The NAPTEP covenant is registered on the Land Title and landowners may have concerns about the impact that such a covenant may have on the market price and resale potential of their land.
- A cost benefit analysis comparing the costs of entering the program with the tax exemption received may also limit the number of applicants. Cost recovery timeframes may be too long for some property owners.
- The Islands Trust Conservancy does not have the capacity to administer 1,500 covenants within its current budget and at its current staffing levels.
- **No additional administrative costs have been factored into this analysis**.

To provide a range of estimates for context, Table 5 below shows the total tax exemption and resulting shift based on varying degrees of NAPTEP participation at the 100% exemption level.

Assuming the program can reach 5% of potentially eligible property uptake in ten years by increasing the incentive exemption to 100% this would require an additional 5 covenants to be attracted and approved each year and create a total tax exemption and shift of about $10,291 per year or an additional 45 cents ($0.45) for an Islands Trust Area taxpayer each year. Other exemption level examples are provided in the appendices.

Island Trust Area	Number of Properties	Eligible Properties	Potential Tax Shift ($) by Eligible Property Participation Level at 100% Property Tax Exemption Rate					
			1%	5%	10%	25%	50%	100%
Bowen	2636	81	3,798	18,990	37,980	94,949	189,899	379,797
Denmen	1001	108	1,888	9,439	18,877	47,193	94,385	188,770
Gabriola	4366	111	3,540	17,699	35,399	88,496	176,993	353,986
Galiano	1624	117	2,131	10,656	21,313	53,282	106,565	213,130
Gambier	1772	170	5,239	26,193	52,385	130,963	261,925	523,850
Hornby	1206	65	1,105	5,524	11,048	27,620	55,240	110,480
Lasqueti	506	164	3,175	15,874	31,748	79,371	158,741	317,482
Mayne	1721	101	2,226	11,129	22,258	55,646	111,292	222,583
North Pender	2197	118	2,253	11,263	22,526	56,315	112,631	225,262
Saturna	713	25	585	2,927	5,854	14,634	29,269	58,538
South Pender	361	8	174	868	1,736	4,339	8,678	17,357
Saltspring	6789	326	6,773	33,866	67,731	169,328	338,655	677,311
Thetis	866	64	1,417	7,084	14,168	35,420	70,841	141,681
Executive	29							
TOTAL	25,787	1,458	$ 34,302	$ 171,511	$ 343,023	$ 857,557	$ 1,715,114	**$ 3,430,227**

Table 5: Value of taxes that would be shifted at a range of program uptake levels assuming a 100% exemption for participating properties.

If we apply a range of program uptake we can see that the total tax exemption and resulting shift required can range between $34,300 at the 1% (15 properties) level to $343,000 at the 10% (146 properties) level and right up to $3,430,000 at the 100% or 1458 properties level.

Because the impact is spread over a substantial assessment base, the average impact is modest and would gradually increase to that level depending on how many years it takes to reach that level of participation:

- 1% participation of potentially eligible properties (about 15 new covenants, $34,302 tax shift) results in a 1 cent ($0.01) annual impact for each provincial taxpayer, 13 cents $(0.13) for a participating Regional and School District taxpayer, and 47 cents ($0.47) for an Islands Trust Area taxpayer. 1% percent participation by eligible properties on

Bowen Island (1 new covenant) results in a tax shift of $1.61 to each residential property on that Island.

- 5% participation (about 75 new covenants, $171,511 tax shift) results in a total 6 cent ($0.06) annual impact for each Provincial taxpayer, 96 cents ($0.96) for a participating Regional and School District taxpayer, and $2.59 for an Islands Trust Area taxpayer. 5% percent participation by eligible properties on Bowen Island (4 new covenants) results in a tax shift of $8.03 to each residential property on that Island.
- 10% Participation (about 150 new covenants, $343,023 tax shift) results in a total 13 cent ($0.13) annual impact for the average Provincial taxpayer, $1.92 for participating Regional and School District taxpayer, and $5.18 for an Islands Trust Area taxpayer. 10% percent participation by eligible properties on Bowen Island (8 new covenants) results in a tax shift of $16.07 to each residential property on that Island.
- 25% Participation (about 390 new covenants, $857,557 tax shift) results in a total 32 cent annual impact for the average Provincial taxpayer, $4.80 for participating Regional and School District taxpayers, and $12.96 for an Islands Trust Area taxpayer. 25% percent participation by eligible properties on Bowen Island (20 new covenants) results in a tax shift of $40.16 to each residential property on that Island.
- 100% Participation (about 1,548 new covenants, $3,430,227 tax shift) results in a total $1.29 annual impact for the average Provincial taxpayer, $19.22 for participating Regional and School District taxpayers, and $51.83 for an Islands Trust Area taxpayer. 100% percent participation by eligible properties on Bowen Island (81 new covenants) results in a tax shift of $160.65 to each residential property on that Island.

Appendix 1 – Data Sources

The Tax Exemption and Resulting Tax Shift Impact was calculated using data from:

- Rural School, General, Police tax revenue and tax rate information provided by the Real Property Taxation Branch of the Ministry of Provincial Revenue and Bowen Island Municipality.
- Information on the number of folios in the Province and in Regional Districts containing Islands Trust Areas, 2025 Net General and Net School Property Assessments in each Regional District Electoral Area provided by the British Columbia Assessment Authority.
- Electoral Area Budgets and tax requisitions from 2024 Regional District Approved Financial Plans.
- The Bowen Island Municipal Budget and Tax requisition for 2024.
- The number of eligible properties and their individual land assessments in the Islands Trust Area provided by Islands Trust staff.
- Background information provided by Islands Trust staff.

Appendix 2 – Calculation Methodology

1. To calculate the tax exemption and tax shift for NAPTEP the following assumptions were made:
    - The tax exemptions are distributed evenly among all property assessment/tax classes (01-09) and the complicated and impact-minimizing effect of the property tax assessment tax rate multiples system was ignored for purposes of this exercise.
    - Island Local Services Taxes (Improvement Districts, etc.) which are set specific to each participating area within each Regional District and will affect only the small number of properties depending on the service – such as Street Lighting, a Medical Clinic, Parks and Recreation or Fire Protection for example, have been excluded from this analysis as each individual service area can be quite different and be requisitioned on different bases in each case.
    - The eligible residential properties sample of a minimum 2.5 hectare size were determined by Island Trust staff. See Appendix 5.
    - Taxes on improvements to land (e.g. buildings) are not used to calculate NAPTEP property tax exemptions. According to the *Islands Trust Act*, NAPTEP exemptions only apply to taxes on the land.
    - Most lands applying to NAPTEP would have a residential component which would not be included in the covenant area and would therefore reduce the amount of property qualifying for a tax exemption. For the purposes of this tax shift calculation we assumed that the protected covenant area of qualifying island properties to be 80% of the property.

2. Tax Shift Impact on a Provincial property owner:
   Total Provincial Rural Tax for Eligible Islands Trust Properties (Eligible assessment * 80% * provincial rural tax rate and Provincial Police tax rate) / Total Net Property Assessment for the Province * Average Property Assessment for an Islands Trust Property.

3. Tax Shift Impact on a property owner within an Islands Trust Area School District:
   Total School Tax for Eligible Islands Trust Properties (Eligible assessment * 80% * school tax rate) / Total Net Property Assessment for Islands Trust School Districts * Average property assessment for an Islands Trust Property.

4. Tax Shift Impact on a property owner within an Islands Trust Area Regional District:

Total Regional District Electoral Area Tax for Eligible Islands Trust Properties (Eligible assessment * 80% * Regional District Electoral Area and General tax rates) / Total Net Property Assessment for Islands Trust * Average property assessment for an Islands Trust Property.

5. Tax Shift Impact on an Islands Trust Property Owner:
   Total Islands Trust Tax for Eligible Islands Trust Properties (Eligible assessment * 80% * Islands trust tax rate) / Total Net Property Assessment for Islands Trust * Average property assessment for an Islands Trust Property.

6. Tax Shift Impact on a Bowen Island Property Owner:
   Total Municipal Tax for eligible Bowen Island properties (eligible assessment *80%* Bowen Island Municipal tax rate)/ Total Net Property Assessment for Bowen Island * Average property assessment for a Bowen Island property, plus
   Total Regional District Tax for Eligible Bowen Island Properties (Eligible assessment * 80% * Regional District General tax rate) / Total Net Property Assessment for Bowen Island * Average property assessment for a Bowen Island property.

Appendix 3 – Tax Shift Total Impact % Scenarios

Island Trust Area	Number of Properties	Eligible Properties	Potential Tax Shift ($) by Eligible Property Participation Level at 65% Property Tax Exemption Rate					
			1%	5%	10%	25%	50%	100%
Bowen	2636	81	2,469	12,343	24,687	61,717	123,434	246,868
Denmen	1001	108	1,227	6,135	12,270	30,675	61,350	122,701
Gabriola	4366	111	2,301	11,505	23,009	57,523	115,045	230,091
Galiano	1624	117	1,385	6,927	13,853	34,634	69,267	138,534
Gambier	1772	170	3,405	17,025	34,050	85,126	170,251	340,503
Hornby	1206	65	718	3,591	7,181	17,953	35,906	71,812
Lasqueti	506	164	2,064	10,318	20,636	51,591	103,182	206,364
Mayne	1721	101	1,447	7,234	14,468	36,170	72,339	144,679
North Pender	2197	118	1,464	7,321	14,642	36,605	73,210	146,420
Saturna	713	25	380	1,902	3,805	9,512	19,025	38,050
South Pender	361	8	113	564	1,128	2,820	5,641	11,282
Saltspring	6789	326	4,403	22,013	44,025	110,063	220,126	440,252
Thetis	866	64	921	4,605	9,209	23,023	46,046	92,093
Executive	29							
TOTAL	25,787	1,458	$ 22,296	$ 111,482	$ 222,965	$ 557,412	$ 1,114,824	**$ 2,229,648**

Island Trust Area	Number of Properties	Eligible Properties	Potential Tax Shift ($) by Eligible Property Participation Level at 75% Property Tax Exemption Rate					
			1%	5%	10%	25%	50%	100%
Bowen	2636	81	2,848	14,242	28,485	71,212	142,424	284,848
Denmen	1001	108	1,416	7,079	14,158	35,394	70,789	141,578
Gabriola	4366	111	2,655	13,274	26,549	66,372	132,745	265,489
Galiano	1624	117	1,598	7,992	15,985	39,962	79,924	159,847
Gambier	1772	170	3,929	19,644	39,289	98,222	196,444	392,888
Hornby	1206	65	829	4,143	8,286	20,715	41,430	82,860
Lasqueti	506	164	2,381	11,906	23,811	59,528	119,056	238,112
Mayne	1721	101	1,669	8,347	16,694	41,734	83,469	166,937
North Pender	2197	118	1,689	8,447	16,895	42,237	84,473	168,946
Saturna	713	25	439	2,195	4,390	10,976	21,952	43,903
South Pender	361	8	130	651	1,302	3,254	6,509	13,017
Saltspring	6789	326	5,080	25,399	50,798	126,996	253,992	507,983
Thetis	866	64	1,063	5,313	10,626	26,565	53,130	106,261
Executive	29							
TOTAL	25,787	1,458	$ 25,727	$ 128,634	$ 257,267	$ 643,168	$ 1,286,335	**$ 2,572,670**

Appendix 3 – Tax Shift Total Impact % Scenarios Cont.

Island Trust Area	Number of Properties	Eligible Properties	Potential Tax Shift ($) by Eligible Property Participation Level at 90% Property Tax Exemption Rate					
			1%	5%	10%	25%	50%	100%
Bowen	2636	81	3,418	17,091	34,182	85,454	170,909	341,818
Denmen	1001	108	1,699	8,495	16,989	42,473	84,947	169,893
Gabriola	4366	111	3,186	15,929	31,859	79,647	159,294	318,587
Galiano	1624	117	1,918	9,591	19,182	47,954	95,908	191,817
Gambier	1772	170	4,715	23,573	47,147	117,866	235,733	471,465
Hornby	1206	65	994	4,972	9,943	24,858	49,716	99,432
Lasqueti	506	164	2,857	14,287	28,573	71,434	142,867	285,734
Mayne	1721	101	2,003	10,016	20,032	50,081	100,162	200,325
North Pender	2197	118	2,027	10,137	20,274	50,684	101,368	202,736
Saturna	713	25	527	2,634	5,268	13,171	26,342	52,684
South Pender	361	8	156	781	1,562	3,905	7,810	15,621
Saltspring	6789	326	6,096	30,479	60,958	152,395	304,790	609,580
Thetis	866	64	1,275	6,376	12,751	31,878	63,756	127,513
Executive	29							
TOTAL	25,787	1,458	$ 30,872	$ 154,360	$ 308,720	$ 771,801	$ 1,543,602	**$ 3,087,204**

Island Trust Area	Number of Properties	Eligible Properties	Potential Tax Shift ($) by Eligible Property Participation Level at 100% Property Tax Exemption Rate					
			1%	5%	10%	25%	50%	100%
Bowen	2636	81	3,798	18,990	37,980	94,949	189,899	379,797
Denmen	1001	108	1,888	9,439	18,877	47,193	94,385	188,770
Gabriola	4366	111	3,540	17,699	35,399	88,496	176,993	353,986
Galiano	1624	117	2,131	10,656	21,313	53,282	106,565	213,130
Gambier	1772	170	5,239	26,193	52,385	130,963	261,925	523,850
Hornby	1206	65	1,105	5,524	11,048	27,620	55,240	110,480
Lasqueti	506	164	3,175	15,874	31,748	79,371	158,741	317,482
Mayne	1721	101	2,226	11,129	22,258	55,646	111,292	222,583
North Pender	2197	118	2,253	11,263	22,526	56,315	112,631	225,262
Saturna	713	25	585	2,927	5,854	14,634	29,269	58,538
South Pender	361	8	174	868	1,736	4,339	8,678	17,357
Saltspring	6789	326	6,773	33,866	67,731	169,328	338,655	677,311
Thetis	866	64	1,417	7,084	14,168	35,420	70,841	141,681
Executive	29							
TOTAL	25,787	1,458	$ 34,302	$ 171,511	$ 343,023	$ 857,557	$ 1,715,114	**$ 3,430,227**

Appendix 4 – Tax Shift Cost Per Property Examples

Tax Shift Impact Per Property with **5% Participation** by Potentially Eligible Properties:

Tax Base	General	School	Regional District	Islands Trust	Municipal	Total
Total Tax Shift	$ 20,480	$ 62,121	$ 53,095	$ 22,297	$ 13,519	$ 171,511
Per BC Taxpayer	$ 0.06	$ -	$ -	$ -	$ -	$ 0.06
Per School District Property	$ 0.06	$ 0.76	$ -	$ -	$ -	$ 0.81
Per Regional District Electoral Area Property	$ 0.06	$ -	$ 0.65	$ -	$ -	$ 0.70
Per Islands Trust Property	$ 0.06	$ 0.76	$ 0.65	$ 0.86	$ -	$ 2.32
Per Bowen Island Municipality Property	$ 0.06	$ 0.76	$ -	$ 0.86	$ 5.76	$ 7.43

Tax Shift Impact Per Property with **10% Participation** by Potentially Eligible Properties:

Tax Base	General	School	Regional District	Islands Trust	Municipal	Total
Total Tax Shift	$ 40,959	$ 124,241	$ 106,191	$ 44,594	$ 27,037	$ 343,023
Per BC Taxpayer	$ 0.11	$ -	$ -	$ -	$ -	$ 0.11
Per School District Property	$ 0.11	$ 1.51	$ -	$ -	$ -	$ 1.62
Per Regional District Electoral Area Property	$ 0.11	$ -	$ 1.30	$ -	$ -	$ 1.41
Per Islands Trust Property	$ 0.11	$ 1.51	$ 1.30	$ 1.73	$ -	$ 4.65
Per Bowen Island Municipality Property	$ 0.11	$ 1.51	$ -	$ 1.73	$ 11.52	$ 14.87

Tax Shift Impact Per Property with **100% Participation** by Potentially Eligible Properties

Tax Base	General	School	Regional District	Islands Trust	Municipal	Total
Total Tax Shift	$ 409,592	$ 1,242,411	$ 1,061,908	$ 445,941	$ 270,374	$ 3,430,227
Per BC Taxpayer	$ 1.12	$ -	$ -	$ -	$ -	$ 1.12
Per School District Property	$ 1.12	$ 15.11	$ -	$ -	$ -	$ 16.23
Per Regional District Electoral Area Property	$ 1.12	$ -	$ 12.98	$ -	$ -	$ 14.10
Per Islands Trust Property	$ 1.12	$ 15.11	$ 12.98	$ 17.29	$ -	$ 46.50
Per Bowen Island Municipality Property	$ 1.12	$ 15.11	$ -	$ 17.29	$ 115.18	$ 148.70

Note: Bowen Island is the only island in the Islands Trust Area that is a municipality with a municipal tax regime. As such, municipal and regional district taxes are only shifted for a Bowen Island property when a NAPTEP covenant is secured on Bowen Island. The "Per Bowen Island Municipality Property" tax shift shown in this table reflects what would happen if 5 percent of the 81 potentially eligible properties on Bowen Island entered NAPTEP covenants. The tax shift experienced by Bowen Island landowners would be significantly less if the calculation was made assuming 5 percent of the 1,458 potentially eligible properties entering NAPTEP were equitably spread across the whole Islands Trust Area, in which case some might be on Bowen Island, but most would not.

Appendix 5 – Identification of NAPTEP Candidate Properties

GIS steps to find out how many properties fit Islands Trust Conservancy parameters of:

- Privately owned properties ≥3ha
- Property class code 1 (residential)[5]
- Does not overlap with any existing protected areas[6]
- Does not overlap with Agricultural Land reserve (ALR) or include split zoned properties
- Does not overlap with Privately Managed Forest Land (PMFL)
- Sensitive ecosystems are present on at least 2 ha of the property.

General Process

1. Filter out candidate properties using criteria defined above
2. Remove any properties that have PMFL, ALR, or Protected Areas
3. Identify suitable natural areas for conservation, by selecting polygons from ITC's Sensitive Ecosystems Mapping where the polygons are greater than 50% sensitive ecosystems[7,] and cover >2ha of a given property.
4. The selected sensitive ecosystem polygons were overlaid with parcels of interest to identify properties that meet the conservation suitability criteria.

[5] Taken from Property Codes assigned by BC Assessment, not Islands Trust zoning

[6] From the Parks & Protected Areas Layer in Islands Trust's database; note that this includes all types of parks as well as properties owned by conservation organizations (nature reserves) or with an existing covenant.

[7] ITC's Sensitive Ecosystem Mapping identifies up to 3 ecosystem types in any given polygon

NAPTEP Tax Shift Evaluation and Advocacy - Charter

Attachment 2

Trust Areas Services

Date: August 15, 2024

Purpose

The purpose of this project is to prepare advocacy materials for consideration by Trust Council as it considers requesting the Province to increase the property tax exemption permitted under the Islands Trust Natural Area Protection Tax Exemption Program Regulation. The focus of the project is a technical analysis of the impact to taxpayers at the local, regional, and provincial levels if the Natural Area Protection Tax Exemption Program (NAPTEP) tax exemption were to be increased from its current 65% to 75%, 90% and 100% respectively.

Background

Since NAPTEP was introduced in the Islands Trust Area in 2002, Trust Council (TC) has issued Natural Area Exemption Certificates for 28 properties, representing about 1% of eligible properties in the islands. Consultation with interested land owners has shown that more land owners would be incentivized to participate in the program in the annual tax exemption for eligible lands in increased. Increasing the annual tax exemption requires the Province to amend the relevant regulation.

Objectives

- Understand the tax shift implications of an increased NAPTEP tax exemption
- Preparation of materials to support a TC decision to advocate for amendment of the NAPTEP regulation

In Scope

- Analyze the tax shift implications of increasing the annual NAPTEP tax exemption to 75%, 90% and 100% respectively on:
  - Provincial taxpayers
  - Regional district taxpayers
  - Islands Trust Area taxpayers
- Prepare background and decision materials for TC re. proposal for legislative/regulatory change to Province

Out of Scope

- Analyze participation implications of in creased exemption
- Engage Indigenous Governing Bodies
- Associated communications

Workplan Overview

Deliverable/Milestone	Date
Contract awarded or staff hired	September 30/24
Initial research findings to Project Lead	November 30/24
Draft report on tax shift implications	January 30/25
Draft proposal for advocacy for regulation change	January 30/25
Final report on tax shift implications	February 28/25
Final proposal for advocacy for regulation change	February 28/25
Final report to funder	March 31/25
RFD to Trust Council re. change to NAPTEP regulation	June/25

Project Team

Director, Trust Area Services	Project Manager
Senior Policy Advisory	Project Lead
Contractor/temporary staff	Project Analyst
Grants Administrator	Grant Administration
ITC Manager	Project Support

Budget

Budget Source: Fraser Basin Council grant; in-kind staff time

Item	Cost
Contractor/temporary staff	$8,250
Total	**$8,250**

Approved by:

Clare Frater

Date: August 15, 2024

Endorsement:

Resolution # EC-2024-104

Date: August 21, 2024

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 10, 2026
From:	Trust Area Services	**Date Prepared:**	February 18, 2026

SUBJECT: Secretariat Services to Coordination Groups in the Trust Area

RECOMMENDATIONS:

That Trust Council allocate for fiscal year 2026/27:

- **$X,XXX to support the coordination of the Rural Island Economic Partnership,**
- **$X,XXX to support the coordination of the Coastal Douglas-fir Conservation Partnership,**
- **$X,XXX to support the coordination of the Átl'ka7tsem/Howe Sound Community Forum, and**
- **$X,XXX to support the coordination of the Southern Gulf Islands Forum.**

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The Secretariat Services program is a discretionary Trust Council program intended to provide funding and/or staff time with respect to administrative support for coordination groups in the Trust Area, in accordance with Trust Council's authority to coordinate and assist in the determination, implementation and carrying out of municipal, regional and improvement district and government of British Columbia policies.

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1. **PURPOSE:** To provide Trust Council (TC) with an opportunity to allocate funding to coordination groups should it choose to fund secretariat services for 2026/27.

2. **BACKGROUND:** There are a number of coordinating groups operating in the Trust Area, largely supported by volunteer or in-kind staff effort. These bodies bring together federal, provincial, First Nation, local and regional levels of government, not-for-profits and/or community members on a regular basis to discuss matters of mutual interest/concern.

   For a number of years prior to 2020, coordinating bodies and trustees 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 of the coordinating bodies and/or concern about the sustainability of relying on volunteer and side-of-the-desk coordinators.

   In September 2020, Trust Council adopted a Secretariat Services policy, as recommended by Trust Programs Committee (TPC). In March 2026, Trust Council will receive, separately, a recommendation for amending the Secretariat Services policy so that the decision-making regarding allocation of support to coordination groups is no longer delegated by Trust Council to Trust Programs Committee.

   It is important to note that this is not a granting process. Islands Trust offers administrative support via staff time or contract. Trust Council support to forums can be via staff support through contribution of staff time or financial support, or a combination of the two.

As Trust Council has signalled it may not budget for secretariat services in 2026/27, staff informed coordination groups that Trust Council had not included funding for secretariat services in the draft 2026/27 budget. At time of writing, staff have not received any requests for 2026/27. The table below summarizes requests received and support provided to coordination groups in 2025/26:

Coordination Group	Administrative Needs – staff direct time	Administrative Needs – contracted support
Rural Island Economic Partnership	None.	$1,800
Baynes Sound Lambert Channel Ecosystem Forum	None.	$2,500
Coastal Douglas-fir Conservation Partnership	None.	$3,000
Átl'ka7tsem/Howe Sound Community Forum (and Ocean Watch Action Committee)	None.	$4,000
Southern Gulf Islands Forum	None.	$3,000
Vancouver Island and Coastal Communities Climate Action Leadership Plan Steering Committee	None.	$125
TOTAL 2025/26 REQUESTS:		**$14,425**

*NOTE: The Baynes Sound Lambert Channel Ecosystem Forum has advised staff that they will not be seeking further secretariat services support at this time.

Past allocation amounts are available on the Support for Coordination Groups webpage: https://islandstrust.bc.ca/programs/support-for-coordination-groups/

3. IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Should Trust Council decide to fund the secretariat services program for 2026/27 in a similar manner to 2025/26, staff estimate that up to 50 hours of the program coordinator's time may be required to manage contracts and work with the coordination groups. Additional finance staff time would also be required.

The other programs supported by the Program Coordinator position include the Living in the Trust Area Mailing, stewardship education programs as requested by Trust Programs Committee, Community Stewardship Awards administration, pre-budget engagement, social media support, website support, webinar organization and administration, Indigenous relations support, and general support to the Trust Area Services team.

If Trust Council indicates an interest in staff providing administrative support to certain coordination groups, the Director will work with the coordination groups to determine the exact nature of the support required, the timeframes, and expected workload. If Trust Council wishes some groups to receive more staff time than others, it would be good to have this expressed in proportions. Due to the need to respond to changing circumstances within

partnerships, staff encourage Trust Council to provide general direction rather than attempting to allocate specific staff hours.

FINANCIAL: As decided by Trust Council.

POLICY: Trust Council Policy 2.1.15 Secretariat Services (see attached, and recommended amended version in the March 2026 Islands Trust Council agenda)

IMPLEMENTATION/COMMUNICATIONS: Following Trust Council's decision, staff will notify the coordination groups of the decision and develop requests for service contracts as required. Information about the secretariat support for coordinating bodies in 2026/27 will be included on the website.

FIRST NATIONS: Trust Council is encouraged to prioritize support for coordinating bodies that are guided by the principles of inclusion and diversity and are informed by First Nations' understanding in keeping with the Islands Trust's Reconciliation Declaration.

OTHER: N/A

4. RELEVANT POLICY: Trust Council Policy 2.1.15 Secretariat Services

5. ATTACHMENTS:

- Trust Council Policy 2.1.15 - Secretariat Services (not attached- please see proposed amended policy in the March 2026 Islands Trust Council agenda)

RESPONSE OPTION

Recommendations:

That Trust Council allocate for fiscal year 2026/27:

- **$X,XXX to support the coordination of the Rural Island Economic Partnership,**
- **$X,XXX to support the coordination of the Coastal Douglas-Fir Conservation Partnership,**
- **$X,XXX to support the coordination of the Átl'ka7tsem/Howe Sound Community Forum, and**
- **$X,XXX to support the coordination of the Southern Gulf Islands Forum**

Alternatives:

1) Defer the decision to request more information from the coordination groups.
2) Request that Trust Area Services provide staff support to:
   - XXX
   - XXX
3) That Trust Council pause the Secretariat Services program for the 2026/27 fiscal year.

Prepared By: Chloë Straw, Program Coordinator

Reviewed By/Date: Clare Frater, Director of Trust Area Services/February 18, 2026
Rueben Bronee, CAO/ February , 2026

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 7.9%. 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 5.9% in year 2. Tax increases are higher in the early years of the plan, in part due to special costs for elections in year 1, and potential trustee remuneration increases in year 2. Once the tax base has reached sufficient levels to pay for ongoing annual budgets, annual increases are reduced, with a small bump in year 5 for the 2030 elections. 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	Year 1: $11.9M in planned spending per the draft budget.

Council, Local Planning Services, Islands Trust Conservancy and Administration)	Year 2 onwards: Projected spending range from $12.0M in year 2 to $13.1M in year 5. - 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. - Estimated increases for trustee remuneration have been made in year 2 of the plan, carrying forward into years 3 – 5, with inflationary increases annually. - 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:

- Financial Plan Detailed Table for RFD
- DRAFT Islands Trust Council Financial Plan Bylaw 2026-27 with Schedule A

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 COUNCIL
BYLAW NO. 204

****

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

Draft Five Year Financial Plan

		election year				*election year*
	Tax increase	*7.9%*	*5.9%*	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		524,460	549,696	599,746	612,573	624,657
Special Levy - LTCs		-	-	-	-	-
Property Tax Revenue - LTAs:						
Property Tax Levy prior year		9,262,200	10,065,320	10,760,193	11,038,385	11,364,736
Non-market Growth Current Year		74,100	102,529	103,554	104,590	105,636
Increased Taxes in Current Year		729,020	592,344	174,638	221,761	366,513
Property Tax Revenue subtotal		10,065,320	10,760,193	11,038,385	11,364,736	11,836,884
Transfer from GRSF - for Elections		-	-	-	-	-
Transfer from GFSF - for Projects/General		327,400	90,000	-	-	-
Transfer from LTC Specific Reserve Fund		150,000	-	-	-	-
Transfer from Special Requisition Reserve Fund		-	-	-	-	-
Revenue Total		**11,723,281**	**12,027,060**	**12,271,414**	**12,616,807**	**13,107,357**
Expenditures						
Trust Council (no Admin or Projects)		1,597,726	1,498,937	1,528,916	1,559,495	1,827,511
Local Planning (no Admin or Projects)		5,400,137	5,684,462	5,798,151	5,914,114	6,031,897
Islands Trust Conservancy (no Admin or Projects)		1,210,785	1,237,422	1,262,171	1,287,414	1,313,162
Administration (no projects)		3,202,132	3,272,550	3,337,894	3,404,696	3,472,676
Projects - Trust Council		99,500	101,689	103,723	105,797	107,913
Projects - LTCs		269,001	274,919	280,417	286,026	291,746
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		**11,919,281**	**12,223,060**	**12,467,414**	**12,716,807**	**13,207,357**
Less non-cash items - Amortization		(196,000)	(196,000)	(196,000)	(100,000)	(100,000)
Total Cash Requirement		**11,723,281**	**12,027,060**	**12,271,414**	**12,616,807**	**13,107,357**
Net Revenues less spending		(0)	0	0	(0)	(0)

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 *	10,589,780	11,309,889	11,638,131	11,977,308	12,461,541
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	327,400	90,000	-	-	-
Transfer (to) from LTC Specific Fund	150,000	-	-	-	-
Transfer (to) from Special Tax Requisition Fund	-	-	-	-	-
Net interfund transfers**	-	-	-	-	-
Total Revenue	**11,723,281**	**12,027,061**	**12,271,415**	**12,616,806**	**13,107,356**
Expenditures					
Trust Council	2,320,680	2,188,304	2,232,053	2,276,700	2,628,719
Local Planning	7,751,623	8,147,397	8,310,272	8,476,507	8,588,855
Islands Trust Conservancy	1,846,978	1,887,360	1,925,091	1,963,599	1,989,782
Contribution to General Revenue Surplus Fund	-	-	-	-	-
Less non-cash items - amortization	(196,000)	(196,000)	(196,000)	(100,000)	(100,000)
Total Expenditures	**11,723,281**	**12,027,061**	**12,271,415**	**12,616,806**	**13,107,356**
Transfer to (from) Surplus and Reserve	**(477,400)**	**(90,000)**	**-**	**-**	**-**

* Estimated Property Taxes by Source:					
Trust Area Property Tax Levy	10,065,320	10,760,193	11,038,385	11,364,736	11,836,884
Bowen Island Municipality Property Tax Levy	524,460	549,696	599,746	612,573	624,657
Total	10,589,780	11,309,889	11,638,131	11,977,308	12,461,541

*** Net interfund transfers:*					
Transfer from GRSF to LTC Specific Fund	-	-	-	-	-
(Contribution to) LTC Specific Fund from GRSF	-	-	-	-	-
Net interfund transfers	-	-	-	-	-

ISLANDS TRUST
2026/27 BUDGET AMENDMENTS
3/11/2026

Purpose -To summarise the draft 2026/27 budget changes, to inform the 5-year financial plan bylaw.

Budget Line	Reference	Operating Budget	Projects Budget	Capital Budget	TOTAL
Draft 2026/27 Planned Spending		**10,966,580**	**561,001**	**195,700**	**11,723,281**
Late Budget Amendments from Staff:					
Office Leases (parking)	Note 1	16,000			16,000
Professional Consulting Services	Note 2	2,900			2,900
Salaries and Benefits	Note 3	(7,005)			(7,005)
Reconciliation Action Plan	Note 4		20,358		20,358
Computer Hardware	Note 5			13,000	13,000
TC-Directed Budget Amendments:					
Contracted Temporary Staffing	Note 6	(5,000)			(5,000)
Secretariat Services	Note 7		7,125		7,125
Total		**10,973,475**	**588,484**	**208,700**	**11,770,659**
Net Increase in Planned Spending					47,378
Funded by:					
Increase in Grant Funding (C2C)					20,358
Increase in Local Trust Areas general taxes - now at **8.1%**					22,790
Increase in Islands Muncipality general taxes - now at **13.5%**					4,230
Net Unfunded					-

References

Note 1 Victoria office parking lot cost increase, newly received.
Note 2 Cost increase in professional services to prepare the ITC year-end financial statements
Note 3 Reduction as a result of actual excluded staff wage increases.
Note 4 FN agreements development/signing. Late budget submission from staff (funded by grants).
Note 5 Increased cost for new laptops requested by Information Services staff.
Note 6 Trust Council Amendment: Reduced funding for Planning Services to secure outside human resources
Note 7 Trust Council Amendment: Add funding for secretariat services in 2026/27

ISLANDS TRUST

Draft Five Year Financial Plan

		election year				*election year*
	Tax increase	*8.1%*	*5.2%*	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		105,358	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		528,690	533,911	583,812	596,326	608,073
Special Levy - LTCs		-	-	-	-	-
Property Tax Revenue - LTAs:						
Property Tax Levy prior year		9,262,200	10,088,110	10,714,212	10,991,657	11,319,268
Non-market Growth Current Year		74,100	102,529	103,554	104,590	105,636
Increased Taxes in Current Year		751,810	523,573	173,892	223,021	365,499
Property Tax Revenue subtotal		10,088,110	10,714,212	10,991,657	11,319,268	11,790,402
Transfer from GRSF - for Elections		-	-	-	-	-
Transfer from GFSF - for Projects/General		327,400	90,000	-	-	-
Transfer from LTC Specific Reserve Fund		150,000	-	-	-	-
Transfer from Special Requisition Reserve Fund		-	-	-	-	-
Revenue Total		**11,770,659**	**11,965,295**	**12,208,755**	**12,555,091**	**13,044,290**
Expenditures						
Trust Council (no Admin or Projects)		1,596,268	1,497,447	1,527,396	1,557,944	1,825,930
Local Planning (no Admin or Projects)		5,399,553	5,683,865	5,797,542	5,913,493	6,031,263
Islands Trust Conservancy (no Admin or Projects)		1,210,076	1,236,698	1,261,432	1,286,660	1,312,394
Administration (no projects)		3,226,778	3,297,509	3,363,653	3,431,128	3,499,521
Projects - Trust Council		126,983	129,777	132,372	135,020	137,720
Projects - LTCs		269,001	274,919	280,417	286,026	291,746
Projects - ITC		140,000	33,080	33,742	34,416	35,105
Projects - Administration		-	10,000	10,200	10,404	10,612
		-	-	-	-	-
Contribution to Surplus Funds		-	-	-	-	-
Expenditure Total		**11,968,659**	**12,163,295**	**12,406,755**	**12,655,091**	**13,144,290**
Less non-cash items - Amortization		(198,000)	(198,000)	(198,000)	(100,000)	(100,000)
Total Cash Requirement		**11,770,659**	**11,965,295**	**12,208,755**	**12,555,091**	**13,044,290**

ISLANDS TRUST
Bylaw 204
Schedule A

Revenue	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
Provincial Funding	285,359	218,002	218,002	218,002	218,002
Federal Funding	-	-	-	-	-
General Property Taxes *	10,616,800	11,248,123	11,575,470	11,915,594	12,398,475
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	327,400	90,000	-	-	-
Transfer (to) from LTC Specific Fund	150,000	-	-	-	-
Transfer (to) from Special Tax Requisition Fund	-	-	-	-	-
Net interfund transfers**	-	-	-	-	-
Total Revenue	**11,770,659**	**11,965,295**	**12,208,755**	**12,555,091**	**13,044,290**
Expenditures					
Trust Council	2,359,332	2,234,969	2,279,705	2,325,335	2,679,091
Local Planning	7,760,914	8,184,305	8,348,120	8,515,219	8,626,750
Islands Trust Conservancy	1,848,412	1,744,022	1,778,930	1,814,537	1,838,449
Contribution to General Revenue Surplus Fund	-	-	-	-	-
Less non-cash items - amortization	(198,000)	(198,000)	(198,000)	(100,000)	(100,000)
Total Expenditures	**11,770,659**	**11,965,295**	**12,208,755**	**12,555,091**	**13,044,290**

* Estimated Property Taxes by Source:					
Trust Area Property Tax Levy	10,088,110	10,714,212	10,991,657	11,319,268	11,790,402
Bowen Island Municipality Property Tax Levy	528,690	533,911	583,812	596,326	608,073
Total	10,616,800	11,248,123	11,575,470	11,915,594	12,398,475

*** Net interfund transfers:*					
Transfer from GRSF to LTC Specific Fund	-	-	-	-	-
(Contribution to) LTC Specific Fund from GRSF	-	-	-	-	-
Net interfund transfers	-	-	-	-	-

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 11, 2026
From:	Financial Planning Committee	**Date Prepared:**	February 6, 2026

SUBJECT: REVENUE ANTICIPATION BORROWING BYLAW

RECOMMENDATION:

1. That Islands Trust Council Bylaw 205, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-27", be Read a First Time.
2. That Islands Trust Council Bylaw 205, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-27", be Read a Second Time.
3. That Islands Trust Council Bylaw 205, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-27", be Read a Third Time.
4. That Islands Trust Council Bylaw 205, cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-27", be forwarded to the Minister of Municipal Affairs for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The *Local Government Act* requires local governments to enact a "borrowing bylaw" before borrowing funds, therefore all local governments adopt a borrowing bylaw to cover unexpected situations where they might have to borrow money at short notice. The bylaw also requires Ministerial approval. While the Islands Trust Council adopts a borrowing bylaw each year, no borrowing has been required for many years. Expenditures have historically been carefully managed to ensure they do not exceed the budgeted revenues or place unnecessary strain on surplus funds**.**

---

1 PURPOSE:

The Islands Trust is required under the *Islands Trust Act, S.8(3)* and *Islands Trust Act Regulation #12,* to adopt a bylaw authorizing the borrowing of money that may be required to meet current expenditures before revenue from all sources has been received. The bylaw also requires Ministerial approval.

2 BACKGROUND:

This requirement may be particularly relevant between the beginning of the fiscal year (April 1) and the time of receipt of tax levy proceeds, or in the event of significant unusual circumstances affecting Trust finances. The bylaw specifies a limit of $2,200,000 (representing ~2.5 months of operational spending less non-tax, non-tax grant revenue for the fiscal year) and an interest rate not to exceed 2% per annum over bank prime, in line with historical limits. Islands Trust is currently able to borrow at prime for short term operating financing, up to prime plus 0.75% for financing associated with riskier borrowing, which is unlikely borrowing for the Trust. Islands Trust has not required borrowing in several decades, and without exceptional circumstances affecting the financial position of the organisation, is very unlikely to require borrowing in the coming year.

3 IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL: The ability to borrow is enabled by adoption of the bylaw.

FINANCIAL: Interest expense, if incurred, would be charged against the appropriate budget account.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY/LEGISLATION:

Islands Trust Act, Section.8(3); BC Regulation 119/90; Local Government Act, Sections 404 and 405

5 ATTACHMENT:

Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-2027

RESPONSE OPTIONS

Recommendation:
That Islands Trust Council perform three readings of the Revenue Anticipation Borrowing Bylaw and advance for approval by the Minister of Municipal Affairs.

1. That Islands Trust Council Bylaw 205, cited as “Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-2027”, be Read a First Time.
2. That Islands Trust Council Bylaw 205, cited as “Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-2027”, be Read a Second Time.
3. That Islands Trust Council Bylaw 205, cited as “Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-2027”, be Read a Third Time.
4. That Islands Trust Council Bylaw 205, cited as “Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-2027”, be forwarded to the Minister of Municipal Affairs for approval consideration.

Alternative: None identified.

Prepared By: Financial and Employee Services
Reviewed By: Chief Administrative Officer
Director, Legislative & Information Services
Financial Planning Committee/February 18, 2026

ISLANDS TRUST COUNCIL
BYLAW NO. 205

****

A Bylaw to Provide for the Borrowing of Money During
Fiscal Year 2026-2027 in Anticipation of Revenue

****

WHEREAS the Islands Trust may not have sufficient money on hand to meet the current lawful expenditures of the Islands Trust;

AND WHEREAS it is provided by Section 8(3) of the *Islands Trust Act* and Sections 404 and 405 of the *Local Government Act* that the Islands Trust may, with the approval of the Minister of Municipal Affairs, borrow such sums of money as may be required to meet the current lawful expenditures of the Islands Trust before revenue, from all sources, to pay for those expenditures has been received, provided that money so borrowed is repaid when the anticipated revenue with respect to which the borrowing was authorized is received;

AND WHEREAS the Islands Trust Council anticipates receiving for the 2026-2027 budget a Provincial Contribution and a property tax levy, and these revenues have not been received at the time of adoption of this bylaw;

NOW THEREFORE Islands Trust Council enacts as follows:

1. This bylaw may be cited as "Islands Trust Council Revenue Anticipation Borrowing Bylaw 2026-2027".

2. Islands Trust Council shall be and is hereby authorized to borrow upon the credit of Islands Trust Council an amount or amounts not exceeding $2,500,000 as the same may be required and to pay interest thereon at a rate not exceeding 2% over bank prime rate per annum.

3. The form of obligation to be given as acknowledgement of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Chairperson of Islands Trust Council and the Treasurer of Islands Trust.

4. The Provincial Contribution and property tax levy, or so much thereof as may be necessary, shall be used to repay the money so borrowed when received on account of the 2026-2027 budget.

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

Print Date: February 26, 2026

Follow Up Action Report

Trust Council

Chief Administrative Officer

Progress		Activity	Responsibility	Dates	Status
100%	1	That Trust Council direct Executive Committee to work with staff on a coordinated strategy and prepare a request that the Province revisit the provincial grant funding formula to the Islands Trust and further that Trust Council respond to Minister Kang to the effect that TC will revisit the request for a review of the Islands Trust mandate, governance, and structure and provide the Minister with an update.	Clare Frater Rueben Bronee	Meeting: 07-Mar-2023 Target: 12-Jun-2026	Completed
50%	2	Staff to engage with the Province to analyse Section 7 of the Declaration on the Rights of Indigenous Peoples Act to see how it pertains to Islands Trust Council, Islands Trust Conservancy, the Local Trust Committees, and Bowen Island Municipality. **(Note: any further action is paused pending potential legislative changes to DRIPA anticipated to be introduced during the Spring 2026 legislative session.)**	Rueben Bronee	Meeting: 25-Sep-2024 Target: 12-Jun-2026	In Progress
0%	3	Staff to include portions of the report dated August 14, 2025 prepared for the September 2025 Trust Council on the Housing Strategic Action Plan, specifically pages 115-117 of the September, 2025 agenda, in the next strategic planning session of Trust Council.	Rueben Bronee	Meeting: 17-Sep-2025 Target: 01-Nov-2026	In Progress

Follow Up Action Report

Trust Council

Chief Administrative Officer

Progress		Activity	Responsibility	Dates	Status
100%	4	Staff to schedule Trust Council meeting dates as follows: Quarterly meeting dates and start times to the end of fiscal 2026/27 of: a. June 16-18, 2026, starting at 1:00 p.m. on June 16; b. September 9-11, 2026, starting at 1:00 p.m. on September 9; c. November 12-14, 2026, starting at 2:00 p.m. on November 12; d. December 8-10, 2026, starting at 1:00 p.m. on December 8; e. March 9-11, 2027, starting at 1:00 p.m. on March 9. Quarterly meeting locations to the end of fiscal 2026/27 of: a. June 2026, Southern Gulf Islands; b. September 2026, electronic; c. November 2026, Victoria, BC; d. December 2026, Victoria, BC; and, e. March 2027, Galiano Island.	Rueben Bronee	Meeting: 02-Dec-2025 Target: 10-Mar-2025	Completed
100%	5	Staff to schedule quarterly Committee of the Whole meeting dates, all to be held electronically starting at 9:00 a.m., to the end of fiscal 2026/27 of: a. Wednesday, May 13, 2026; b. Wednesday, July 22, 2026; c. Wednesday, October 7, 2026; and, d. Wednesday, February 10, 2027.	Rueben Bronee	Meeting: 02-Dec-2025 Target: 31-Dec-2025	Completed
100%	6	Staff to update the TC FUAL by marking the first item on the Trust Council Follow Up Action Report as completed.	Rueben Bronee	Meeting: 02-Dec-2025 Target: 12-Dec-2025	Completed
100%	7	Staff to undertake no further work on Trust Council Strategic Plan initiative 1.3.1. and remove the corresponding item from the Executive Committee Active Projects Report.	Rueben Bronee	Meeting: 02-Dec-2025 Target: 31-Dec-2025	Completed

Follow Up Action Report

Trust Council

Chief Administrative Officer

Progress		Activity	Responsibility	Dates	Status
0%	8	Staff to develop options for the potential relocation of the Victoria office prior to the end of the current lease in September 2029.	Rueben Bronee	Meeting: 03-Dec-2025 Target: 30-Sep-2028	In Progress
100%	9	Staff to schedule an electronic Committee of the Whole meeting on February 18, 2026 from 1:00 p.m. to 5:00 p.m. to review the final draft of the 2026/27 budget.	Rueben Bronee	Meeting: 03-Dec-2025 Target: 31-Dec-2025	Completed

Follow Up Action Report

Trust Council

Director Legislative Services and Information Services

Progress		Activity	Responsibility	Dates	Status
25%	1	5.2.2 Review of Trust Council Policies - Undertake review and and recommend updates and consolidation of policies. Bring one or more policies back to each Trust Council. Work with relevant director. **Underway as part of the Governance Committee on-going project to review Trust Council policies.**	David Marlor	Meeting: 26-Sep-2023 Target: 01-Dec-2026	In Progress
75%	2	That Trust Council request Staff to prepare a draft amendment to the Trust Council Meeting Procedures Bylaw under Section 11 of the Islands Trust Act so that it also applies to all 13 local trust committees, and add amendments to require release of local trust committees' agenda outlines a minimum of two days before release date of full agenda. (COMPLETED) THAT Trust Council request staff to prepare a draft Local Trust Committee Development Procedures Bylaw under Section 11 of the Islands Trust Act that will establish standard procedures applicable to all local trust committees. **(Work on this bylaw has not begun. As per Trust Council December 2025 resolution not to start new work this term, this item is DEFFERED.)** THAT Trust Council request Staff to prepare a Public Notice Policy with a model Local Trust Committee Public Notice Bylaw, and a draft Trust Council Public Notice Bylaw (COMPLETED)	David Marlor	Meeting: 07-Dec-2023 Target: 09-Jun-2026	In Progress
50%	3	Rename 'Islands Trust Council Goals' chart to 'Islands Trust Council Strategic Plan Goals' in the IT App and corresponding report. pending updates to ITApps, then code modification	David Marlor	Meeting: 24-Sep-2024 Target: 01-Dec-2026	In Progress

Follow Up Action Report

Trust Council

Director Legislative Services and Information Services

Progress		Activity	Responsibility	Dates	Status
0%	4	Staff to provide an analysis of the position of secretary as per the 2022 Governance Report, and request for analysis on current roles and gaps needed to be filled (including Corporate Officer ie. Bowen). **Work on this has not started. As per Trust Council December 2025 resolution to not start new work this term, this item is DEFFERED**.	David Marlor	Meeting: 18-Sep-2025 Target: 02-Jun-2026	In Progress
0%	5	Staff to prepare a five-year Information Technology and Information Management Plan to be presented to Trust Council for approval, and that no new non-essential technology projects be initiated until completion of this five-year plan.	David Marlor	Meeting: 03-Dec-2025 Target: 31-May-2026	In Progress
0%	6	Staff to work with the Governance Committee to provide Trust Council with options to improve the current committee structure in advance of the 2026 election.	David Marlor	Meeting: 03-Dec-2025 Target: 01-Oct-2026	In Progress
100%	7	Staff to add Trustee Lisa Gauvreau to the Governance Committee meetings until October 15, 2026, and complete all necessary associated administrative tasks to confirm her inclusion on the Committee as a voting member.	David Marlor	Meeting: 03-Dec-2025 Target: 31-Dec-2025	Completed

Follow Up Action Report

Trust Council

Director of Planning Services

Progress		Activity	Responsibility	Dates	Status
49%	1	Staff to: a) evaluate the implications of a longer referral response window, and; b) consider how Trust Council and local trust committees (LTC's) might consult with First Nations to better understand what changes to the current referral process should be made to both improve communication and to further reconciliation, and report back to Trust Council.	Stefan Cermak	Meeting: 29-Jun-2023 Target: 31-Mar-2026	In Progress
65%	2	Staff to: 1. Solicit First Nations to get their feedback about the referral processes, concerns and new initiatives; 2. Develop a work plan that captures planned actions advancing from this Referrals to First Nations - Request for Decision; and 3. Include this initiative in the Draft 2025-2028 Strategic Plan and the amended Reconciliation Action Plan.	Stefan Cermak	Meeting: 26-Sep-2024 Target: 31-Mar-2026	In Progress
100%	3	Staff to refer the "health and safety issues" wording in the Bylaw and Compliance and Enforcement Policy 5.5.1 to the Regional Planning Committee for discussion for potential wording amendments based on the Ombudspersons recommendations.	Stefan Cermak	Meeting: 17-Sep-2025 Target: 28-Feb-2026	Completed
100%	4	Staff to split the Freshwater Sustainability Strategy Review and Implementation business plan and support the first section (review) and defer the implementation plan.	Stefan Cermak	Meeting: 03-Dec-2025 Target: 31-Mar-2026	Completed
0%	5	Staff to prepare a bylaw to rescind Bylaw 154 should staff be unable to resource the coordination of the Salt Spring Watershed Protection Plan in the 2026/27 budget.	Stefan Cermak	Meeting: 03-Dec-2025 Target: 31-May-2026	In Progress

Follow Up Action Report

Trust Council

Director of Planning Services

Progress		Activity	Responsibility	Dates	Status
100%	6	Staff to inform the respective staff that Trust Council approved financial sponsorship in the amount of $1,592 for rezoning application PLRZ20250368 (3661 Piercy Road, Denman Island), requiring an amendment to Denman Land Use Bylaw No.186.	Stefan Cermak	Meeting: 04-Dec-2025 Target: 31-Dec-2025	Completed
100%	7	Staff to submit a letter, through the Chair, opposing Bill M216 and requesting that the Province explicitly exempt the Islands Trust from the proposed legislation, and to complete a consultation questionnaire.	Stefan Cermak	Meeting: 04-Dec-2025 Target: 31-Dec-2025	Completed

Director, Financial and Employee Services

Progress		Activity	Responsibility	Dates	Status
100%	1	Staff to add $115,000 to the draft 2026/27 budget to fund a permanent new Manager of Indigenous Relations position.	Julia Mobbs	Meeting: 03-Dec-2025 Target: 01-Mar-2026	Completed
100%	2	Staff to increase the proposed budget for the Reconciliation Program for fiscal 2026/27 by adding $100,000 targeted to support capacity funding grants.	Julia Mobbs	Meeting: 03-Dec-2025 Target: 01-Mar-2026	Completed
100%	3	Staff to add $95,000 to the draft 2026/27 budget to fund a permanent new Engagement and Communications Lead position.	Julia Mobbs	Meeting: 03-Dec-2025 Target: 01-Mar-2026	Completed

Follow Up Action Report

Trust Council

Director, Trust Area Services

Progress		Activity	Responsibility	Dates	Status
85%	1	Policy Statement Amendment Project - Amend draft Bylaw No. 183 as directed by adopted resolutions. (ONGOING)	Clare Frater	Meeting: 21-Sep-2022 Target: 07-Sep-2026	In Progress
5%	2	Coordinate the provision of expert advice and training to the incoming Trust Council, early in the new term, on the theme of public engagement and consultation, building on lessons learned from the first three phases of Islands 2050 public engagement from 2019 - 2022.	Clare Frater	Meeting: 21-Sep-2022 Target: 30-Jun-2027	In Progress
100%	3	That Trust Council direct Executive Committee to work with staff on a coordinated strategy and prepare a request that the Province revisit the provincial grant funding formula to the Islands Trust and further that Trust Council respond to Minister Kang to the effect that TC will revisit the request for a review of the Islands Trust mandate, governance, and structure and provide the Minister with an update.	Clare Frater Rueben Bronee	Meeting: 07-Mar-2023 Target: 12-Jun-2026	Completed
0%	4	Staff to report to the Executive Committee on options to support renewed advocacy with San Juan County and Indigenous Governing Bodies that is directed to our respective federal and state/provincial bodies on oil spill prevention in the Salish Sea.	Clare Frater	Meeting: 05-Dec-2024 Target: 03-Jun-2026	In Progress
100%	5	Staff to inform the Executive Committee that Trust Council request Executive Committee to allocate $1500 to communications explaining the draft 2026/27 budget.	Clare Frater	Meeting: 03-Dec-2025 Target: 06-Jan-2026	Completed
100%	6	Staff to inform the ITCB 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.	Clare Frater	Meeting: 04-Dec-2025 Target: 31-Dec-2025	Completed

Follow Up Action Report

Trust Council

Director, Trust Area Services

Progress	Activity		Responsibility	Dates	Status
100%	7	Staff to inform the appropriate staff that Trust Council approved financial sponsorship of $450 for Natural Area Protection Tax Exemption Program (NAPTEP) application PLNAP-20240358, Martin NAPTEP, Salt Spring Island.	Clare Frater	Meeting: 04-Dec-2025 Target: 31-Dec-2025	Completed
100%	8	Staff to complete the payment of funds requested from the Association of Vancouver Island and Coastal Communities Climate Leadership Steering Committee from the current years budget of $125.	Clare Frater	Meeting: 04-Dec-2025 Target: 31-Dec-2025	Completed

From: gabriolatransportation <gabriolatransportation@gmail.com>
Subject: Keeping Experience Cards affordable
Date: January 19, 2026 at 2:07:42 PM PST
To: nicolas Jimenez <nicolas.jimenez@bcferries.com>
Cc: sheila malcolmson <sheila.malcolmson.MLA@leg.bc.ca>, vanessa Craig <vanessa.craig@rdn.bc.ca>, erin udal <info@gabriolachamber.ca>, GTS Contact list <derek@soundernews.com>, mayor@bimbc.ca

January 7, 2026

To: CEO Nicolas Jimenez,

BC Ferry Corporation, Ste 500, 1321 Blanshard St., Victoria BC V8W 0B6
nicolas.jimenez@bcferries.com

Re: Minimum load amount for BC Ferries Experience Cards

Dear Mr. Jimenez,

Members of our community are concerned about the impending increase in cost to the Experience cards used by residents in ferry-dependent coastal communities. Most residents who use the Experience card need the cost break offered by the card, but the minimum top-up amount creates a barrier for anyone with a limited income, including seniors, families, and single parents.

We implore you to consider reducing the current minimum load amount of $130 for vehicle drivers and $50 for walk-on passengers. We suggest $100 for vehicle and $30 for walk-on reloading minimun amounts. Island residents are entirely dependent on BC Ferries to provide daily transportation to work, school, medical and other appointments, and census statistics indicate that many Gabriola residents live well below the poverty line for British Columbia.

This week our local newspaper's editorial summarized our predicament very well with the headline "Experience Card fees put disproportionate burden on low income residents". Some residents end up paying for a single ticket because it's cheaper than the EC card reload amount. It is another example of how people who struggle financially pay more for a basic service that should be available to everyone who lives in B.C.

Please consider this request from those whose livelihoods depend on BC Ferries.

Sincerely,

Steven Earle, Ivan Bulic, Tawny MacLachlan Capon

for the Gabriola Ferry Committee and Gabriola Island Transportation Society

cc:

MLA Sheila Malcolmson
Mayor Andrew Leonard, Bowen Island Municipality
Islands Trust Council

Vanessa Craig, Director for Area B, Regional District of Nanaimo
Erin Udal, Executive Director, Gabriola Chamber of Commerce
Editor, Gabriola Sounder

February 23, 2026

To: Nicolas Jimenez, President and CEO BC Ferries

RE: ***BC Ferries Electric Vehicle Transport Policy***

Dear Mr Jimenez,

We are writing to request that BC Ferries reconsider its June 2025 policy prohibiting the transport of damaged or inoperable electric vehicles (EVs) on BC Ferry vessels.

While this was framed as a compliance measure set down by Canada's *Transportation of Dangerous Goods (TDG) Act*, the policy relies on a presumption of risk rather than technical diagnostics.

The policy has created a critical infrastructure gap and signifiant hardship for the approximately 19,000 EV owners and operators in ferry dependent communities on Vancouver Island, the Gulf Islands, the Sunshine Coast and the North Coast where local EV repair and maintenance facilities are scarce.

As a publicly owned corporation providing an essential transportation link for ferry dependent communities, BC Ferries plays a critical role in ensuring equitable access to services for all vehicle owners. The current policy places EV operators at a serious disadvantage compared with drivers of internal combustion vehicles, which can still be transported when inoperable or damaged.

To resolve this, BC Ferries should consider transitioning from a "blanket ban" to a verification-based model as utilized by Washington State Ferries and Scotland's Caledonian MacBrayne (CalMac) Ferries who have implemented protocols including inspections, isolation of vehicles and designated deck placement rather than outright bans. These approaches manage risk without excluding an entire class of vehicles from service. (See attached report: ***Transporting Electric Vehicles on BC Ferries.)***

BC Ferries prohibition policy, moreover, undermines public confidence in electric vehicle adoption as a key component of BC's climate goals as outlined in the CleanBC program and Zero-Emission Vehicle Act.

We therefore urge BC Ferries to:

- **Implement a "Certified Safe for Transport" Protocol:** That BC Ferries replace the ban on carrying inoperable or damaged EVs with an inspection-based system that could include signed declarations from certified technicians confirming a vehicle's battery is stable and de-energized as utilized by Washington State

Ferries and CalMac ferries who service comparable communities of remote ferry dependent communities.

- **Harmonize with Provincial Policy:** Align BC Ferries operational rules with the intent of the CleanBC program and Zero-Emission Vehicle Act to ensure public infrastructure supports, rather than hinders, the transition to green energy.

- **Establish Clear Technical Thresholds:** Define "damage" according to industry standards to ensure minor issues like cracked windshields or flat tires do not trigger a transport refusal.

We thank you for your consideration of this important issue and urge BCFerries to work with ferry dependent communities to create a practical and equitable solution to this important issue.

EV drivers should not be penalized for choosing a cleaner technology, particularly when viable safety frameworks already exist elsewhere.

Sincerely,

Susan Yates, Gabriola Island Trustee

Steven Earle, Ivan Bulic, Tawny Maclachlan Capon, Jan Moore, Bruce Batchelor, Mike Shelton, Susan Yeend: Gabriola Transportation Society

CC: Joy MacPhail, Chair BCFerries Board of Directors
Hon Mike Farnworth, Minister of Transportation and Transit
Sheila Malcolmson, MLA Nanaimo-Gabriola Island
Tamara Kronis, MP Nanaimo-Ladysmith
Vanessa Craig, RDN Director, Electoral Area B Gabriola Island
Tobi Elliott, Gabriola Island trustee
Erin Udal, Gabriola Chamber of Commerce
Eric McNeely, BC Ferry & Marine Workers' Union

Attached:
Report about Transporting Inoperable Electric Vehicles on BCFerries

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February 2026:

Transporting Electric Vehicles on BC Ferries:

Addressing a policy barrier to zero-emission vehicle use in ferry dependent communities.

Prepared by Ivan Bulic
Gabriola Transportation Society
Gabriola Island, BC

Executive Summary

In June 2025, BC Ferries implemented a policy effectively banning the transport of inoperable or damaged electric vehicles (EVs) on BC Ferries vessels.

While this was framed as a compliance measure set down by the Transportation of Dangerous Goods (TDG) Act, the policy relies on a presumption of risk rather than technical diagnostics.

This has created a critical infrastructure gap for the approximately 19,000 EV owners and operators in ferry-dependent regions including the Gulf Islands, Sunshine Coast and Vancouver Island, where local EV repair and maintenance facilities are scarce.

To resolve this, BC Ferries should transition from a "blanket ban" to a verification-based model. This would align with best practices as utilized by Washington State Ferries and UK based Caledonian MacBrayne Ferries, while allowing BC Ferries to maintain safety without compromising the province's CleanBC initiatives.

Recommendations:

- **Implement a "Certified Safe for Transport" Protocol:** That BC Ferries replace the ban on carrying inoperable or damaged EVs with an inspection-based system that could include signed declarations from certified (BCIT, VIU, Red Seal, etc) technicians confirming a vehicle's battery is stable and de-energized. (see Appendix *WSF Transport Form for Damaged EVs)*
- **Harmonize with Provincial Policy:** Align BC Ferries operational rules with the intent of the CleanBC program and Zero-Emission Vehicle Act to ensure public infrastructure supports, rather than hinders, the transition to green energy.
- **Adopt Tactical Safety Loading:** Following international standards, load certified "inoperable" EVs last and on the weather deck (where available) to allow for rapid emergency response.
- **Establish Clear Technical Thresholds:** Define "damage" according to industry standards to ensure minor issues like cracked windshields or flat tires do not trigger a transport refusal.

EVs - The new reality

Transportation is the largest source of greenhouse gas emissions in British Columbia – causing 42 percent of total emissions in 2023.

Most British Columbians still drive gas or diesel powered cars and trucks to commute to work or bring home groceries. In order to reduce vehicle emitted GHGs and toxic pollutants, the government of BC has been a leader in promoting the adoption of zero emission electric vehicles through programmes that include targeted sales mandates of EVs, expanded vehicle charging networks and more skills training for electric vehicle maintenance.

As of late 2024, Insurance Corporation of BC data show that there are about 195,000 light duty zero emission vehicles including both pure EVs and plug in hybrids in BC. While most are located in the Lower Mainland, approximately 19,000 are in ferry dependent communities and regions including 2,000 on the Gulf Islands, some 13,000 on Vancouver Island and approximately 4,000 on the Sunshine Coast.

Although BC Ferries does not specifically record how many EVs they transport, it would not be an unreasonable assumption to estimate the number of EVs transported, particularly from ferry dependant communities, as a ratio of the total number of registered vehicles; i.e. of the approximately 700,000 vehicles on Vancouver Island, the Gulf Islands and the Sunshine Coast, *EV's make up about 2.7 percent.*

Like all motor vehicles, EVs require periodic servicing, maintenance and repairs. But currently (2025) there are limited EV repair and service facilities on the Gulf Islands, the Sunshine Coast and other ferry dependant communities on the Mid and North Coasts.

Most EV owners and drivers in these regions have few options other than transporting their damaged or inoperable vehicles on BC Ferries even if only for servicing or minor repairs of flat tires, broken windshields, dents and scratches, or computer issues that may render an EV in-operable and in need of towing or transport.

BC Ferries' EV transport policy

In June, 2025, BC Ferries introduced a policy that *"If an EV cannot move under its own power or has any signs of damage to the battery, it will not be permitted onboard.*

"This is because if the EV's safety management systems (such as active battery monitoring and thermal controls) are non-functional due to immobilization or damage, BC Ferries cannot verify the safety of the battery, which presents a serious risk in a marine environment."

BC Ferries is basing its no carriage of damaged EVs policy on the federal Transportation of Dangerous Goods Regulation (SOR/2002 – 286, Schedule 2 that "*Lithium ion cells or batteries and lithium metal cells or batteries that are damaged or defective... must be packed... in accordance with Packing Instructions P908 or LP904...*
...It is forbidden to transport lithium ion cells or batteries and lithium metal cells or batteries that are damaged or defective and that... produce a flame or a dangerous evolution of heat... under normal conditions of transport."

BC Ferries derived its policy based on an interpretation of the 2014 Amendment to Canada's Transportation of Dangerous Goods Act (1992) which states that "**it is forbidden to transport lithium ion cells or batteries that are damaged or defective and that under normal conditions of transport are liable to disassemble rapidly, react dangerously, produce a flame or a dangerous evolution of heat.**"

BC Ferries' policy is based on the interpretation that a **damaged EV's lithium ion battery still contained in the vehicle is effectively being transported without the legally required special packaging.**

Transport Canada specifically states that damaged or defective lithium vehicle batteries must be removed and transported separately. This regulatory text is the closest thing to exact wording in law that underlies the BC Ferries ban — it doesn't literally say "damaged EVs are banned from BC Ferries," but it *does* legally require that damaged batteries be treated as dangerous goods and packed properly before transport, which is effectively impossible when the battery is still inside a vehicle that is inoperable.

BC Ferries does *not* determine whether an EV battery is actually damaged. Instead, they apply a presumption-based rule driven by Transport Canada guidance and operational limits.

How BC Ferries' EV policy works in practice

BC Ferries staff are not trained or authorized to assess lithium-ion battery integrity. They do not use diagnostic tools, scan vehicles, or access onboard fault codes, nor do they rely on manufacturer damage thresholds.

No technical determination of battery condition is made at the terminal. BC Ferries staff and crews rely on observable status, not battery condition.

BC Ferries treats EVs as potentially dangerous if any of the following apply:

- Vehicle is inoperable (won't drive under its own power);
- Vehicle is being towed, winched, or carried on a flatbed;
- Collision damage involving the vehicle underbody;
- Visible signs such as fluid leaks, burning odour, exposed wiring or deployed airbags.

None of these confirm battery damage, they merely raise uncertainty. Transport Canada treats "Damaged or defective lithium-ion batteries" as dangerous goods unless proven otherwise. If the battery cannot be confirmed as undamaged, it is treated as potentially damaged.

BC Ferries cannot determine why an EV is inoperable, so they presume the worst case. BC Ferries is not saying a battery is damaged, they are saying they cannot prove it is not. If an EV is damaged, inoperable or towed and the battery condition cannot be verified, it is treated as a potentially damaged lithium ion battery and refused.

BC Ferries' interpretation of the TDG regulations and refusal to transport any inoperable or towed EV, even if that EV's batteries are not proven to be damaged or defective, means that all EVs that need to be towed or transported to a service facility will not be allowed on board any BC Ferry.

Concerns and Uncertainty

In July, 2025, Salt Spring Island Towing was prohibited from towing an inoperable EV despite it not having been in a collision or indicating any issue with its batteries. Days later Mid Island Towing in Nanaimo experienced a similar refusal when they attempted to transport an EV with a malfunctioning computer from Nanaimo to Horseshoe Bay.

"Anything on a regular car that wears out, can wear out on an EV," said Scott Waddle, an EV service technician, and owner of Precision Auto Service in Langley.

"That can include heating or cooling systems, other accessories and the technology systems in the more advanced vehicles. At the seven-to-10-year mark, suspension problems aren't uncommon."

The apparent blanket application of BC Ferries' policy so far has left EV owners concerned, given the multitude of other things that can go wrong beside damage to battery. And it isn't only private owners who are impacted.

Gulf Islands School District 64 utilizes five electric buses on Salt Spring island that will need to be transported at some time for repairs or servicing.

The CRD's Parks and Recreation department operates three EV and hybrid vehicles on Salt Spring Island and is planning on replacing its remaining two gas powered vehicles with EVs in 2026/27. All of these vehicles may at some point need towing or transport off the island.

The Gabriola Island Community Bus (GERTIE) operates two 18-seat electric transit vehicles that if damaged or requiring repairs would need to be towed and ferried to a facility in the Lower Mainland.

Associate Dean of the BCIT School of Transportation, Mubasher Faruki, noted that "BC Ferries' step sort of came out of the blue. It was an understandable first step in establishing a policy related to the safe handling of EV batteries, but they aren't alone in trying to get on top of the issue."

"What I'm seeing in this industry right now, policy-makers are definitely caught flat-footed or playing catch-up with trying to design regulations and policy around EVs."

How rules for transporting EVs are made

Of the millions of vehicles carried annually on board ferries worldwide since 2020, about 28 per cent are electric vehicles (EVs). This is forcing operators of passenger and roll–on, roll– off (RoRo) ferries to adopt new polices and practices for the safe transport of increasing numbers of EVs, specifically those that are damaged or non operable and need to be towed or transported on board.

The International Maritime Organization is the United Nations agency responsible for global maritime security, safety and environmental protection.

The IMO's International Maritime Dangerous Goods (IMDG) Code sets the standard for transporting dangerous goods including lithium ion batteries and the vehicles containing them.

The IMO is currently **developing updated mandatory regulations for the transport of EVs with a target implementation date of January 01, 2028.** Until then the IMO is working with the International Union of Marine Insurance and other organizations to formulate best practice guidelines for ferry operators.

In Canada carriage of dangerous goods is governed by the *Transportation of Dangerous Goods Act & Regulations* (TDG 1992) and the *Canada Shipping Act & Dangerous Goods Shipping Regulations* both of which incorporate the IMDG Code.

Transport Canada's interim best practice guidelines:

Until updated IMDG Codes are in place, Transport Canada issued a *Ship Safety Bulletin (SSB No: 04/2024)* outlining recommended best practices for the safe transport of EVs on Canadian ferries as developed, among others, by the American Bureau of Shipping and the UK Maritime and Coastguard Agency

1. The American Bureau of Shipping (*2022) Best Practices for the Transport of Electric Vehicles on Board Vessels:*

"The current industry best practice when transporting damaged EVs should be (to locate them) in a designated area; this should be on the weather deck where available."

2. United Kingdom Maritime and Coastguard Agency *MGN 653 (M) 2023 Amendment 1 Electric Vehicles on board passenger roll-on/roll-off ferries:*

"5.2 Bodywork scrapes, damaged headlights, windscreen cracks etc. do not impact the battery and would be acceptable."

"*5.3 EVs that have been damaged sufficiently to indicate that battery damage may have occurred, should be thoroughly inspected by a competent person before being allowed to be transported. The inspection should assess the risk of fire, and subsequently the risk to the vessel. Competent persons may include those recognized by the Institute of Motor Industry "Tech Safe" accreditation, or similar.*"

"5.6 Where there is suspicion that the battery pack may be damaged then the battery should be disconnected and carried separately in compliance with the international code for the maritime transport of dangerous goods. If it is unclear if the battery is damaged the recommendation is to apply this provision and not accept it for transport."

What other ferry operators are doing

Operators of large ferry systems comparable to BC Ferries have adopted policies and practices that appear to be more flexible than BC Ferries regarding the transportation of damaged or inoperable EVs.

Washington State Ferries (WSF) operates a service that is comparable to BC Ferries in terms of numbers of passengers and vehicles carried, the geography of small island communities that it serves, and weather conditions that WSF vessels face.

Where WSF differs from BC Ferries is in operating under different US regulatory frameworks, risk management approaches and operational philosophies.

WSF serves remote island communities where being unable to move a damaged EV could have significant economic and logistical impacts.

Reasoning that a more nuanced policy than an outright ban was required, in November 2025, the Washington State Department of Transportation introduced a formal inspection and documentation process that *allows damaged or inoperable EVs on Washington State Ferries if they are safe and stable with no fire, electrical or heat hazards.*

How it works is that before boarding, tow drivers or EV operators must complete a **Washington State Ferries Transport Form** (*see Appendix)* which states the reason for the tow, specifying if a non electrical issue (such as a flat tire or mechanical problem), and that the EVs voltage system has been inspected and is in a stable de-energized state.

The form must be signed by a qualified technician certifying the vehicle meets industry standards for transport of damaged EVs. EVs that show visible damage, leaks, or any signs of being unsafe upon inspection by crew may be refused boarding.

Damaged or towed EVs, including hybrids/alternative-fuel vehicles, are loaded last to allow for a more effective emergency response if needed.

Ultimately, it is the master of a Washington State Ferry who **has final authority to deny transport** if there are outstanding safety concerns.

Caledonian MacBrayne Clyde and Hebridean Ferries (CalMac) operates 35 medium and small ro-ro passenger ferries serving over 50 destinations along the rugged west coast of Scotland linking mainland points with islands in the Clyde, Hebrides and remote peninsulas.

Many of these routes are lifelines for remote communities that often have no road alternatives and only basic vehicle repair and services facilities. Caledonian ferries are a key part of the regional transportation network, especially for commuters, students, tourists and trucks delivering essential supplies.

CalMac regularly carry EVs including plug-in hybrids, e-bikes and e-scooters.

If an EV is damaged, CalMac will **not transport the vehicle unless the battery is removed or the vehicle has been certified as safe for transport at sea by a competent authority** such as a UK Institute of Motor Industry TechSafe accredited technician.

Marine Atlantic is a federal Crown corporation that operates large ocean going ro-ro ferries between Nova Scotia and Newfoundland & Labrador subject to the same Transport Canada regulations as BC Ferries.

Unlike BC Ferries, WSF or CalMac, Marine Atlantic does not provide short distance service for small ferry dependant communities. Marine Atlantic does not mention any specific policy about damaged or

inoperable EVs being treated differently from other vehicles. Their *Terms & Conditions* say that the ship's master can refuse to load a vehicle if it would pose a danger to life or property, but they don't list specific rules on inoperable or damaged EVs.

Certified inspection of damaged EVs

Both WSF and the UK require qualified technicians to certify if a damaged or inoperable EV can be safely transported on board a ferry. In the UK technicians are certified by the Institute of Motor Industries TechSafe program. In the US it is the National Institute for Automotive Service Excellence (ASE) who certify qualified EV technicians.

In BC the BCIT School of Transportation offers Red Seal technicians a certification program equivalent to IMI TechSafe and ASE.

The BC government is further expanding EV technician programs in partnership with institutions province wide including Camosun College, Vancouver Island University and Kwantlen Polytechnic University.

Are EVs a risk on ferries?

Carrying dangerous goods at sea is routine, but it comes with well-recognized risks that are managed through international rules, ship design, training, and emergency planning.

In 2024 Transport Canada's issued *Ship Safety Bulletin (SSB No: 04/2024)* outlining guidelines for the safe transport of EVs on Canadian ferries. The bulletin notes that EVs are becoming more common in Canada and, "*while not more prone to fires than ICE (internal combustion) vehicles, EV require special procedures.*"

A United Kingdom Maritime and Coastguard Agency report (*MGN 653 (M) 2023)* notes that *"EVs are commonly carried onboard UK ro-ro ferries. Fires in these vehicles do not release significantly more energy than fires of traditionally fuelled vehicles and are not at greater risk of fire."*

As of late 2025, **there are no confirmed incidents in the UK where a damaged EV itself caused a fire** *or major hazard on a UK passenger ferry.*

The International Union of Marine Insurance, Best Practice for the Safe Carriage of EVs. (2022) states that "there is no experience yet with large numbers of older EVs and the share of EVs in the global vehicle fleet is still comparatively low.

"EVs have been transported at a large scale since 2020. As statistics continue to be gathered, it is currently estimated that, in general, **the frequency of EV fires compared to fires in conventional vehicles is lower** when driven over the same distance."

Washington State Ferries:

There is no verified record of an accident caused by an electric vehicle (EV) fire on board any Washington State Ferry.

BC Ferries:

There is no record of an EV elated fire or incident aboard a BC Ferry vessel.

The most significant recent incident involving a vehicle fire on a BC Ferry facility occurred in November 2018, when an **ICE camper van caught fire** while boarding the *Queen of Alberni* in Tsawwassen. **Terminal crews doused the fire which caused no injuries or significant damage.** The *Queen of Alberni* resumed her journey after a short delay.

EV Incidents On Board Ferries

No single agency keeps a global tally on fire related incidents on passenger and ro-ro ferries, but from safety investigations and news reports, there have been dozens of vehicle-on-passenger-ferry fires since 2010, ranging from small single-vehicle blazes extinguished on boarding to major vehicle-deck conflagrations that destroyed ships.

EV fire on Pearl of Scandinavia:

The best documented incident involving an EV fire on a ferry was in November 2010 when a **home converted Nissan caught fire** on the vehicle deck of the ferry *Pearl of Scandinavia* while en route from Oslo to Copenhagen. **The EV operator was charging his vehicle with a sub standard extension cord** which resulted in the batteries going into thermal runaway and sparking a fire.

The ferry's fire suppression system extinguished the fire, and no passengers or crew were injured. The ferry continued on its journey to Copenhagen.

This remains the **only confirmed passenger ferry fire incident where an EV** was identified as the origin of the fire.

Meanwhile, conventional fossil fuel powered vehicle fires remain a serious concern aboard ferries worldwide. The most significant incidents were the 2014 fire started by a refrigerator truck aboard the Italian ro-ro ferry *Norman Atlantic* that **killed 30 passengers and crew,** and the 2022 fire that started in a diesel transport truck aboard the Italian ro-ro ferry *Euroferry Olympia that* **killed 11 persons.**

Why BC Ferries' EV Policy Matters

In 2019 the Government of BC passed the *Zero-Emission Vehicle Act* establishing a regulatory framework requiring manufacturers to ensure an increasing percentage of zero emission EV vehicles are sold in BC with the purpose of cutting greenhouse gas emissions and supporting a broader provincial climate agenda.

The Zero -Emission act was aimed at reducing the use of fossil fuel powered vehicles that are currently responsible for about 25 per cent of global CO2 emissions; the main driver of climate change.
The adoption of EVs is also a straightforward way in which ordinary citizens can significantly reduce COs emissions.

By adopting a blanket policy of banning damaged or inoperable EVs from carriage on ferries, BC Ferries is sending a message contrary to the intent of the zero-emission act, and fuelling a misimpression that EVs are problematic, that they pose an inordinate fire hazard, or don't fit the needs of ordinary drivers, especially those on ferry dependant island communities.

Many Gulf Islanders, where EV adoption has been particularly high, say the BC Ferries policy strands EV owners when their vehicles break down and can not be towed on a ferry for repair.
Local towing operators and vehicle owners are frustrated by the sudden nature of the BC Ferries policy that was announced without public consultation or consideration of the lack of practical alternatives open to EV owners

BC Ferries' focus, moreover, on the potential fire risk from damaged lithium–ion batteries may add to public fears about EV safety, despite no evidence from Transport Canada of serious incidents of EV fires on ferries in Canada.

There is a perception by many in British Columbia, and elsewhere, that BC Ferries has banned EVs from ferries. This misunderstanding can add to misleading impressions that EVs are unsafe or outright unwelcome in public infrastructure.

The BC Ferries policy may also be compounding larger worries about charging access, costs, and policy direction — making some British Columbians more hesitant or skeptical about embracing EVs. Rather than highlighting the environmental benefits of EVs, the BC Ferries towing policy seems to reinforce a perception that EVs are not practical because if an EV breaks down in an island community, standard ferry transport routes are blocked.

Lastly, when BCFerries issues a policy that differs from existing government policies on EVs it can feed a broader narrative that EV adoption isn't fully "practical yet" in BC.

Sources:

- AMERICAN BUREAU OF SHIPPING: BEST PRACTICES FOR THE TRANSPORT OF EVS (2022)
- BRITISH COLUMBIA FERRY SERVICES INC.
- BC INSTITUTE OF TECHNOLOGY: SCHOOL OF TRANSPORTATION
- CALEDONIAN MACBRAYNE CLYDE & HEBRIDEAN FERRIES.
- DANISH MARITIME ACCIDENT INVESTIGATION BOARD.
- GULF ISLANDS DRIFTWOOD: JULY 08, 2025.
- CLEANBC: OUR NATURE OUR POWER OUR FUTURE.
- INSURANCE CORPORATION OF BC
- INTERNATIONAL MARITIME ORGANIZATION
- INTERNATIONAL UNION OF MARINE INSURANCE
- MARINE ATLANTIC FERRIES
- SCOTTISH FINANCIAL REVIEW
- UNITED KINGDOM MARITIME AND COASTGUARD AGENCY
- VANCOUVER SUN: JULY 07, 2025
- VICTORIA TIMES-COLONIST: JULY 02, 2025
- WASHINGTON STATE DEPARTMENT OF TRANSPORTATION

Appendix:

WASHINGTON STATE FERRIES TRANSPORT FORM FOR DAMAGED HYBRID, ELECTRIC AND ALTERNATE ENERGY VEHICLES (EV).

Islands Trust Council Quarterly Meeting Schedule

DRAFT June 16-18, 2026

Islands Trust

[Visit the meeting webpage to view the AGENDA, to join the meeting electronically, and to view the livestream or attend by phone-in.]

Tuesday, June 16	Wednesday, June 17	Thursday, June 18
10:00 **Executive Committee Meeting**	9:00 **Closed Meeting** Public are welcome to attend all sessions excluding the Closed Meeting **Rise and Report**	9:00 **Financial and Employee Services** Consent Agenda Items Decision/Discussion Items
12:00 Lunch	**10:30 Break**	**10:30 Break**
1:00 **Territorial Acknowledgement / Territorial Welcome** **Call to Order and Approval of Agenda** 1:30 **General Business Arising** Consent Agenda Items Islands Trust Active Priorities Chart Committees Work Programs (EC, GC, FPC, RPC, TPC, AC, ITCB) Committee Chair Verbal Updates 2:15 **Executive Office** Consent Agenda Items	10:45 **Legislative and Information Services** Consent Agenda Items Decision/Discussion Items	10:45 **Planning Services** Consent Agenda Items Decision/Discussion Items
	12:00 Lunch	**12:00 Lunch**
	1:00 **Trust Area Services** Consent Agenda Items Decision/Discussion Items	12:30 **New Business** 12:55 **Correspondence** 1:00 **Trustee Roundtable** 1:50 **Disposition of Delegations/Public Comment & Correspondence and Meeting Wrap-up**
3:00 Break	**3:30 Break**	**2:00 Trust Council Adjournment (approx.)**
3:15 **Executive Office (Continued)** Decision/Discussion Items 4:30 **Delegations / Public Comment**	3:45 **Trust Area Services (Continued)**	*times are provided for information and may vary *see meeting agenda for full list of consent and agenda items
5:30 Adjourn for the Day (approx.)	**5:30 Adjourn for the Day (approx.)**	
6:30-7:30 Dinner	**6:00-7:00 Dinner**	

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