Islands Trust

Executive Committee
Agenda

Date: February 5, 2025

Time: 9:15 am

Location: Electronic Meeting, and a physical location to view the livestream of the meeting:

Islands Trust Victoria Office

#200 - 1627 Fort Street

Victoria, BC V8R 1H8

8.2 **Planning Services**

8.2.1 **Salt Spring Island Dec 12 Resolution - Briefing** 33 - 34

8.3 **Administrative Services**

8.4 **Trust Area Services**

8.4.1 **Martin Natural Area Protection Tax Exemption (NAPTEP) Certificate, Salt Spring Island - Request for Decision** 35 - 39

THAT the Islands Trust Council request the Secretary to issue a NAPTEP Certificate for the covenanted portion of the property described as PID: 000-363-740, Lot A, Section 39, South Salt Spring Island, Cowichan District, Plan 35768, subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.

8.5 **Legislative and Information Services**

9. **EXECUTIVE COMMITTEE PROJECTS**

9.1 **Trust Council Initiated**

9.1.1 **Executive**

9.1.2 **Trust Area Services**

9.1.2.1 **Policy Statement Amendment Project Survey Options - Briefing** 40 - 42

9.1.3 **Planning Services**

9.1.4 **Administrative Services**

9.1.5 **Legislative and Information Services**

9.1.5.1 **Programmer Co-op Business Case - Request For Decision** 43 - 47

That Executive Committee approve the Programmer Co-op Business Case and forward to Financial Planning Committee for inclusion in the 2025/26 fiscal year budget.

9.2 **Executive Committee Initiated**

9.2.1 **Executive**

9.2.1.1 **Executive Committee Additional Meetings - Briefing** 48 - 51

9.2.1.2 **Executive Committee 2025/26 Meeting Expense Budget - Request For Decision** 52 - 55

THAT Executive Committee direct staff to prioritize already budgeted funds for Executive Committee Meeting Expenses to fund in-person meetings with Bowen Island Municipality and San Juan County, and make all regular Executive Committee meetings electronic in fiscal year 2025/26.

9.2.2 **Trust Area Services**

9.2.2.1 **2024/25 Annual Report Outline - Request For Decision** 56 - 58

That the Executive Committee approve the proposed table of contents for the 2024/25 Annual Report.

9.2.2.2 **Islands Trust Property Tax Assessment Notice Insert for 2025/26 - Briefing** 59 - 61

9.2.2.3 **2025 BIM Tax Notice Content - Briefing** 62 - 63

9.2.2.4 **Coast Salish Are Considerations - Briefing** 64 - 69

9.2.3 **Planning Services**

9.2.3.1 **Time Tracking Software Business Case** 70 - 72

9.2.4 **Administrative Services**

9.2.5 **Legislative and Information Services**

9.2.5.1 **Training for Chairs, Vice-chairs, Trust Council and review of Standards of Conduct - Request For Decision** 73 - 76

That the Executive Committee request staff to provide a strategy for providing training to trustees and chairs on respectful meetings, conduct and effective governance communications that includes:

- Two half-day on-line training sessions for Executive Committee, Islands Trust Conservancy Board chair and council committee chairs to occur before June Trust Council 2025
- One half-day on-line training session for Trust Council to occur before June 2025
- A review and recommendations on updates to the Islands Trust Standards of Conduct, including developing a foundational system for ethically addressing complaints.

10. **NEW BUSINESS**

10.1 **Executive/Trust Council**

10.2 **Trust Area Services**

10.2.1 **LTC Chairs Report on Local Advocacy Topics**

10.3 Planning Services

10.4 Administrative Services

10.5 Legislative and Information Services

11. CORRESPONDENCE

None

12. WORK PROGRAM

12.1 Current Work Program 77 - 79

For review

13. NEXT MEETING

The next scheduled Executive Committee meeting will take place at the Victoria Islands Trust office on February 26, 2025 @ 9:15 a.m.

14. CLOSED MEETING

That the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90,

(c)labour relations or other employee relations;
(e)the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality
(f)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;
(g)litigation or potential litigation affecting the municipality; and,

That staff attend the meeting.

15. ADJOURNMENT

Executive Committee

Minutes of a Regular Meeting

Date:	**Wednesday, January 15, 2025**
Location:	**Electronic Meeting**
Members Present:	Peter Luckham, Chair, Thetis Trustee Tobi Elliott, Vice-Chair, Gabriola Trustee David Maude, Vice-Chair, Mayne Trustee Timothy Peterson, Vice-Chair, Lasqueti Trustee
Staff Present:	Rueben Bronee, Chief Administrative Officer Stefan Cermak, Director, Planning Services Clare Frater, Director, Trust Area Services David Marlor, Director, Legislative Services Julia Mobbs, Director, Administrative Services Jason Youmans, Senior Policy Advisor Alexandra Trifonidis, Executive Coordinator
Members of the public present:	No members of the public were present.

1. CALL TO ORDER

The meeting was called to order at 9:16 a.m.

2. TERRITORIAL ACKNOWLEDGEMENT

Chair Luckham acknowledged that the meeting was being held in traditional territory of the Coast Salish First Nations. Trustees and staff were introduced.

3. APPROVAL OF AGENDA

3.1 Introduction of New Items

The following addition to the agenda was presented for consideration:

- 11.6 Preparation for September Trust Council Regarding Bylaw Enforcement Policy Work - Discussion

3.2 Approval of Agenda

By general consent the agenda was approved, as amended.

3.2.1 Agenda Context Notes

The Agenda Context Notes were provided for information.

4. RISE AND REPORT DECISIONS FROM PREVIOUSLY CLOSED MEETING

Chair rose and report from the December 18, 2024 Executive Committee closed meeting that minutes from a previous meeting were adopted.

5. ADOPTION OF MINUTES

5.1 Draft Executive Committee Special Meeting Minutes of December 9, 2024

By general consent the Executive Committee Special meeting minutes of December 9, 2024 were adopted presented.

5.2 Draft Executive Committee Meeting Minutes of December 18, 2024

By general consent the Executive Committee meeting minutes of December 18, 2024 were adopted presented.

6. FOLLOW UP ACTION LIST AND UPDATES

6.1 Follow Up Action List/Director/CAO Updates

The Committee reviewed the follow up action list, and Directors provided their area reports.

6.2 Local Trust Committee Chair Updates

Local Trust Committee Chairs provided updates on recently attended and upcoming local trust committee meetings.

6.3 Islands Trust Conservancy Liaison Update

The Islands Trust Conservancy liaison provided an update noting the following:

- The next meeting of the Islands Trust Conservancy Board is on January 21st where elections will be held for a new Chair and Vice-Chair.
- At this time, a replacement has yet to be found for the interim Manager position that ends this January.
- The Director of Trust Area Services will act as the interim Manager until one is hired.

7. BYLAWS FOR APPROVAL CONSIDERATION

7.1 Bowen Island Municipality - Land Use Bylaw Amendment Bylaw No. 674 - Request for Decision

The Senior Policy Advisor spoke to the item providing the Committee with an overview.

EC-2025-001
It was MOVED and SECONDED,
that Executive Committee advise Bowen Island Municipality that Bylaw No. 674, cited as “Bowen Island Municipality Land Use Bylaw No. 57, 2002, Amendment Bylaw No. 674, 2024” is not contrary to or at variance with the Islands Trust Policy Statement.

CARRIED

8. TRUST COUNCIL MEETING PREPARATION - None

9. COMMITTEE OF THE WHOLE MEETING PREPARATION

9.1 Executive - None

9.2 Trust Area Services

9.2.1 Draft January 30, 2025 Committee of the Whole Meeting Agenda

Vice-Chair Elliott will be Acting-Chair of this Committee of the Whole meeting.

Staff informed the Committee that Committee of the Whole meetings will be specifically dedicated to the Policy Statement Amendment Project until March's Trust Council meeting to help advance the project.

By general consent Executive Committee advanced the agenda to Trust Council, as presented.

9.3 Planning Services - None
9.4 Administrative Services - None
9.5 Legislative and Information Services - None

10. EXECUTIVE COMMITTEE PROJECTS

10.1 Trust Council Initiated

10.1.1 Executive

10.1.1.1 December Post-Trust Council Survey Results - Briefing

The Chief Administrative Officer reviewed the briefing with the Committee sharing the value of this survey being done following each Trust Council meeting.

Discussion ensued on:

- new questions for the next survey;
- feedback from trustees on specifics for future improvements;
- timing associated with the meeting; and
- addressing concerns around responses regarding Chairing and Executive Committee's support role.

10.1.1.2 Trust Council Continuous Learning Plan Survey - Request for Decision

The Chief Administrative Officer spoke to the Request for Decision.

Discussion ensued on:

- the rollout of education during the first term for new trustees regarding Islands Trust relationship building with First Nations;
- a learning library for trustees which holds reference materials and logistics to make that happen;
- suggestions for additional questions, such as:
  - What items do you think should be maintained on the Continuous Learning Plan list?
  - What topics are most important for trustee orientation?
- staff workload when introducing new functions; and
- statistics and data collection to measure value.

EC-2025-002
It was MOVED and SECONDED,
that Executive Committee direct staff to administer the Continuous Learning Plan survey to Trustees before the end of January, and that the results inform an updated Continuous Learning Plan for approval at the March 2025 Trust Council meeting.

CARRIED

The Committee recessed for break at 10:40 a.m. and reconvened at 10:55 a.m.

10.1.1.3 Budget Requests Reconsideration – Briefing

The Chief Administrative Officer provided introductory remarks highlighting for the Committee a few of the discretionary items that could be potential items for cost reductions.

The Director of Administrative Services reviewed the 2025/26 Budget Estimates for UBCM/AVICC Conventions attachment with the Committee.

Discussion ensued on:

- the 2024 Expenses for Trust Council Training and Conferences item line;
- the Continuous Learning Plan sessions to be held virtually for cost savings; and
- the value in reducing certain costs to show leadership.

The Committee reviewed the Executive Committee Budget Request Summary attachment with members providing their cost reduction suggestions.

Staff answered questions and provided information where Islands Trust policy directs decision.

EC-2025-003
It was MOVED and SECONDED,
that Executive Committee request staff reduce the Association of Vancouver Island Coastal Communities/Union of BC Municipalities Convention budget request for fiscal 2025/26 to $19,600.

CARRIED

EC-2025-004
It was MOVED and SECONDED,
that Executive Committee request staff reduce the Planning Application Budget request for fiscal 2025/26 to $15,000.

DEFEATED

EC-2025-005
It was MOVED and SECONDED,
that Executive Committee request staff reduce the Public Communications Budget request for fiscal 2025/26 to $45,000.

CARRIED

EC-2025-006
It was MOVED and SECONDED,
that Executive Committee request staff reduce the Executive Committee Travel for Training Budget request for fiscal 2025/26 to $0.

EC-2025-007
It was MOVED and SECONDED,
that the motion be amended by changing the dollar amount to $1000.00.

CARRIED

The question on the amended motion was called:

that Executive Committee request staff reduce the Executive Committee Travel for Training Budget request for fiscal 2025/26 to $1000.

CARRIED

EC-2025-008
It was MOVED and SECONDED,

that Executive Committee request staff reduce the Executive Committee Training Budget request for fiscal 2025/26 to $1500.00.

CARRIED

The Committee recessed for break at 12:01 p.m. and reconvened at 12:35 p.m.

10.1.2 Trust Area Services

10.1.2.1 2025 Association of Vancouver Island Coastal Communities/Union of BC Municipalities Proposed Resolutions (Annual Item) - Request for Decision

The Director of Trust Area Services introduced the item.

It was shared with the Committee that a working group was formed coming out of the Union of BC Municipalities convention in September with over 50 members included.

EC-2025-009
It was MOVED and SECONDED,
that the Executive Committee direct staff to forward a resolution with backgrounder for consideration at the 2025 Association of Vancouver Island and Coastal Communities (AVICC) and Union of BC Municipalities (UBCM) conventions, requesting that the Province implement initiatives that offer mental health supports tailored to the needs of local elected leaders in British Columbia.

CARRIED

10.1.3 Planning Services - None
10.1.4 Administrative Services - None
10.1.5 Legislative and Information Services - None

10.2 Executive Committee Initiated

10.2.1 Executive - None
10.2.2 Trust Area Services - None
10.2.3 Planning Services - None

10.2.4 Administrative Services

10.2.4.1 Appointment of Financial Statement Auditors - Request for Decision

The Director of Administrative Services presented the item. The Committee discussed renewing the request for proposal to appoint an auditor for future year services.

EC-2025-010
It was MOVED and SECONDED,
that KPMG be appointed auditor for the Islands Trust and the Islands Trust Conservancy 2024/25 financial statement audit.

CARRIED

10.2.5 Legislative and Information Services

10.2.5.1 Development of Primers - Discussion

Vice-Chair Elliott spoke to the item providing a backgrounder.

The Committee discussed the following:

- Trustee onboarding and orientation materials.
- Use of plain language in orientation materials.
- The value and benefit of the materials.
- Local trust committee toolkits and the valuable information they include.
- The need for a midterm check-in with trustees.

10.2.5.2 Chair Primer

The Committee reviewed the Chair Primer and provided staff with the following feedback:

- Add information on configuring a motion.
- Add information on amendments.
- Change the document name to Chair's Primer and add a date.

Further discussion was had on creating an additional primer on rules for assembly using specific information from a previous training session on chairing and the information sheet Chair Luckham distributed at December's Trust Council meeting.

EC-2025-011
It was MOVED and SECONDED,
that Executive Committee request staff to prepare a primer on principles of the meeting assembly based on the guidelines from the training session May 19, 2022 along with clarification on points of order.

CARRIED

11. NEW BUSINESS

11.1 Executive/Trust Council - None

11.2 Trust Area Services

11.2.1 LTC Chairs Report on Local Advocacy Topics

Nothing to report.

11.3 Planning Services - None
11.4 Administrative Services - None
11.5 Legislative and Information Services - None

11.6 Preparation for September Trust Council Regarding Bylaw Enforcement Policy Work

The Chair spoke to the item noting this item has arisen from a question asked from a trustee.

The Regional Planning Committee liaison provided the Committee with background information and historical information on the project, in general.

Staff provided clarification on the project charter providing clear steps on the process that were being followed.

On Monday, a Regional Planning Committee Special Meeting will be held to discuss the Bylaw Enforcement Best Practices Manual and policies.

Discussion ensued on:

- the importance of motions and crafting motions with specific wording;
- the process on how Executive Committee reviews Trust Council material for forwarding to a Trust Council agenda and potential improvements to the process;
- mechanisms to avoid this situation from happening again in the future; and
- the responsibilities of Chairs and committee liaison members.

12. CORRESPONDENCE (for information unless raised for action)

12.1 2024-10-31 Bowen Island Municipality - Policy Statement Amendment Project

Discussion was had on key messages to include in the response to Mayor Leonard and Bowen Island Municipality including: Islands Trust engagement could have been managed better; the need to strengthen the relationship; and truthful and respectful acknowledgment and recognition of the points made in the letter.

Clarification on the communication channels and responsibilities of the Chair and the two Bowen Island Municipality representatives that sit on Trust Council was had.

12.2 2024-12-05 J Ronsley - Draft Trust Policy Statement

By general consent correspondence item 12.2 was received for information.

12.3 2025-01-08 Raincoast Conservation Foundation - Letter of support for climate resiliency grant funding

The Director of Trust Area Services spoke to the item bringing to the Committees attention concern with the wording in the last sentence in the second to last paragraph in the support letter template. Concern was raised on supporting this without Trust Council direction.

EC-2025-012
It was MOVED and SECONDED,
that Executive Committee request staff reply to Raincoast Conservation with respect to their letter inviting them to present their request to a future Trust Council meeting.

CARRIED

12.4 2025-01-08 Western Canada Marine Response Corporation - Invitation to tour the Incident Command Post

By general consent forward to trustees noting that if they choose to attend it will need to be self financed.

12.5 2025-01-09 B Lee - Illegal RV Campground, Salt Spring Island

By general consent staff to forward to Salt Spring Island Local Trust Committee and the Islands Trust Bylaw Enforcement department.

13. WORK PROGRAM

13.1 Review and amendment of current work program

By general consent the Work Program was received for information.

14. NEXT MEETING

The next scheduled Executive Committee meeting will take place electronically on February 5, 2025 at 9:15 a.m.

15. CLOSED MEETING

EC-2025-013
It was MOVED and SECONDED,
that the meeting be closed to the public subject to Sections 90(1)(a) and (c) of the Community Charter in order to consider matters related to personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality; and labour relations or other employee relations; and that staff attend the meeting.

CARRIED

The meeting was closed to the public at 2:10 p.m. and reopened at 2:27 p.m.

16. ADJOURNMENT

By general consent the meeting adjourned at 2:27 p.m.

____

Peter Luckham, Chair

CERTIFIED CORRECT:

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Alexandra Trifonidis, Executive Coordinator and Recorder

Minutes are not official until adopted at a subsequent meeting.

Islands Trust

Follow Up Action Report

Executive Committee

Progress	Activity	Responsibility	Dates	Status
15%	1 **Trust Council Direction:** Staff to work with Executive Committee to reply to Mayor Leonard's correspondence and Bowen Island Municipal Council.		Meeting: 05-Dec-2024 Target: 31-Dec-2024	In Progress
100%	2 **Trust Council Direction:** Staff to work with Executive Committee to review their budget requests and provide any reductions for incorporation into the March budget.		Meeting: 05-Dec-2024 Target: 31-Jan-2025	Completed

Chief Administrative Officer

Progress	Activity	Responsibility	Dates	Status
24%	1 Explore future education/workshop sessions on decision-making to benefit trustees.	Rueben Bronee	Meeting: 24-May-2023 Target: 28-Feb-2025	In Progress
100%	2 Staff to provide options for more frequent Executive Committee meetings and the associated workload and budget impacts for 2025/26.	Rueben Bronee	Meeting: 30-Oct-2024 Target: 05-Feb-2025	In Progress
0%	3 Staff to continue to investigate a facilitated Code of Conduct session for a Trust Council meeting, as soon as practicable.	David Marlor Rueben Bronee	Meeting: 30-Oct-2024 Target: 12-Mar-2025	In Progress
100%	4 Staff to review the Continuous Learning Plan and bring back recommendations for prioritizing, and a trustee survey.	Rueben Bronee	Meeting: 18-Dec-2024 Target: 31-Jan-2025	Completed
78%	5 Staff to administer the Continuous Learning Plan survey to Trustees before the end of January, and that the results inform an updated Continuous Learning Plan for approval at the March 2025 Trust Council meeting.	Rueben Bronee	Meeting: 15-Jan-2025 Target: 15-Mar-2025	In Progress

Follow Up Action Report

Executive Committee

Director Legislative Services and Information Services

Progress		Activity	Responsibility	Dates	Status
0%	1	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.	David Marlor Julia Mobbs	Meeting: 21-Oct-2020 Target: 14-May-2025	In Progress
0%	2	Investigate options for policies or policy updates for formal opportunities for First Nations presentations and engagement at Trust Council meetings.	Clare Frater David Marlor	Meeting: 07-Oct-2021 Target: 31-Mar-2025	In Progress
0%	3	Staff to prepare materials for a future Trust Council session on agreements with other agencies, governments and First Nations.	Clare Frater David Marlor	Meeting: 15-May-2024 Target: 10-Jun-2025	In Progress
100%	4	Staff to create the following primers for trustees: 1. Electronic Meeting Attendee Primer (Completed) 2. Chair Role Primer (Completed)	David Marlor	Meeting: 11-Sep-2024 Target: 11-Mar-2025	In Progress
0%	5	Staff to continue to investigate a facilitated Code of Conduct session for a Trust Council meeting, as soon as practicable.	David Marlor Rueben Bronee	Meeting: 30-Oct-2024 Target: 12-Mar-2025	In Progress
0%	6	Staff to add a discussion on minute taking standards for Committee of the Whole minutes to a future Trust Council agenda.	David Marlor	Meeting: 30-Oct-2024 Target: 17-Jun-2025	In Progress
0%	7	**Trust Council Direction:** Staff to schedule a facilitated session focusing on Trustee conduct and tools at Council and chair responsibilities during Council sessions and Standing Committees.	David Marlor	Meeting: 05-Dec-2024 Target: 31-Jan-2025	In Progress

Follow Up Action Report

Executive Committee

Director Legislative Services and Information Services

Progress		Activity	Responsibility	Dates	Status
0%	8	**Trust Council Direction:** Staff to return to Trust Council with a draft bylaw to amend Trust Council's Meeting Procedure Bylaw 101 that: I. Requires delegations to specify the action they are asking of Trust Council; II. Establishes that any Trust Council direction in relation to disposition of delegations will allow time for staff to provide advice; III. If time is of the essence, Trust Council's direction in relation to disposition of delegations will delegate a response to the Executive Committee or the Trust Council Chair; IV. Establishes approval authority for receipt of delegation and establishes a different deadline for receipt of delegations for matters on the agenda, and such a deadline would need to be after the release of the agenda outline to the public and before the start of the Trust Council meeting; V. Establishes a maximum number of delegations per meeting and/or time limit for all delegations to maintain the integrity of the published agenda; and VI. Provides clear criteria for rejection of delegations, with a clear appeal process to Trust Council and 2/3 majority vote required of Trust Council to approve a rejected delegation.	David Marlor	Meeting: 05-Dec-2024 Target: 11-Mar-2025	In Progress
0%	9	Staff to forward a resolution with backgrounder for consideration at the 2025 Association of Vancouver Island and Coastal Communities (AVICC) and Union of BC Municipalities (UBCM) conventions, requesting that the Province implement initiatives that offer mental health supports tailored to the needs of local elected leaders in British Columbia.	David Marlor	Meeting: 15-Jan-2025 Target: 06-Feb-2025	In Progress

Print Date: January 31, 2025

Follow Up Action Report

Executive Committee

Director Legislative Services and Information Services

Progress	Activity	Responsibility	Dates	Status
0%	**10** Staff to prepare a primer on principles of the meeting assembly based on the guidelines from the training session May 19, 2022 along with clarification on points of order.	David Marlor	Meeting: 15-Jan-2025 Target: 18-Feb-2025	In Progress

Follow Up Action Report

Executive Committee

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.	Clare Frater Stefan Cermak	Meeting: 29-Jun-2023 Target: 31-Mar-2025	In Progress
0%	2	Staff to provide information on crown land lease referral process and provide options for potential amendments.	Stefan Cermak	Meeting: 20-Nov-2024 Target: 31-Mar-2025	In Progress
0%	3	Staff to inform Regional Planning Committee that the Executive Committee confirm that Islands Trust Council committees have the authority to pass a resolution to proceed with committee-initiated grant applications before seeking staff support for grant applications, taking into consideration the factors listed in Trust Council's Grants and Donations Administration Policy 6.5.4.	Stefan Cermak	Meeting: 20-Nov-2024 Target: 07-Feb-2025	In Progress
100%	4	Staff to advise Bowen Island Municipality that Executive Committee agreed Bylaw No. 674, cited as "Bowen Island Municipality Land Use Bylaw No. 57, 2002, Amendment Bylaw No. 674, 2024" is not contrary to or at variance with the Islands Trust Policy Statement.	Stefan Cermak	Meeting: 15-Jan-2025 Target: 16-Jan-2025	Completed
100%	5	Staff to forward 2025-01-09 B Lee - Illegal RV Campground, Salt Spring Island to SSI LTC and the Bylaw Enforcement department.	Stefan Cermak	Meeting: 15-Jan-2025 Target: 17-Jan-2025	Completed

Follow Up Action Report

Executive Committee

Director, Administrative Services

Progress	Activity		Responsibility	Dates	Status
0%	1	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.	David Marlor Julia Mobbs	Meeting: 21-Oct-2020 Target: 14-May-2025	In Progress
0%	2	Staff to action the following: ·reduce the Association of Vancouver Island Coastal Communities/Union of BC Municipalities Convention budget request for fiscal 2025/26 to $19,600. ·reduce the Public Communications Budget request for fiscal 2025/26 to $45,000. ·reduce the Executive Committee Travel for Training Budget request for fiscal 2025/26 to $1000. ·reduce the Executive Committee Training Budget request for fiscal 2025/26 to $1500.00.	Julia Mobbs	Meeting: 15-Jan-2025 Target: 17-Jan-2025	Completed
0%	3	Staff to appoint KPMG as the auditor for the Islands Trust and the Islands Trust Conservancy 2024/25 financial statement audit.	Julia Mobbs	Meeting: 15-Jan-2025 Target: 17-Jan-2025	Completed

Follow Up Action Report

Executive Committee

Director, Trust Area Services

Progress	Activity		Responsibility	Dates	Status
0%	1	Investigate options for policies or policy updates for formal opportunities for First Nations presentations and engagement at Trust Council meetings.	Clare Frater David Marlor	Meeting: 07-Oct-2021 Target: 31-Mar-2025	In Progress
0%	2	Staff to develop policy regarding s. 8 (2) (h.1) (iii) and (iv) of the Islands Trust Act. This request responded to changes to the Islands Trust Act to give Trust Council new discretionary powers relating to supporting and give financial assistance to others to (iii)engage in activities to gain knowledge about the unique amenities and environment of the trust area and to increase public awareness, understanding and appreciation of the unique amenities and environment; (iv)preserve and protect the unique amenities and environment of the trust area. Executive Committee has discussed there may be an opportunity to concurrently review the secretariat services, and grants in aid policies with the intention of identifying administrative efficiencies.	Clare Frater	Meeting: 12-Apr-2022 Target: 31-Mar-2025	In Progress
49%	3	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.	Clare Frater Stefan Cermak	Meeting: 29-Jun-2023 Target: 31-Mar-2025	In Progress
75%	4	Staff to add to a future EC agenda: Honoraria for Indigenous elders providing welcomes or presentations at local trust committee meetings.	Clare Frater	Meeting: 20-Dec-2023 Target: 26-Feb-2025	In Progress

Follow Up Action Report

Executive Committee

Director, Trust Area Services

Progress	Activity		Responsibility	Dates	Status
0%	**5**	Staff to prepare materials for a future Trust Council session on agreements with other agencies, governments and First Nations.	Clare Frater David Marlor	Meeting: 15-May-2024 Target: 10-Jun-2025	In Progress
15%	**6**	Staff to develop a protocol agreement in cooperation with Snuneymuxw First Nation for Trust Council's consideration.	Clare Frater	Meeting: 05-Jun-2024 Target: 01-Mar-2025	In Progress
25%	**7**	Implement the Executive Committee approved "The Role of the Trust" webinar project charter.	Clare Frater	Meeting: 05-Jun-2024 Target: 31-Jul-2025	In Progress
10%	**8**	Staff to develop a protocol agreement in cooperation with Quw'utsun (Cowichan) Nation for Trust Council's consideration.	Clare Frater	Meeting: 24-Jul-2024 Target: 30-Jun-2025	In Progress
0%	**9**	Trust Area Services staff to work on an advocacy letter regarding cultural heritage protection, and requesting guidance to aid local trust committees, and work with vice-chairs who note specific concerns related to First Nations relations in their Local Trust Area that might be addressed.	Clare Frater	Meeting: 24-Jul-2024 Target: 31-Mar-2025	In Progress
50%	**10**	Trust Area Services staff to work on a letter of advocacy to the Ministers responsible for crown land, requesting that the Federal Government expand the Wrecked, Abandoned or Hazardous Vessels Act program, and make funds available to deal with these wrecks in all the Islands within the Islands Trust Area; and that the period to launch an investigation into reports of derelict and sinking vessels be shortened from 90 to 30 days, and that letter is copied to MLAs and MPs in the Trust Area.	Clare Frater	Meeting: 24-Jul-2024 Target: 28-Feb-2025	In Progress

Follow Up Action Report

Executive Committee

Director, Trust Area Services

Progress	Activity	Responsibility	Dates	Status
0%	**11** Staff to put on a future Executive Committee meeting agenda for Executive Committee to consider: "that the Executive Committee acting as a Local Trust Committee (Ballenas-Winchelsea Islands) request that the Executive Committee consider a policy on engagement and communication with First nations in the Trust area, to be developed with Local Trust Committees, with respect to standing resolutions on Reconciliation and engagement with local First Nations. "	Clare Frater	Meeting: 18-Jun-2024 Target: 30-Jun-2025	In Progress
0%	**12** **Trust Council Direction:** Staff to invite BC Ferries representative to the March, 2025 Trust Council meeting to discuss the dissolution of the Ferry Advisory Committees and the future of community representation for BC.	Clare Frater	Meeting: 05-Dec-2024 Target: 26-Feb-2025	In Progress
0%	**13** Staff to work with the Chair to write a thank you letter to San Juan County in regards to correspondence received on the Dec 18th Executive Committee agenda titled: J Fuller - San Juan County Follow-up from Joint Meeting.	Clare Frater	Meeting: 18-Dec-2024 Target: 28-Feb-2025	In Progress
0%	**14** Staff, with advice from Trustee Elliott, to draft a letter to Snuneymuxw First Nation to gauge their interest in a joint meeting and mention that there is an opportunity to jointly apply for up to a $20,000 Union of BC Municipality Community to Community Grant. In preparation for a potential grant application with Snuneymuxw First Nation staff to estimate associated costs, and report back to Executive Committee.	Clare Frater	Meeting: 18-Dec-2024 Target: 27-May-2025	In Progress
0%	**15** Staff to advance the January 30, 2025 Committee of the Whole agenda to Trust Council.	Clare Frater	Meeting: 15-Jan-2025 Target: 22-Jan-2025	Completed

Follow Up Action Report

Executive Committee

Director, Trust Area Services

Progress	Activity	Responsibility	Dates	Status
100%	**16** Staff to reply to Raincoast Conservation with respect to their letter inviting them to present their request to a future Trust Council meeting.	Clare Frater	Meeting: 15-Jan-2025 Target: 22-Jan-2025	Completed
100%	**17** Staff to forward 2025-01-08 Western Canada Marine Response Corporation - Invitation to tour the Incident Command Post to trustees noting that if they choose to attend it will need to be self financed.	Clare Frater	Meeting: 15-Jan-2025 Target: 17-Jan-2025	Completed

BRIEFING

To:	Executive Committee	**For the Meeting of:**	February 5, 2025
From:	Executive Office	**Date Prepared:**	January 30, 2025
SUBJECT:	**Trust Council Strategic Plan Update**		

PURPOSE:

To provide an overview of the proposed approach to finalizing Trust Council's 2025-2028 Strategic Plan.

BACKGROUND:

At its June 2023 meeting, Trust Council approved continuation of the approved 2018-2022 Strategic Plan through the end of the current fiscal year to allow Trust Council time to begin development of a new strategic plan for the term while still advancing work that was agreed to by the current term's elected body.

The following steps were subsequently taken to support Trust Council's work in this area:

- At its June 2023 meeting, Trust Council completed a Strengths/Weaknesses/Opportunities/ Threats (SWOT) exercise to help trustees, staff, and the public understand the current context in which the organization is operating.
- At its September 2023 and December 2023 meetings, Trust Council engaged in visioning exercises to understand the collective long-term vision of Trust Council for the Trust Area, which helps guide goal setting in the strategic plan.
- At its March 2024 meeting, Trust Council began its draft strategic plan development via a 3 ½-hour interactive workshop facilitated by WCS Engagement and Planning (WCS). This session worked to identify focus areas and draft strategic directions.
- At its June 2024 meeting, Trust Council furthered its draft strategic plan via a 6-hour interactive workshop facilitated by WCS. This session focused on shaping goals and desired outcomes for each focus area, refining strategic directions, and outlining potential key initiatives in each of the identified topic areas.

Following the June 2024 Trust Council meeting, WCS submitted a draft strategic plan with an outline of focus areas, goals and objectives, and key initiatives informed by the two strategic planning sessions with Trust Council. Staff received this document, and completed the following actions:

- Ensured strategies and initiatives are within the jurisdiction of Islands Trust to action. Where they were not, staff amended wording to reflect jurisdiction.
- Ensured strategies and initiatives are not at odds with the existing, or the new draft revised, Policy Statement.
- Reviewed Trust Council resolutions and committee work programs to identify initiatives and/or direction given by Trust Council that were not reflected in the draft strategic plan. Where substantive work was not already captured, these initiatives have been added and are indicated with an asterisk in the draft initiatives (Attachment 1). Some of these are new work that has not yet been started, while others are ongoing initiatives begun under the existing strategic plan.

- Identified the responsible party for each proposed key initiative in the strategic plan, to support conversations related to resourcing the draft strategic plan, to support the upcoming development of departmental work plans, and to support approval of the 2025/26 budget.

A revised draft of the strategic plan was then brought forward for consideration at Trust Council's September 2024 meeting. However, discussion of that draft was deferred from that agenda and has yet to return to Trust Council.

In the interim, staff have undertaken a further review to:

- Suggest removing reference to some initiatives that have now been completed.
- Identify proposed initiatives to be prioritized for the balance of the current Trust Council term based on existing workflow, available resourcing and other dependencies.

Suggested key initiatives for prioritization this term are highlighted in green in Attachment 1 and summarized in Attachment 2 for ease of reference. Note that prioritization of these initiatives does not mean they will be completed within this term. The completion timeline for each initiative will depend on the scope and scale of that work, and will be articulated in the respective project plans.

Staff propose to bring this updated draft to the March Trust Council meeting to:

1. Seek Trust Council's approval of the Islands Trust Council Strategic Plan focus areas, goals & objectives, and key initiatives for 2025-28; and
2. Seek Trust Council's direction on which initiatives should be prioritized for the balance of the current Trust Council term.

ATTACHMENT(S):

1. Draft Islands Trust Council Strategic Plan 2025-2028
2. Summary of Proposed Strategic Plan Priorities for Current Council Term

FOLLOW-UP: Subject to feedback from Executive Committee, staff will prepare a request for decision to advance the draft strategic plan focus areas, goals and objectives, and key initiatives to the March 2025 Trust Council meeting. If approved, staff will then develop a final draft of the complete 2025-28 Strategic Plan for approval at Trust Council's June 2025 meeting, with a supporting communications plan.

Prepared By: Rueben Bronee, Chief Administrative Officer, January 30, 2025

DRAFT Islands Trust Council Strategic Plan 2025-28

FOCUS AREA	GOALS & DESIRED OUTCOMES	STRATEGIC DIRECTIONS	KEY INITIATIVES Underway/to be initiated 2025-2026 · To be initiated 2026-2027 · Initiation timeline TBD	ASSIGNED TO	FUNDING NOTES
Governance & Organizational Excellence	Clear and transparent policies, administrative processes and structures enable better decision making, advance service delivery and improve employee satisfaction	1.1 Update and adopt a new Policy Statement	1.1.1 Finish and adopt Islands Trust Policy Statement in accordance with project work plans	EC/TPC	Included in draft 2025/26 budget
		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	GC	Funded by the 2025/26 base budget
			1.2.2 Explore new engagement models (virtual and in person forums) to reach more community members	EC	Subject to funding in the annual budget
			1.2.3 Increase transparency on bylaw enforcement practices and decisions	RPC/EC	Funded by the 2025/26 base budget
			~~1.2.4 Review Executive Committee election and appointment process~~ *(Recommend removal as it is captured in 1.2.5)*	GC	Funded by the 2025/26 base budget
			1.2.5 Prioritise, analyse, and where appropriate, implement the 15 recommendations of the 2022 Governance Report *	GC	Base budget to fund early work in 2025/26
			1.2.6 Review all Trust Council policies, and where appropriate, amend, combine or rescind *	GC/All Committees	Initial funds included in draft 2025/26 budget
			1.2.7 Review all Trust Council and local trust committee agreements and where appropriate, amend, combine or rescind *	EC/LTCs	Funded by the base budget
		1.3 Advocate to the Province for legislative changes to Islands Trust Act	~~1.3.1 Develop advocacy and education strategy for Provincial review request~~ *(Recommend removal as the request is now submitted to the Province)*	EC	Funded by the base budget

(* indicates actions committed to by Trust Council outside the development of the draft strategic planning)

DRAFT Islands Trust Council Strategic Plan 2025-28

FOCUS AREA	GOALS & DESIRED OUTCOMES	STRATEGIC DIRECTIONS	KEY INITIATIVES (Underway/to be initiated 2025-2026; To be initiated 2026-2027; Initiation timeline TBD)	ASSIGNED TO	FUNDING NOTES
			1.3.2 Request increased funding from the Province	EC	Funded by the base budget
			1.3.3 Act on the Province's response to the request for a provincial review of the governance structure to enable reconciliation and better support Islands Trust's mandate *(Wording amended as the request is now submitted and priority will now be addressing whatever response is received)*	GC	Funded by the base budget
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	Subject to funding in the annual budget
			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	Subject to funding in the annual budget
			2.1.3 Update and implement Freshwater Sustainability Strategy (2022-2032)	RPC	Partial funding included in draft 2025/26 budget
	Planning processes and Trust Area wide programs enable diverse housing options	2.2 Establish policy guidance for housing in OCP updates	2.2.1 Improve processes for prioritizing funding for ongoing OCP reviews	RPC/LTCs	Subject to funding in the annual budget
			2.2.2 Update OCPs + LUBs to incorporate new Policy Statement policies	RPC	Subject to funding in the annual budget
		2.3 Explore innovative approaches to supporting	2.3.1 Consider Community Benefit Land Trust concept for Islands Trust *	TPC	Subject to funding in the annual budget

(* indicates actions committed to by Trust Council outside the development of the draft strategic planning)

DRAFT Islands Trust Council Strategic Plan 2025-28

FOCUS AREA	GOALS & DESIRED OUTCOMES	STRATEGIC DIRECTIONS	KEY INITIATIVES Underway/to be initiated 2025-2026 / To be initiated 2026-2027 / Initiation timeline TBD	ASSIGNED TO	FUNDING NOTES
		diverse housing options and tenures *	2.3.2 Design a plan to advocate to enhance community access to funding for housing in the Trust Area	EC	Funded by base budget
Ecosystem Health & Integrity	Advocacy and policy changes improve control of invasive species to protect and restore sensitive ecosystems	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	EC	Funded by base budget
	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	Subject to funding in the annual budget
			3.2.2 Update the State of the Islands Report	TPC	Subject to funding in the annual budget
			3.2.3 Develop a shared inter-agency ecosystem health indicator toolkit for citizen groups, conservancies, and other agencies	TPC	Subject to funding in the annual budget
			3.2.4 Monitor progress of protection of ecosystem health in all land use planning decisions.	RPC/LTCs	Grant funded
	Marine and foreshore ecosystems are healthy	3.3 Strengthen marine and foreshore protection practices	~~3.3.1 Develop recommended LTC policies and bylaws for marine and foreshore protection in cooperation with First Nations~~ *(Recommend removal as work is substantively complete)*	RPC	Funded by base budget
			~~3.3.2 Develop a marine and foreshore protection toolkit~~ *(Recommend removal as work is substantively complete)*	RPC	Funded by base budget
			3.3.3 Map eelgrass and kelp forests	RPC	Subject to funding in the annual budget

(* indicates actions committed to by Trust Council outside the development of the draft strategic planning)

DRAFT Islands Trust Council Strategic Plan 2025-28

FOCUS AREA	GOALS & DESIRED OUTCOMES	STRATEGIC DIRECTIONS	KEY INITIATIVES (Underway/to be initiated 2025-2026; To be initiated 2026-2027; Initiation timeline TBD)	ASSIGNED TO	FUNDING NOTES
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	Subject to funding in the annual budget
			4.1.2 Partner with agencies and others to share climate data	TPC	Funded by base budget
	Communities understand effects of climate change on the Trust Area	4.2 Improve community understanding about climate change mitigation and adaptation	4.2.1 Design and implement a climate action education plan	TPC	Subject to funding in the annual budget
			4.2.2 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	EC	Funded by base budget
			4.3.3 Update OCPs and LUBs to foster climate change resilience (considering topics such as Coastal Douglas-fir protection, foreshore and nearshore environments, and groundwater) *	LTCs	Subject to funding in the annual budget
			4.3.4 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 *	EC	Grant funded
First Nations Relations & Reconciliation	Policies, plans, and resources provide opportunities for collaborative First Nations engagement aligned with UNDRIP	5.1 Enhance proactive planning and intentionality of reconciliation initiatives	5.1.1 Update and implement Reconciliation Action Plan	EC	Included in draft 2025/26 budget
			5.1.2 Clarify opportunities for co-governance and co-management of the Trust Area	GC	Funded by base budget
			5.1.3 Develop a schedule and plan for leader-to-leader meetings with Indigenous Governing Bodies	EC/LTCs/ ITCB	Subject to funding in the annual budget

(* indicates actions committed to by Trust Council outside the development of the draft strategic planning)

DRAFT Islands Trust Council Strategic Plan 2025-28

FOCUS AREA	GOALS & DESIRED OUTCOMES	STRATEGIC DIRECTIONS	KEY INITIATIVES Underway/to be initiated 2025-2026 · To be initiated 2026-2027 · Initiation timeline TBD	ASSIGNED TO	FUNDING NOTES
	Indigenous knowledge is incorporated into stewardship and management of Trust Area	5.2 Engage with Indigenous Governing Bodies and Indigenous Peoples on governance, growth management, heritage and ecosystem protection, and climate change	5.2.1 Develop innovative frameworks for decision-making and involve pilot LTCs / BIM with Indigenous Governing Bodies	GC	Subject to funding in the annual budget
			5.2.2 Develop tailored public engagement processes that acknowledge preferred engagement methods of Indigenous Peoples	EC	Funded by base budget

(* indicates actions committed to by Trust Council outside the development of the draft strategic planning)

**SUMMARY OF PROPOSED STRATEGIC PLAN PRIORITIES
FOR CURRENT COUNCIL TERM**

Governance & Organizational Excellence

1.1.1 Finish and adopt Islands Trust Policy Statement in accordance with project work plans

1.2.1 Develop a corporate planning process to enable decision-making, workflow efficiency, resource tracking and relevant policy consolidation

1.2.3 Increase transparency on bylaw enforcement practices and decisions

1.2.5 Prioritise, analyse, and where appropriate, implement the 15 recommendations of the 2022 Governance Report *

1.2.6 Review all Trust Council policies, and where appropriate, amend, combine or rescind

1.3.2 Request increased funding from the Province

1.3.3 Act on the Province's response to the request for a provincial review of the governance structure to enable reconciliation and better support Islands Trust's mandate

Growth Management & Community Resilience

2.1.3 Update and implement Freshwater Sustainability Strategy (2022-2032)

2.3.2 Design a plan to advocate to enhance community access to funding for housing in the Trust Area

Ecosystem Health & Integrity

3.1.1 Advocate for the development and implementation of a fallow deer strategy, including advocacy for deer harvesting

3.2.4 Monitor progress of protection of ecosystem health in all land use planning decisions.

Climate Change

4.3.4 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 *

First Nations Relations & Reconciliation

5.1.1 Update and implement Reconciliation Action Plan

5.1.2 Clarify opportunities for co-governance and co-management of the Trust Area

5.2.2 Develop tailored public engagement processes that acknowledge preferred engagement methods of Indigenous Peoples

BRIEFING

To:	Executive Committee	**For the Meeting of:**	February 5, 2025
From:	**Planning Services**	**Date Prepared:**	January 16, 2025
SUBJECT:	**SSLTC Request to Prioritize a Planning Services Review**		

PURPOSE:

For the Executive Committee and Trust Council to consider Salt Spring Island Local Trust Committee's (SS LTC) request to prioritize a review of Planning Services to "improve current planning cost recovery, increase staff resources dedicated to long term planning, and improve alignment of long term planning staff resources with highest need."

Staff have provided some background information on recent and relevant Planning Services reviews.

BACKGROUND:

On December 12, 2024, the Salt Spring Island Local Trust Committee (SS LTC) received a staff report reviewing the SS LTC work program (Attachment 1). After discussion, the SS LTC passed the following resolution:

> That the Salt Spring Island Local Trust Committee forward the staff report in agenda item 15.1 of the December 12, 2024 meeting to the Executive Committee and request Trust Council to prioritize a review of the delivery of current and long-term planning services and identify opportunities to:
>
> - improve current planning cost recovery,
> - increase staff resources dedicated to long term planning, and
> - improve alignment of long term planning staff resources with highest need.

Planning Services Review

An analysis of Planning Services was undertaken as part of the Governance Review completed in February 2022. The Regional Planning Committee (RPC) received a summary of the recommendations of the 2022 Governance Review specific to Planning Services in April 2023. As noted in the briefing to RPC, the 2018 (internal) Review of Planning Services resulted in significant changes to the organization of Planning Services. As a result, many of the recommendations that were identified in the Governance Review were already being actioned or had been implemented.

The most recent substantive recent changes made to Planning Services, as result of the 2018 Planning Services Review, was made in the summer and fall of 2022 when the Islands Trust Council adopted new amended policies:

- Policy 5.9.1 Best Management Practices for Delivery of Local Planning Services to Local Trust Committees
- Policy 6.2.1 Priority Setting / review Guidelines

- Policy 6.7.1 work Program, Follow-up Action List and Priorities Matrix.

These policies support the systematic update of Official Community Plans and Land Use Bylaws on a regular basis, support co-ordination of Local Trust Committee (LTC) projects with regional initiatives, and support realistic expectations for volume and timing of project completion, and promote the fair, efficient and equitable allocation of staff and financial resources for major LTC projects.

The policies are steadily being implemented. For example, staff established a Regional Planning Team and Current Planning Team as per policy 5.9.1. Creation of the teams has led to more flexible and effective assignment of planners to the southern and northern regions but has not resulted in increased planning time spent on projects. However, implementation of policy 5.9.1 in respect of each LTC having one minor project has been very effective in managing both expectations and resources.

Cost Recovery

In March 2024 Trust Council directed staff to report back in September 2024 and March 2025 about the tracking of planning staff time and application revenue with regards to cost recovery. Staff reported to Trust Council in September 2024 and are actively gathering data in preparation for March 2025. Staff are currently addressing issues with time tracking software in order to meet this deadline.

Other Reviews in Planning Services

Bylaw Compliance and Enforcement Review

At the September 2023 Islands Trust Council, council received an administrative fairness review of Bylaw Compliance and Enforcement from the Office of the Ombudsperson. After discussion, council requested staff implement the recommendations. The work remains a top priority and is one of three active projects of the Regional Planning Committee. More information may be found on the program homepage.

Local Government Development Approvals Program

Planning Services went through a major review of it's current planning processes as part of the Local Government Development Approvals Program funded by the province. A new Islands Trust Web Portal was created as of May 2024. Staff are continuously working to optimize the system. Access to the portal and relevant materials may be found on the Land Use Application Guides & Applications Portal webpage.

Administrative Review

Staff conducted an administrative review of Planning Services in 2022. Changes resulting from the review include creation of a more desirable succession plan and a new Meeting Administrator position to address the demand for electronic meetings. Staff also conducted an assessment of internal administrative processes and have been working collaboratively to ensure administrative consistency amongst the offices. Aspects of this work remain ongoing.

FOLLOW-UP:

As directed by Trust Council.

Prepared By: **Stefan Cermak, Director, Planning Services**

Reviewed By/Date: **CAO / January 29, 2025**

Islands Trust

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 11, 2025
From:	Islands Trust Conservancy staff	**Date Prepared:**	January 17, 2025
SUBJECT:	**Martin NAPTEP Certificate, Salt Spring Island**		

RECOMMENDATION:
That the Islands Trust Council requests the Secretary to issue a NAPTEP Certificate for the covenanted portion of the property described as PID: 000-363-740, Lot A, Section 39, South Salt Spring Island, Cowichan District, Plan 35768, subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The proposed covenant area is a High conservation priority under the ITC conservation prioritization model and a Very High priority for protection in the Salt Spring Island Local Trust Area under the Regional Conservation Plan. The Islands Trust Conservancy currently holds 12 NAPTEP conservation covenants in the Salt Spring Island Local Trust Area. Trust Council has issued 31 NAPTEP certificates in the Islands Trust Area to date.

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1 **PURPOSE:** To seek Trust Council approval of a Natural Area Protection Tax Exemption Certificate.

2 **BACKGROUND:**

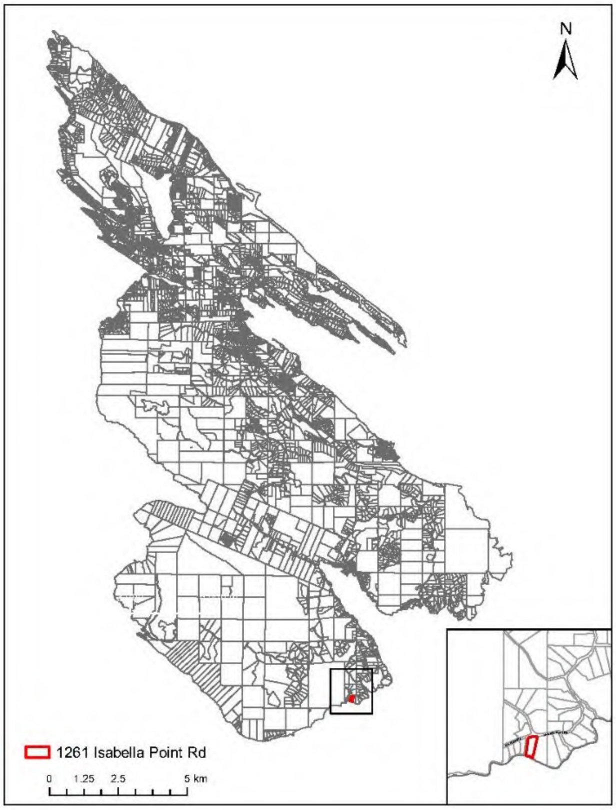
The Islands Trust Conservancy has received a Natural Area Protection Tax Exemption Program (NAPTEP) application from landholder Tara Martin, to covenant approximately 1 ha of a Salt Spring Island property, to protect woodlands and herbaceous habitats, maturing dry Douglas-fir forest, and connectivity with nearby protected areas. The ITC Board agreed to hold a covenant on this property at its November 19, 2024 meeting.

The proposed NAPTEP covenant would protect approximately 1 ha of undeveloped steep, rocky, oak meadow ecosystem with scattered Douglas-fir, oak, and arbutus trees including some very large veteran trees. All plant communities identified on the property are considered at-risk. There are numerous species of cultural significance and confirmed species-at-risk include Common Sharp-tailed Snake, Common Nighthawk, and Band-tailed Pigeon. The property is in close proximity to existing protected areas, further increasing its conservation value. The landholder is a recognized expert in ecocultural restoration of oak meadows and has begun restoration and stewardship of this potential covenant area, including fencing to exclude deer, invasive species removal, and seeding native species.

Protection of this property is a high conservation priority, despite its small size, because of presence of species and habitats at risk, rare and sensitive ecosystems, and close proximity to other protected areas (Mt Tuam Ecological Reserve, Lumley Road Nature Reserve). ITC's Regional Conservation Plan places a High priority for Sensitive Ecosystems protection on Salt Spring Island, and a Very High overall priority for protection in the Salt Spring Island Local Trust Area compared to other parts of the Islands Trust Area.

Property Information:
Address: 1261 Isabella Point Road, Salt Spring Island
PID: 000-363-740
Legal Description: Lot A, Section 39, South Salt Spring Island, Cowichan District, Plan 35768
Property size: 1.35 ha (3.36 ac)
Proposed protected area size: ~1 ha (excluding residential area; exact boundaries TBD)

Figure 1. Subject Property location on southeastern Salt Spring Island



NAPTEP Natural Values & Amenities
Islands Trust Conservancy staff have reviewed the proposal and confirmed that it is eligible under section 2 of the NAPTEP Regulations, due to presence of:

1 **Areas that are relatively undisturbed by human activity[1] and are good examples of one or more of the ecosystems described in the Schedule (Regulation 2[a])**
   - *Woodland ecosystem*
   - *Terrestrial Herbaceous ecosystem*

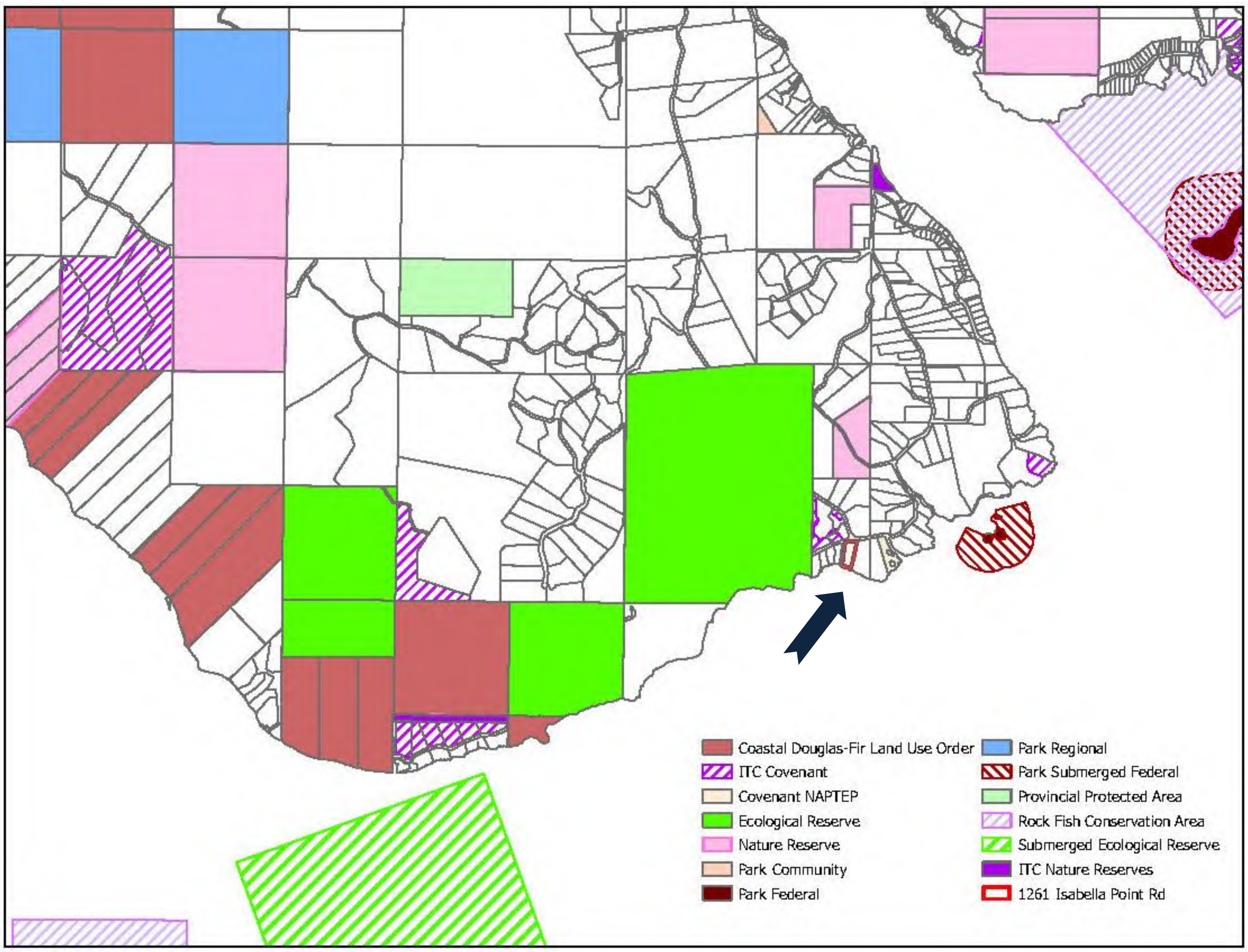
2 **Areas that are relatively undisturbed by human activity[1] and are key habitat for rare native plant species or plant communities (Regulation 2[b])**
   - ITC's Sensitive Ecosystem Mapping shows the entire property contains ecological communities considered at-risk (Red- or Blue-listed) in British Columbia:
     - Douglas-fir / Alaska Oniongrass (S1: Critically Imperiled, Red-listed)
     - Douglas-fir – Shore Pine – Arbutus (S1: Critically Imperiled, Red-listed)
     - Douglas-fir / dull Oregon-grape (S1: Critically Imperiled, Red-listed)
     - Wallace's selaginella / reindeer lichens (S3: Special Concern, Blue-listed)
   - The property contains veteran Douglas-fir trees (>250 years old), scattered rock outcrops, and a tiny pond and seep, supporting rare and sensitive plant communities

[1] Islands Trust Conservancy notes that the entire Islands Trust Area has a rich history of human activity pre- and post-contact and is an area of Indigenous cultural heritage, activity, and use.

3 **Areas that are critical habitat for native animal species in relation to breeding, rearing, feeding, or staging (Regulation 2[c])**
- Rare and at-risk species confirmed for this property: Common Sharp-tailed Snake, Olive-sided Flycatcher, Band-tailed Pigeon
- There are many culturally important plants present

Regional Conservation Plan Context
The ITC conservation prioritization model indicates that the proposed covenant area is a High conservation priority. ITC's current Regional Conservation Plan (RCP) places a Very High priority for protection in the Salt Spring Island Local Trust Area, with a High disturbance threat, and identified protection of Sensitive Ecosystems and Forests as High priorities. The proposed conservation covenant addresses the following RCP Biodiversity Priorities:
- *Sensitive Ecosystems*
- *Species and Ecosystems at Risk*
- *Size, Corridors & Connectivity*

Figure 2. Conservation context of proposed covenant area on southwestern Salt Spring Island.



3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Staff will negotiate the covenant with the applicant and the ITC Board will review and approve the covenant for registration. The Islands Trust Secretary will issue the Exemption Certificate upon registration of the covenant. Staff will ensure that both the covenant and the baseline inventory report meet NAPTEP standards.

FINANCIAL: The costs of administering this application will be partly recovered through the application fees, unless a fee sponsorship request is received and approved by Executive Committee. Annual monitoring will be managed by the ITC Covenant Management and Outreach Specialist and the ITC budget will increase according to Trust Council (TC) approved amounts for ongoing covenant management.

POLICY: The application is consistent with TC and ITC policies and regulations for accepting covenants, and aligns with the Regional Conservation Plan and Land Securement Strategy conservation priorities. ITC's Policy 3.2.2 Assessing Conservation Proposals provides for the Board to consider accepting covenants less than 2 hectares (4.9 acres) in size if they meet certain criteria, including that the property contains significant habitat for species at risk and the property adds area to an existing adjacent or nearby protected area.

IMPLEMENTATION/COMMUNICATIONS:

- The applicant will be advised of Trust Council's decision.
- The applicant will complete a baseline inventory report and will be required to register the standard NAPTEP covenant against the property title.
- The certificate will be issued by the Islands Trust Secretary when the covenant is successfully registered. Staff will register the natural area exemption certificate.
- Once the certificate is issued to the applicant, BC Assessment Authority, Land Titles Office, the Regional District, and any other relevant agencies will be advised.
- ITC staff will advise the public regarding the successful completion of NAPTEP applications via the website and a possible news release.

FIRST NATIONS RELATIONS: This conservation proposal has been referred to all First Nations within the BC Consultative Areas Database for this property (Semiahmoo First Nation, Tsawout First Nation, Tsawwassen First Nation, Pauquachin First Nation, Tsartlip First Nation, Tseycum First Nation, Snuneymuxw First Nation, Penelakut Tribe, Halalt First Nation, Ts'uubaa-asatx First Nation, Cowichan Tribes, Lyackson First Nation, Stz'uminus First Nation, Malahat Nation.) Staff will update the ITC Board with information from the First Nations referrals before proceeding with covenant registration.

OTHER:

- The Salt Spring Island LTC has received the application for information at their meeting on February 13th, 2025.
- Following First Nations referrals, this conservation covenant application will be submitted to the Minister of Municipal Affairs for approval, as currently required during the absence of an approved ITC Plan.

4 RELEVANT POLICY(S):

- Islands Trust Act (7.1)
- Islands Trust Natural Area Protection Tax Exemption Regulation
- Islands Trust Policy 2.1.10 *Administration of Natural Area Protection Tax Exemption Program*

5 ATTACHMENTS: none

RESPONSE OPTIONS

Recommendation:

That the Islands Trust Council requests the Secretary to issue a NAPTEP Certificate for the covenanted portion of the property described as PID: 000-363-740, Lot A, Section 39, South Salt Spring Island, Cowichan District, Plan 35768, subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.

Alternative: 1. To decline to issue the certificate.
2. To delay issuance of the certificate subject to receipt of additional information.

Prepared By: Ecosystem Protection Specialist

Reviewed By/Date: Director Trust Area Services /January 26, 2025
CAO/January XX, 2025
Executive Committee February 26, 2025

Islands Trust

BRIEFING

To:	Executive Committee	**For the Meeting of:**	February 5, 2025
From:	Trust Area Services	**Date Prepared:**	January 28, 2025
SUBJECT:	PSAP Survey Options		

PURPOSE: The purpose of this briefing is to prompt Executive Committee discussion about the type of survey questions that would yield the most useful information for Trust Council as it advances the new draft Policy Statement bylaw.

BACKGROUND: PSAP Project Charter v10 endorsed by Trust Council at its meeting of December 4, 2024 indicates that a public survey will form part of Phase 4 community engagement following first reading of the new draft Policy Statement bylaw. Staff plan to seek EC endorsement of the survey before it is brought online. To help guide survey design so it is ready for launch shortly after first reading, staff is looking to Executive Committee for feedback about the type of survey questions that would be most useful.

The last public survey on the draft Policy Statement was undertaken in 2022. It is available here. The results of this survey helped inform Trust Council's 32 resolutions to amend the document; amendments that were subsequently made and shared with Trust Council in May 2024. This survey asked questions about *all* of the new principles and policies proposed in the earlier draft.

There are three approaches to a public survey that Trust Council could take as part of its Phase 4 Community Engagement[1]:

1) Survey questions about each individual principle and policy

   If Trust Council wishes to gather public opinion about each policy in the document it can do so. The benefit of this approach is that it will highlight any particularly popular or unpopular policies – or at least those behind which there is organized support or opposition. The drawback is that it focuses attention narrowly, rather than on the document as a whole and can potentially give individual policies undue weight.

2) Focus survey questions on the individual principles and policies that have been revised since 2021.

   If Trust Council wishes to gather public opinion about whether the changes to the document it has made since the last round of public engagement in 2022 are an improvement, it can survey exclusively on those changes. The benefit of this approach is that it will give trustees a sense of whether they are on the right track toward a document that addresses the issues highlighted by community members that participated in previous engagement. The drawback of this approach is that it may of less interest to some community members and

[1] Recognizing that these categories are not mutually exclusive

may not solicit a full range of feedback. It may also lead to criticism that Trust Council is intentionally limiting comment to specific topics to avoid negative feedback.

3) Survey about whether the document achieves its objectives

   Trust Council can use the survey as a general temperature check on whether the new Policy Statement is perceived by community members to meet the objectives that Trust Council has established for itself. The benefit of this approach is that Trust Council will gain an overall assessment of what survey respondents think of the new draft. The drawback is that respondents will need to flag individual flashpoint policies in the narrative section, rather than as a check-box.

Staff recommend that the Phase 4 survey should be short and reasonably high level. This will be the second time that the public is formally asked to review a complete draft of the Policy Statement, a rare opportunity that local governments don't often provide. With this in mind, staff do not recommend asking survey questions about the individual Guiding Principles in Part 2. These principles were queried in the 2022 survey, and Trust Council subsequently made changes to reflect the results of that survey and other community engagement. By now, they should not be up for substantive debate, but rather understood to be the foundations on which the document's objectives and directive policies were developed.

If Executive Committee did wish to ask a survey question about the Guiding Principles, however, it could ask something like:

"On a scale of 1 to 5, how effectively will Trust Council's Guiding Principles and Priorities help Trust Council in its efforts to advance the Islands Trust Object?"

And then the follow-up narrative question to solicit specific detail would be:

"Are there any specific Guiding Principles and Priorities you feel are missing or need further improvement to better help Trust Council in its efforts to advance the Islands Trust Object?"

Similarly, staff also do not, at this time of the project, recommend questions about individual directive or advisory policies. Rather, staff recommend querying the extent to which the proposed policies in aggregate advance the goal under which they live.

For example, for Objective 3: Preserving and Protecting Healthy and Biodiverse Ecosystems, one might ask a question like:

"On a scale of 1 to 5, how effectively will the Ecosystem Integrity directive policies help local trust committees and island municipalities preserve and protect healthy and biodiverse ecosystems?"

And then the follow-up narrative question to solicit specific detail would be:

"Are there any specific aspects of the Ecosystem Integrity policies you feel are missing or need further improvement to better help local trust committees and island municipalities preserve and protect healthy and biodiverse ecosystems?"

Ultimately, trustees can use this survey as a way to gather public perspectives on how well the new Policy Statement achieves the aim of the project at its outset: Setting out principles and policies that will help Trust Council fulfil the Islands Trust object through to 2050. On this, the survey could ask questions such as:

“On a scale of 1 to 5, how effectively does the draft new Policy Statement capture your vision for the Islands Trust Area in 2050?”

And/or:

“On a scale of 1 to 5, how effectively will the draft new Policy Statement help Islands Trust Council fulfil the Islands Trust object through to 2050?”

And then the follow-up narrative questions to solicit specific detail could be:

“Are there specific aspects of the new draft Policy Statement that fall short of your vision for the Islands Trust Area in 2050, and if so, what are they?” or “Where can the draft new Policy Statement be improved to better help Islands Trust Council fulfil the Islands Trust object through to 2050?”

Ahead of its February 5 meeting, Executive Committee may wish to consider the following questions:

- What type of information do you want to gain from a survey?
- Are you willing to make changes based on survey results?
- Do you need feedback about every policy in the document?
- Are there specific policies/areas on which we should definitely solicit feedback?
- Should the purpose of this survey be high-level and concept-focused or narrow and policy focused?

Staff have reviewed a handful of similar types of surveys undertaken by local governments at the first draft stage of planning document development. Staff provide these links to help inform EC consideration:

Cranbrook

Central Saanich

Burnaby

West Kelowna

ATTACHMENT(S): N/A

FOLLOW-UP: Staff will incorporate EC comments and preferences into their work to develop, with assistance from a consultant, a draft survey for EC endorsement ahead of first reading.

Prepared By: Jason Youmans, Senior Policy Advisor

Reviewed By/Date: Clare Frater, Director, Trust Area Services, January 30, 2025

Islands Trust

REQUEST FOR DECISION

To:	Executive Committee	**For the Meeting of:**	February 5, 2025
From:	Legislative & Information Services	**Date Prepared:**	January 30, 2025
SUBJECT:	**Programmer Co-op Business Case**		

RECOMMENDATION:
That Executive Committee approve the Programmer Co-op Business Case and forward to Financial Planning Committee for inclusion in the 2025/26 fiscal year budget.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
There are multiple emerging issues with the in-house applications used by staff that are impeding productivity and the ability to fulfil some requests of Trust Council and its committees. The use of a co-op student to help resolve these issues provides a more fiscally responsible short-term staffing option than contracting a similar skill-set.

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1 PURPOSE:
To secure funding to hire a co-op to assist with updates and rebuild of Islands Trust in-house applications used by staff to manage all trust bodies' meetings.

2 BACKGROUND:

Staff has prepared the attached business case, and has suggested a funding request of $25,000. This amount covers the cost of hiring a programmer for four months under the co-op program.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
There are no organizational implications.

FINANCIAL:
A $25,000 increase to the Fiscal 2025/26 budget to cover the cost of programmer co-op position.

POLICY:
There are no implications to policy.

IMPLEMENTATION/COMMUNICATIONS:
Staff will take the business case to Financial Planning Committee.

FIRST NATIONS RELATIONS:
There are no First Nations Relations implications.

OTHER:
There are no other implications.

4 RELEVANT POLICY(S):
Section 17 of the *Islands Trust Act*

5 ATTACHMENT:
Programmer co-op Business Case

RESPONSE OPTIONS

Recommendation:
That Executive Committee approve the Programmer Co-op Business Case and forward to Financial Planning Committee for inclusion in the 2025/26 fiscal year budget.

Alternative:
That Executive Committee not approve the Programmer Co-op Business Case.

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

Reviewed By/Date: **Chief Administrative Officer, January 31, 2025**

Islands Trust

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR	
Requested by *(Committee or Operational Unit):* Executive Committee	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** X **Temporary** Temp Duration: _**Co-op (4 months)** _____ ☐ **Other – please describe: ______________________**
Department: Legislative and Information Services	
Name of Request: Programmer Co-op Student	
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* $25,000 (16 weeks co-op inc. benefits)	
Date of Submission to Finance: **January 30 2025**	**Funding Required for (date range):** **April 1, 2025 to March 31, 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.*

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 programmer for four months on the co-op program, to assist with updating, and revising the code of our core apps that are used to support Trust Council, Islands Trust Conservancy, Council committees and local trust committee meetings. Co-op students bring fresh and up to date industry standards to the table, and are a good way to assist our staff in undertaking work.

There is a need to update Islands Trust applications that cannot be transferred to a third-party database. These include the work program and follow-up action lists for all committees and Trust Council, as well as other applications used by staff.

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 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: programmer Co-op student for summer 2025**
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 (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.)* 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, 2025 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.)* • Information Technology Manager and Information Technology specialist • Director, Legislative and Information Services
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 Information Technology staff on integrating the co-op • Discussion with department Directors on appropriate priorities for the co-op student.

Requested by Executive Committee

Prepared by David Marlor, Director, Legislative and Information Services/January 30, 2025

Reviewed by Chief Administrative Officer, January 30, 2025

Islands Trust

BRIEFING

To:	**Executive Committee**	**For the Meeting of:**	February 5, 2025
From:	**Executive Office**	**Date Prepared:**	January 21, 2025

SUBJECT: Proposed Additional Executive Committee Meetings for 2025/26

PURPOSE: To provide Executive Committee (EC) with proposed additional regular meeting dates from January 1, 2025 to March 31, 2026, and the associated workload and budget impacts of such.

BACKGROUND: At Executive Committee's regular meeting on October 30th, Executive Committee requested staff provide options for more frequent Executive Committee meetings and the associated workload and budget impacts for 2025/26 should additional meeting be added to the regular EC calendar:

> ***EC-2024-132***
> *that Executive Committee request staff provide options for more frequent Executive Committee meetings and the associated workload and budget impacts.*

Historically, EC has scheduled the following number of regular meetings over the past 5 years in a 12-month period*:

2024: 20	2022: 19	2020: 18
2023: 20	2021: 20	

**These figures exclude special meetings and joint meetings with other bodies/agencies. The five years prior to 2020 (excluding election years which are exceptional) had meeting schedules ranging from 16-19 regular meetings per year.*

After reviewing the Committees Calendar, and taking into account the below factors, staff have provided two options for EC's consideration of additional EC meeting dates until the end of the 2025/26 fiscal calendar, which are indicated in red in Attachment 1:

1. Wednesday, July 23, 2025 @ 9:15 a.m.
2. Wednesday, October 15, 2025 @ 9:15 a.m.

With the addition of the two proposed additional meetings, EC will meet 20 times in the 12-month timeframe from January 1 – December 31, 2025.

With the addition of the two proposed additional meetings, as a body, EC will meet 26 scheduled times in a 12-month timeframe:

- 20 – EC Regular Meetings
- 4 – 3-day Trust Council Quarterly Meetings
- 1 – Islands Trust Conservancy Board/EC Joint Meeting (July 22nd)
- 1 – Bowen Island Municipality/EC Joint Meeting (April 30th) *with a possibility of a follow-up meeting being scheduled for the fall.

The above figures do not include Trust Council Standing Committee meetings, Committee of the Whole meetings and local trust committee meetings that EC members sit on.

Factors considered when assessing the availability of additional EC meetings are as follows:

- Islands Trust new fiscal year meeting timeframe
- Preferred meeting day (Wednesday) and time (9:15 a.m. start)
- Trust Council meeting dates
- Standing Committee meeting dates
- Select Committee meeting dates
- Local Trust Committee meeting dates
- Islands Trust Conservancy Board meetings
- Chair and Vice-Chair travel logistics
- External partner organization meeting schedules (i.e., Bowen Island Municipality)
- Conventions (i.e., Union of BC Municipalities Convention, Association of Vancouver Island and Coastal Communities Convention)
- Historical EC meeting schedules
- Trustee holiday and work schedules, in addition to staff holiday schedules

Subject to confirmation from Bowen Island Municipality, staff are suggesting the October 15th meeting date could be used to host an electronic follow-up meeting to report back on ongoing work from the April 30th joint meeting. If neither of these two dates are adopted, staff will look to other already scheduled EC meetings to conduct the follow-up session, if EC agrees with this approach.

ASSOCIATED IMPACTS

ORGANIZATIONAL:

Associated Workload Impacts:

Chief Administrative Officer and Islands Trust Directors
In addition to Trust Council Standing Committees, local trust committees, Islands Trust Conservancy Board, cooperation and liaison, staff and external meetings that staff are required to attend, adding additional scheduled Executive Committee meetings leaves little time for the growing workload to be completed in a thoughtful and diligent manner. For each meeting, the following tasks are associated with the Executive Office:

- Connect and liaise with Chair and Vice-Chairs prior to the meeting to discuss emerging meeting topics
- Input and update associated meeting reporting tools such as the FUAL, meeting agenda item tracking spreadsheets and Work Program report
- Connect and liaise with department staff on preparation of agenda material
- Research, review, approval and compilation of agenda material
- Review and approval of agenda(s) before distribution
- Attendance and availability during the meeting
- Post meeting follow-up with staff
- Completion of work associated with the outcome of the meeting

Administrative Support Staff
Scheduling, conducting and following up on committee meetings requires an estimated 21 hours of work, or approximately 3 working days, for administrative support staff as outlined in the duties below. This does not include time for staff attendance during the meeting. For each meeting, the following tasks are completed by the administrative support staff member:

Prior to the meeting:

- Schedule the meeting on Islands Trust website, Committees calendar, Zoom and livestreaming service
- Update and track meeting agenda item tracking spreadsheets
- Notify and receive meeting material from staff and trustees
- Review, edit and upload agenda items to eScribe
- Agenda(s) compilation, notification, distribution and posting
- Addition of late items and revising of agenda(s)
- Distribution of meeting invites prior to
- Liaise with Chair and senior staff for last minute need to know information

After the meeting:

- Update Islands Trust website event page details
- Complete draft minutes and send through approval process before distributing to the Committee, posting to the website and attaching to the upcoming meeting agenda
- Update Follow Up Action List app, Resolution app and Work Plan app
- Action follow-up tasks associated with the decisions made during the meeting
- Revise agenda(s) and repost to the website, if needed
- Review meeting recording and post to website

If a number of additional meetings are scheduled, other duties will need to be assigned to select staff. More frequent meetings leave less time in between meetings for staff to complete assigned and day-to-day work.

FINANCIAL: The largest financial impact of meeting planning for Executive Committee is the selected format of meetings (in person or electronic), as well as meeting location. In-person meetings cost an estimated $1500.00/per meeting for trustee travel, accommodation and meal costs, depending on the number of members and staff present, while electronic meetings have no associated cost.

Executive Committee's current year budget for meeting expenses is $5,400, which has been fully spent (107%) as of the end of quarter three primarily due to an extra in-person EC meeting in October 2024. EC has requested $6,200 in the draft 2025/62 budget to fund four in person EC meetings in the year. If additional EC meetings are scheduled and planned for an in-person format, EC will need to revise its 2025/26 budget request for meeting expenses.

RELEVANT POLICY(S):

1. Islands Trust Meeting Procedures Bylaw 101
2. Islands Trust Protocol Agreement with Bowen Island Municipality
3. Islands Trust Conservancy Board Meeting Procedures Bylaw

ATTACHMENT:

1. DRAFT Executive Committee Additional Meeting Date Schedule 2025/26

FOLLOW-UP: If changes are made to the Executive Committee meeting schedule, dates and locations of meetings will be posted immediately following the meeting.

Prepared By: Alexandra Trifonidis, Executive Coordinator, January 28, 2025
Reviewed By/Date: Chief Administrative Officer, January 29, 2025

2025/26 Islands Trust Council and Committees Meeting Schedule

Islands Trust

Meetings will be conducted electronically unless otherwise noted. The place where the public can see and hear the meetings is the boardroom, Islands Trust office at #200- 1627 Fort Street, Victoria, unless otherwise noted.

Visit the meeting calendar at https://islandstrust.bc.ca/whats-happening/meetings-and-events/ then choose the meeting date to view the agenda, see start times, watch live, view meeting recordings and attend electronically by computer or phone-in through Zoom.

Executive Committee

2024/25

1. January 15 @ 9:15 a.m.
2. February 5 @ 9:15 a.m.
3. February 26 @ 9:15 a.m. (In-person, Trust Council preparation)
4. March 11 @ 10:00 a.m. (In-person, Trust Council)
5. March 26 @ 9:15 a.m.

2025/26

1. April 23 @ 9:15 a.m.
2. May 14 @ 9:15 a.m.
3. June 4 @ 9:15 a.m. (In-person, Trust Council preparation)
4. June 17 @ 10:00 a.m. (In-person, Trust Council)
5. July 2 @ 9:15 a.m.
6. July 23 @ 9:15 a.m.
7. August 6 @ 9:15 a.m.
8. September 3 @ 9:15 a.m. (In-person, Trust Council preparation)
9. September 16 @ 10:00 a.m. (In-person, Trust Council)
10. October 1 @ 9:15 a.m.
11. October 15 @ 9:15 a.m.
12. October 29 @ 9:15 a.m.
13. November 19 @ @ 9:15 a.m. (In-person, Trust Council preparation)
14. December 2 @ 10:00 a.m. (In-person, Trust Council)
15. December 17 @ 9:15 a.m.
16. January 14 @ 9:15 a.m.
17. February 4 @ 9:15 a.m.
18. February 25 @ 9:15 a.m. (In-person, Trust Council preparation)
19. March 10 @ 10:00 a.m. (In-person, Trust Council)
20. March 25 @ 9:15 a.m.

Trust Council Quarterly Meetings

March 11-13, 2025 (Nanaimo)

~

June 17-19, 2025 (Salt Spring)

September 16-18, 2025 (Gabriola)

December 2-4, 2025 (Victoria)

March 10-12, 2026 (Duncan)

Islands Trust Conservancy Board / Executive Committee Joint Sessions

April 23, 2025

July 22, 2025

October 29, 2025

Bowen Island Municipality/ Executive Committee Joint Session

April 30, 2025

AVICC – April 11-13; **LGMA –** June 10-12; **UBCM –** Sept 22-26

Standing Committees and Islands Trust Conservancy Board

Accessibility Committee: @ 6:30 pm: April 15, July 10, October 7, and January 15, 2026.
Financial Planning Committee @ 10 am: January 22, February 19, May 28, August 20, October 22, November 12, and January 21, and February 18, 2026.
Governance Committee @ 10 am: January 29, April 9, August 13, November 3, and January 28, 2026.
Regional Planning Committee @ 10 am: February 7, May 9, July 18, October 31, and February 6, 2026.
Trust Programs Committee @ 10 am: February 12, April 16, May 7, July 30, November 5, and February 11, 2026.
Islands Trust Conservancy Board @ 10 am: January 21, March 18, May 27, July 22, October 7, November 18, January 20, 2026, and March 17, 2026.

Islands Trust

REQUEST FOR DECISION

To: Executive Committee **For the Meeting of:** February 5, 2025

From: Executive Office **Date Prepared:** January 21, 2025

SUBJECT: Executive Committee Meeting Expense Budget 2025/26

RECOMMENDATION:

THAT Executive Committee direct staff to prioritize already budgeted funds for Executive Committee Meeting Expenses to fund in-person meetings with Bowen Island Municipality and San Juan County, and make all regular Executive Committee meetings electronic in fiscal year 2025/26.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
Executive Committee has expressed a desire to fulfil its meeting commitments under its agreements with Bowen Island Municipality and San Juan County. To attend these meetings in person would require between $3,000 and $5,100 in travel costs not contemplated in Executive Committee's current budget request for fiscal 2025/26. Given other budget pressures and reductions, allocating the current $6,200 meeting expense budget to these two in-person meetings is the most fiscally responsible way for Executive Committee to meet its commitments without additional funding. Depending on the mode of travel selected for the Bowen Island Municipality meeting, this may still allow for at least one in-person regular Executive Committee meeting during the year.

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1 **PURPOSE:** To seek Executive Committee's (EC) decision on its joint-meeting travel expenses for fiscal 2025/26.

2 **BACKGROUND:** At its September 11, 2024 meeting, EC requested $6,200 in the draft 2025/26 budget for EC meeting expenses, which includes costs incurred for member travel to regular EC business meetings, as follows:

Potential funding request	Approved 2024/25 Budget	Proposed 2025/26 Budget	Notes
4. Executive Committee Meeting Expense	$5,400	$6,200	Assumes 4 in person meetings. Based on recent in-person meetings costs plus 3% increase to account for inflation.

**Table excerpt from Executive Committee 2025/26 Budget requests – RFD (September 11, 2024)*

The 2024/25 approved EC Meeting Expense budget is $5,400. This amount has been fully spent (107%) at the end of quarter three, due to an extra in-person meeting held by EC in October 2024.

EC's current 2025/26 budget request for EC Meeting Expenses of $6,200 is based on an average in-person meeting cost of $1,500 plus a small uplift for anticipated inflation.

However, EC has since determined it will meet with Bowen Island Municipality on April 30 and San Juan County (date to be determined) in-person next fiscal year. This requires a reconsideration of the budget request to fund travel costs associated with these joint gatherings.

These are annual routine meetings set by agreements to strengthen a positive successful relationship between Islands Trust and the two governing partners Bowen Island Municipality and San Juan County.

Staff have calculated the following costs associated with EC's attendance at the Bowen Island Municipality April 30, 3-hour joint meeting and the San Juan County meeting:

- For each member travelling to the Bowen Island Municipality joint meeting, the most expedient option is a chartered seaplane picking up each trustee from their home island and arriving directly in Snug Cove followed by a return trip.

- Same day roundtrip travel by ferry and vehicle is the most cost-effective option at $260 per member to attend the 3-hour meeting. However, this requires a 14-hour day of travel, (7 AM to 9 PM). Lasqueti travel factors in 3 nights' accommodation due to minimal ferry service at a cost of $780. The total cost for same-day travel by ferry (including overnight accommodation for Lasqueti) is therefore $1,560. Adding an overnight stay on April 29 in Horseshoe Bay for all EC members raises the cost to $500 per member for a total of $2,280.

- At a cost of $1,100 per-person, a seaplane charter significantly reduces travel time (leave home at 10 AM arrive home by 6 PM) and the cost and time of an overnight stay. The total cost for a group charter would be $4,400.

- For each EC member travelling to San Juan County joint meeting, the estimated cost is $700 for one night's stay with return air travel from Victoria Harbour to Friday Harbour.

In total, travel to both these meetings will cost at least $3,000. If the option to charter flights is chosen, this increases to $5,100. Both these calculations assume only the Chair will travel to the San Juan County meeting.

The above costs are for EC members only. Additional travel costs for attending staff will be covered within the budget line for staff travel and are not part of EC's budget.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Staff will make corresponding arrangements for the joint meetings.

FINANCIAL: Under the recommended direction, there is no change required to the EC budget request for meeting expenses.

The funds previously allocated are for four in-person EC meetings held at the Victoria office. Choosing to prioritize these funds for the Bowen Island Municipality and San Juan County meetings will still leave some available budget – depending on mode of travel chosen – for at least one in-person EC meeting. Or alternatively, more than one member of EC could attend the San Juan County meeting if all regular EC meetings were held electronically.

POLICY: Consistent with Islands Trust Council Bylaw No. 72 section 6.1 "The Parties agree to schedule, by October of each year, regular meetings of the Islands Trust Executive Committee and Municipality to review the implementation of the protocol or other areas of mutual interest."

Consistent with the Islands Trust and San Juan County Transborder Island Agreement section 3.10 "Semi-annual public meetings of agency representatives to review and update the Transborder Island Action Plan."

Consistent with Trust Council Policy 6.3.1 Budget Process.

IMPLEMENTATION/COMMUNICATIONS: The EC budget request will proceed unchanged to Financial Planning Committee for their February 19 meeting for inclusion in the draft 2025/26 budget before presenting to Trust Council for final budget approval at its March meeting.

FIRST NATIONS RELATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):

i. Islands Trust Council/Bowen Island Municipality Protocol Bylaw No. 72
ii. Islands Trust Council/Bowen Island Municipality Protocol Agreement
iii. Transborder Island Agreement between Islands Trust and San Juan County
iv. Islands Trust Council/San Juan County Protocol Agreement on Transborder Marine Protection Area
v. Trust Council Policy 6.3.1 Budget Process

5 ATTACHMENT(S): None.

RESPONSE OPTIONS

Recommendation:

THAT Executive Committee direct staff to prioritize already budgeted funds for Executive Committee Meeting Expenses to fund in-person meetings with Bowen Island Municipality and San Juan County, and make all regular Executive Committee meetings electronic in fiscal year 2025/26.

Alternative:

1. THAT Executive Committee direct staff to amend its Meeting Expense Budget request to $11,300 for fiscal 2025/26 to support member meeting travel at the two additional meetings.

Prepared By: Alexandra Trifonidis, Executive Coordinator January 28, 2025

Reviewed By/Date: **Chief Administrative Officer, January 31, 2025**

REQUEST FOR DECISION

To:	Executive Committee	**For the Meeting of:**	February 5, 2025
From:	Trust Area Services	**Date Prepared:**	January 28, 2025

SUBJECT: **2024/25 Annual Report Format**

RECOMMENDATION: That the Executive Committee approve the proposed table of contents for the 2024/25 Annual Report.

CAO COMMENTS: The recommended proposed table of contents for the 2024/25 annual report recommendation aligns with the approach taken in recent years.

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1. **PURPOSE:** To seek endorsement from Executive Committee for the 2024/25 annual report format and outline of contents.

2. **BACKGROUND:** The layout and design of the 2024/25 report will be similar to annual reports produced in recent years. Staff will use the same templates for drafting committee reports as those used in recent years.

   The proposed table of contents for 2024/25 Islands Trust Annual Report is listed in the attached document. This year, staff are recommending new sections as follows:

   - Accessibility Committee
   - Chief Administrative Officer Hiring Select Committee
   - Chief Administrative Officer Performance Evaluation Policy Select Committee
   - Risk Management

   Staff are also recommending that the Islands Trust Council Strategic Plan no longer be included.

   The *Islands Trust Act* requires that the Islands Trust Conservancy produce its own Annual Report to deliver to Trust Council. For efficient use of staff time and ease of reading, staff plan to place the Islands Trust Conservancy section of the Annual Report at the end of the document, as has been done in previous years. Once the Islands Trust annual report is finalized, Islands Trust Conservancy staff will produce a standalone Conservancy report using the content provided to Trust Council.

3. **IMPLICATIONS OF RECOMMENDATION**

   ORGANIZATIONAL: This annual project requires organization-wide support to meet established deadlines.

   FINANCIAL: The graphic design, printing, and distribution of the annual report is approximately $3,400, which will come from the Trust Area Services communications budget.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Upon Executive Committee's approval, staff will draft the annual report for Trust Council's approval in June 2025. Staff will use the proposed table of contents, listed in the attachment, and will seek approval from Trust bodies as set out in the Annual Report policy.

FIRST NATIONS RELATIONS: None.

OTHER: None.

4. **RELEVANT POLICY(S):** Annual Report Policy 6.10

Section 19 of the *Islands Trust Act* requires the Islands Trust Council must prepare and file with the minister a report respecting the previous fiscal year that includes:

(a) an audited balance sheet and statement of receipts and expenditures;
(b) a report of the operations of the Trust Council, the Executive Committee, and the local trust committees;
(c) the annual report of the Islands Trust Conservancy submitted to the Trust Council under section 46; and
(d) other particulars required by the minister.

5. **ATTACHMENT(S):** Islands Trust 2024/25 Annual Report proposed table of contents

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RESPONSE OPTIONS

Recommended:

That the Executive Committee approve the proposed table of contents for the 2024/25 Annual Report.

Alternative:

1) Request that staff provide a revised or alternative format and outline of contents for Executive Committee's consideration on February 26, 2025.

Prepared By:	Communications Specialist
Reviewed By/Date:	Director, Trust Area Services/ January 27, 2025 CAO, January 31, 2025

Proposed Table of Contents for 2024/25 Annual Report

BRIEFING

To:	Executive Committee	**For the Meeting of:**	February 5, 2025
From:	**Trust Area Services**	**Date Prepared:**	January 27, 2025
SUBJECT:	**ISLANDS TRUST PROPERTY TAX ASSESSMENT NOTICE INSERT FOR 2025/26**		

PURPOSE: To seek feedback on a draft revised Islands Trust property tax assessment notice insert for 2025/26.

BACKGROUND:

In August 2019, Islands Trust learned that Islands Trust was eligible to include a Rural Tax Notice Insert in the mailing of Rural Property Tax Notices by the Ministry of Finance, with the mailing costs paid by the Ministry of Finance. The Islands Trust sent its first Rural Tax Notice Insert to local trust areas in 2021, and continues to do so on an annual basis.

A finalized tax notice insert must be submitted to the Province by April 1 each year. The notice will be printed on white legal sized paper in greyscale.

The notice provides general information about the Islands Trust and basic budget information.

The tax notice is for local trust areas only. A piece of communication that will be part of the Bowen Island Municipality property tax assessment notice has been created and will be provided to Executive Committee for review separately.

ATTACHMENT(S):

1. DRAFT revised tax notice insert for 2025/26.

FOLLOW-UP: The project is already underway. Staff will integrate feedback received, incorporate the final budget numbers after Trust Council approves the budget in March, and will send to the graphic designer for revisions. Staff provide the final version to Executive Committee for approval on March 26, 2025 and will then send to provincial staff before the April 1, 2025 deadline.

Prepared By:	Communications Specialist, January 27, 2025
Reviewed By/Date:	Director, Trust Area Services, January 27, 2025 CAO/January 30, 2025

The Islands Trust Area is located within the treaty and territorial lands and waters of the BOḰEĆEN, Cowichan Tribes, K’ómoks, Lyackson, MÁLEXEŁ, Qualicum, scəẃaθən, səl̓ilwətaɬ, SEMYOME, shíshálh, Sḵwx̱wú7mesh, Snaw-naw-as, Snuneymuxw, Songhees, Spune’luxutth, SȾÁUTW̱, Stz’uminus, ɬaʔəmen, Ts’uubaa-asatx, Wei Wai Kum, We Wai Kai, W̱JOȽEȽP, W̱SIḴEM, Xeláltxw, Xwémalhkwu, Xwsepsum, and xʷməθkʷəy̓əm First Nations.

Islands Trust

The Islands Trust is a special-purpose government mandated to **preserve and protect** over 450 islands and surrounding waters in the Salish Sea.

The Islands Trust Area is the homeland of many Coast Salish Peoples who have called this region home since time immemorial. Covering 5,200 square kilometres of land and water in the Salish Sea, the Trust Area has over 30,000 residents and 10,000 non-resident property owners. The region features spectacular beauty, extensive archaeological and culturally significant sites, and habitats for an exceptional variety of species.

Governance

The 26 member Islands Trust Council is comprised of two elected trustees from each local trust area (except the Ballenas-Winchelsea Local Trust Area) and two trustees from Bowen Island Municipality. Local land-use planning decisions are made by local trust committees with the exception of Bowen Island, which voted to become an island municipality. Local trust committees are comprised of two locally elected trustees and an appointed chair. All decisions made must be consistent with the Islands Trust’s legislated mandate 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 generally. The Islands Trust Conservancy is governed by a board comprised of three elected trustees and three trustees appointed by the Minister of Municipal Affairs and Housing.

Islands Trust meetings are generally open to the public, and community members are encouraged to attend. Meeting dates and times are available at islandstrust.bc.ca.

Implementing the Preserve and Protect Mandate

The Islands Trust works to preserve and protect the Islands Trust Area through land use planning, land conservation through the Islands Trust Conservancy, and programs in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons, organizations, the government of British Columbia, and you.

Land Use Planning

Land use planning contributes to preserving and protecting the environment, cultural heritage, and communities through the maintenance of 20 unique official community plans, hosting community information meetings to help islanders understand land use planning, rezoning, and application processing. Islands Trust also develops and delivers longer-term projects to support strategic goals.

Islands Trust Conservancy

Islands Trust Conservancy is governed by a board made up of provincial appointees and Islands Trust trustees. Its mission is to protect special places in the Islands Trust Area by encouraging and assisting voluntary conservation initiatives. To date, 1,385+ hectares of land across 115 conservation properties have been protected, including 81 conservation covenants and 34 nature reserves.

Programs

The Islands Trust Council supports the preserve and protect mandate through region-wide programs such as public education sessions; stewardship education resources; advocacy about decisions and initiatives that affect the islands; ecosystem mapping; and cooperating with others governments, including First Nations to benefit the Islands Trust Area.

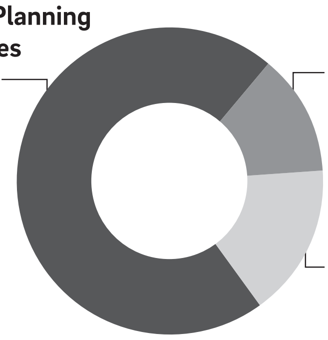
Islands Trust Budget 2025/26

Islands Trust Council approved its 2025/26 budget in March 2025. The budget features approved spending of $XM, with $XM directed to operations, $Xdirected to special projects, and $X directed to the purchase of new capital assets.

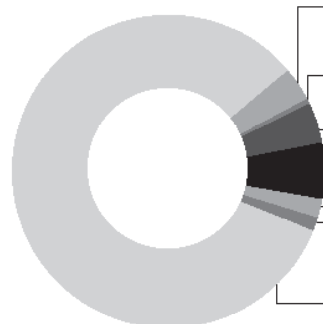
Highlights:

- $XM — local trust area property taxes (excludes Bowen Island)
- $X— Bowen Island Municipal tax requisition
- X% increase in total planned spending for operations, projects, and capital purchases
- $X— external grant funds
- $X — transfers from Island Trust surplus and reserve funds
- $X — application fees and sales
- $X — investment and other income

Money is spent on:



Where money comes from:



Note: pie graphs are for illustration purposes only and will be updated once final figures are available

Actual tax changes by individual LTA may vary based on distribution of property values within the Trust Area
*Includes tax revenue from new construction

In 2024, a 6.33% increase to the rural property tax levy for Islands Trust resulted in $8,555,040 being raised from local trust area contributions.

Design note: the Islands Trust Area Levy graphic will appear in black and white

Property Tax Changes

Fiscal Year	Property Tax Change *
2025/26	X%
2024/25	5.9%
2023/24	2.06%
2022/23	2%
2021/22	3.26%

*Excludes tax revenue from new development

Have Your Say on the Islands Trust Budget for 2026/27

We want to hear from you! Share your priorities for the Islands Trust and help shape our work for the coming year as we continue to preserve and protect the unique environment and communities of the Trust Area.

Take the survey today by scanning the QR code or visiting: www.surveymonkey.com/r/XX.

Contact Islands Trust if you have questions:

250-405-5151 | info@islandstrust.bc.ca

@IslandsTrust

NOTE: The Provincial Surveyor of Taxes issues your Rural Property Tax Notice, and the BC Provincial Government receives your tax payment. Please refer to your Rural Property Tax Notice for payment options. Questions about your property tax notice should be directed to: 1-888-355-2700 (toll-free)

BRIEFING

To:	Executive Committee	**For the Meeting of:**	February 5, 2025
From:	**Trust Area Services**	**Date Prepared:**	January 13, 2025
SUBJECT:	**Islands Trust Insert for Bowen Island Municipality Property Tax Assessment Notice 2025/26**		

PURPOSE: To seek Executive Committee's feedback on a draft property tax assessment notice insert from Islands Trust for inclusion in the Bowen Island Municipality's 2025/26 property tax notice insert.

BACKGROUND:

Bowen Island Municipality staff have invited Islands Trust staff to contribute a brief section to the annual Bowen Island Municipality property tax notice insert. This notice is 8.5 x 14, and the space available for Islands Trust is half of one page. This limited space offers an opportunity to share relevant Islands Trust information and updates, specifically highlighting efforts that support Bowen Island and its residents. Bowen Island trustees have provided feedback. Bowen Island Municipality will provide feedback before publication.

ATTACHMENT(S):

1. Draft version of the Islands Trust insert for the Bowen Island Municipality 2025/26 tax notice.

FOLLOW-UP: Staff will incorporate feedback, then forward the draft to a graphic designer for updates. The finalized version will be sent to Bowen Island Municipal staff by the end of March.

Prepared By:	Communications Specialist, November 1, 2024
Reviewed By/Date:	Director, Trust Area Services/January 13, 2025 CAO/January XX, 2025

Islands Trust and Bowen Island

Bowen Island has been a member of the Islands Trust since its inception in 1974, and is the only municipality within the island federation. When Bowen residents voted to become a municipality in 1999, it was contingent on remaining within the Islands Trust. As a result, Bowen Island continues to benefit from the unique “preserve and protect” mandate set out in the Islands Trust Act. Election candidates must declare their intent to serve as both municipal councillors and municipal trustees. Two municipal trustees represent Bowen Island on the 26-member Islands Trust Council, which represents 12 local trust committees across the Salish Sea and Bowen Island. Bowen Island remains a valued part of the federation.

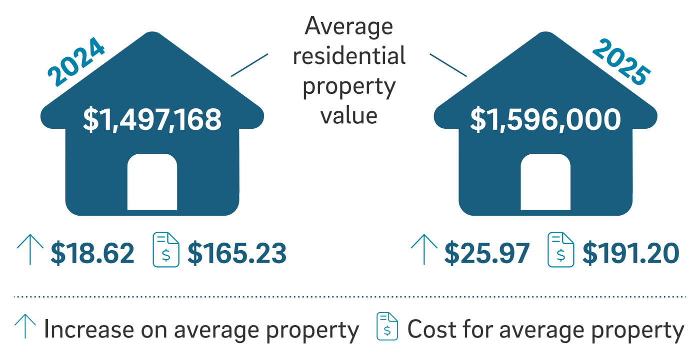
Islands Trust ensures that growth and land use changes are done in a manner that respects the preserve and protect mandate. To uphold the mandate, the Islands Trust Executive Committee reviews all Bowen Island Municipality Official Community Plan (OCP) bylaws and amendments, and may provide comments on non-OCP bylaws referencing the Islands Trust Policy Statement. While Bowen Island contributes to the costs of shared Islands Trust services, it does not fund Islands Trust’s land use planning or bylaw enforcement services.

Islands Trust Programs and Resources

Island Trust offers region-wide programs and resources that include educational workshops, advocacy on key issues affecting island communities, ecosystem and groundwater mapping, and support for inter-governmental coordination through initiatives like the Howe Sound Community Forum. Islands Trust also administers a tax exemption program for landowners protecting natural areas, offers a grant program for history and heritage conservation, and, through the Islands Trust Conservancy, conserves 115 protected areas. On Bowen Island, the Islands Trust Conservancy protects the David Otter Nature Reserve, the Fairy Fen Nature Reserve, and the Singing Woods Nature Reserve, and two conservation covenants.Learn more about how Islands Trust supports your community at islandstrust.bc.ca.

In 2024, a 13.08% increase ($45,271) in the property tax levy by Bowen Island resulted in $391,260 being raised from Bowen Island contributions.

Bowen Island Levy: Cost per Average Residential Property



BRIEFING

To:	**Executive Committee**	**For the Meeting of:**	February 5, 2025
From:	**Trust Area Services**	**Date Prepared:**	January 27, 2025
SUBJECT:	**Coast Salish Art in office lobbies**		

PURPOSE: To convey resolutions from Financial Planning Committee to Executive Committee and to provide additional background about potential purchase of art pieces for Islands Trust office lobbies.

BACKGROUND:

On October 30, 2024, Executive Committee passed the following resolution which was forwarded to Financial Planning Committee with a business case for purchase and installation of Coast Salish art in the Victoria, Salt Spring and Gabriola offices:

That Executive Committee forward its 2025/26 budget requests to Financial Planning Committee for inclusion in the draft 2025/26 budget:

1) *$36,000 for Executive Committee on local trust committee costs*
2) *$128,050 for an Auxiliary (temporary) Senior Policy Advisor staff position in Trust Area Services*
3) *$20,000 for the Policy Statement Amendment Project (Increased to $53,500 at the direction of Trust Council in December 2024)*
4) *$2,000 for Purchase and Installation of Coast Salish Art in the Victoria, Salt Spring and Gabriola offices.*

On November 13, 2024 Financial Planning Committee passed the following two motions:

That Financial Planning Committee recommend that option 4, "Partner with an Indigenous arts organization to procure art pieces to be installed in Islands Trust offices", of the "Purchase and Installation of Coast Salish art in the Victoria, Salt Spring and Gabriola office" business case be pursued by the Executive Committee.

That Financial Planning Committee recommend to Executive Committee to request staff to explore opportunities to provide a rotating display in the new Salt Spring office for Coast Salish and local art with the Salt Spring Arts Council.

As there have been comments made by trustees that $2,000 may be insufficient funding for purchase of three art pieces, staff wish to advise that these estimates are based on pieces available at the I-Hos gallery, owned by K'omoks First Nation, which features art by Coast Salish artists. This will fulfil the intention is to signal a commitment to a culturally safe and welcoming workplace in a fiscally responsible way.

Some examples of possible art pieces include:

- https://ihosgallery.com/collections/metal-art/products/metal-wall-art-generations
- https://ihosgallery.com/collections/metal-art/products/metal-wall-art-chinook-salmon-with-herring
- https://ihosgallery.com/collections/masks-carvings/products/paddle

Given that Trust Area Services staff already has a full work program, staff do not recommend that Executive Committee act on either of the Financial Planning Committee recommendations.

However, should Executive Committee wish to amend its business case to support partnering with an Indigenous arts organization to procure art pieces to be installed in Islands Trust offices, it should pass a resolution directing staff to amend the business case for Financial Planning Committee.

If Executive Committee wishes to request staff to explore opportunities to provide a rotating display in the new Salt Spring office for Coast Salish and local art with the Salt Spring Arts Council, it should pass a resolution with this request.

ATTACHMENT(S): 2025/26 Executive Committee business case for funding for purchase and installation of Coast Salish art in the Victoria, Salt Spring and Gabriola offices

FOLLOW-UP: Staff will follow-up as directed. Should Executive Committee direct changes to the business case, staff will provide the amended business case to Financial Planning Committee at its February 19, 2025 meeting.

Prepared By: Director, Trust Area Services/January 27, 2025

Reviewed By/Date: Senior Indigenous Relations Advisor/ January 29, 2025
CAO/January XX, 2025

Islands Trust

Budget Funding Request
Short-Form Business Case

TO BE COMPLETED BY INITIATOR	
Requested by *(Committee or Operational Unit):* Executive Committee	**Budget Source** (select all that apply): ☐ **Specific Project Funding** (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software **Furniture & Equipment** ☐ **Computer Hardware/Software/Supplies** ☐ **New Staff Resources** (see Staff Costing Tool) ☐ **Permanent** ☐ **Temporary** Temp Duration: ___________________ **X Other – please describe: artwork for office lobbies**
Department: Trust Area Services	
Name of Request: Purchase and Installation of Coast Salish art in the Victoria, Salt Spring and Gabriola offices	
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* $2,000	
Date of Submission to Finance:	**Funding Required for (date range): April 1, 2025-March 31, 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.*

Having Coast Salish artwork prominently displayed in Islands Trust office lobbies and boardrooms would be a visual commitment for staff and visitors of Trust Council's and Islands Trust Conservancy Board's Reconciliation Declarations.

The Trust Council 2025-26 Budget Guideline Assessment includes this guideline: Considers resourcing needs to update and implement the Reconciliation Action Plan.

The placement of Coast Salish art in Islands Trust office lobbies will be included as a proposed activity in the draft of the next Reconciliation Action 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 placement of Coast Salish artwork in Island Trust office lobbies would signal a commitment to a culturally-safe and welcoming workplace. Creating office environments that demonstrate an appreciation and awareness of Coast Salish culture and history can be an important method for promoting cultural changes within an organization and supporting attitudes that promote reconciliation. Additionally, the presence of Coast Salish art would assist First Nations and Aboriginal peoples to feel welcome when visiting Islands Trust offices.

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 project deliverables will include purchase and installation of Coast Salish art for high-profile walls in the Victoria, Gabriola and Salt Spring office lobbies.

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.)*

Cultural Appropriation: There is a risk of cultural appropriate if the art is not procured from known Coast Salish artists. This risk would be mitigated by purchasing art from a reputable Indigenous-run gallery.

Preference given to one artist: If all artwork is created by one artist there may be a perception of inequity. This risk would be mitigated by buying works from three different artists. Art will be selected from artists from First Nations in whose territory the office in question resides.

Theft: There is risk of theft from lobbies. This risk would be mitigated through the existing practice of having staff at front desks during all times that the office is open to the public, and securing pieces as possible/practical.

Installation Challenges: There may be logistical challenges related to the installation of the artwork. This risk would be mitigated by selecting pieces that are straightforward to hang/install.

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: Purchase and Installation of Coast Salish art in the Victoria, Salt Spring and Gabriola offices (up to $2,000)
Benefits – As noted above.
Risks – As noted above.
Financial implications – $2,000.
Resource requirements – Senior Indigenous Relations Specialist and/or Director of Trust Area Services time to select and purchase art. This could be done during travel for another purchase resulting in only one-three hours of time. An additional few hours needed the Executive Coordinator to arrange for staff/contractors to hang/install the art.
Other implications- None.

Option 2: up to $2,000 in art purchases and installation funded from existing $5,000 furniture and equipment budget.
Benefits – No increase to the 2025/26 draft budget.
Risks – This approach could result in insufficient furniture and equipment funds for operational needs
Financial implications – None.
Resource requirements –Senior Indigenous Relations Specialist and/or Director of Trust Area Services time to select and purchase art. This could be done during travel for another purchase resulting in only one-three hours

of time. An additional few hours needed the Executive Coordinator/Office Administrative Assistants to arrange for staff/contractors to hang/install the art.
Other implications- None.

Option 3: Purchase and Installation of Coast Salish art in the Victoria, Salt Spring and Gabriola offices (up to $5,000)
Benefits – As noted above.
Risks – As noted above.
Financial implications – $5,000.
Resource requirements – Senior Indigenous Relations Specialist and/or Director of Trust Area Services time to select and purchase art. This could be done during travel for another purchase resulting in only one-three hours of time. An additional few hours needed the Executive Coordinator to arrange for staff/contractors to hang/install the art.
Other implications- With a larger budget staff be will able to secure larger pieces of art and/or multiple pieces of art for use on different walls,

Option 4: Partner with an Indigenous arts organization to procure art pieces to be installed in Islands Trust offices.
Benefits – Would raise Islands Trust profile with Coast Salish artists, and would enable Islands Trust to request art with certain themes.
Risks – None.
Financial implications – Unknown at this time but staff expect that an Indigenous art organization would require a fee or commission and art purchases costs for three pieces are likely to be significantly higher than $2,000.
Resource requirements –This would likely take 35+ hours of Senior Indigenous Relations Advisor time.
Other implications- None.

Option 5: Do not budget for purchase and Installation of Coast Salish art in the Victoria, Salt Spring and Gabriola offices
Benefits – No increase to the 2025/26 draft budget.
Risks – None, but Islands Trust will continue to lack a visual commitment to a culturally-safe and welcoming workplace in office lobbies.
Financial implications – None.
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.)*

Critical success factors include:

Sufficient staff time to purchase art and arrange installation.

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

Option 1: Purchase and Installation of Coast Salish art in the Victoria, Salt Spring and Gabriola offices

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: $3,000. This amount could be higher or lower depending of the size of art pieces desired.
Qualitative: Visible support for reconciliation and a culturally-safe organization.

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.)*

Purchase of the art and associated installation services would be done in accordance with the 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?)*

Senior Indigenous Relations Specialist and/or Director of Trust Area Services would select and purchase art from a reputable Indigenous-owned gallery. This could be done during travel for another purchase resulting in only one-three hours of time. Administrative staff would arrange for staff/contractors to hang/install the art.

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.)*

The purchase of art would require one-three hours of Senior Indigenous Relations Specialist and/or Director of Trust Area Services time if done during a trip already undertaken

It would take up to two hours of administrative time to arrange for installation in each office lobby.

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 change management/collaboration considerations.

Requested by (Committee or Business unit): Trust Area Services

Prepared by (title)/date: Senior Indigenous Relations Specialist/October 22, 2024

Reviewed by (name, title)/date: Director, Trust Area Services/October 22, 2024

Budget Funding Request
Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR	
Requested by (Committee or Operational Unit): **Information Services**	**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:** ______________________
Department: Legislative and Information Services	
Name of Request: Time Tracking Software	
$ Value of Request *(indicate by fiscal year and total if project is multi-year):* $7680 annual cost 32 planning staff – $20 CAD = $640 / month x 12	
Date of Submission to Finance: 01/31/2025	**Funding Required for (date range):** 2025-26

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 has passed a resolution requiring "Time Collection" for all planners.

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.)*

We are looking to satisfy this resolution, providing Planning and Finance departments with data for requested reporting to Trust Council.

Current in-house solution is out of date and not supported. A replacement is required to provide a robust and effective means for staff to track time. In the past years, problems with the software has resulted in data not being entered, or functionality limitations making it difficult for planner and planning staff to enter tracked hours.

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):

Accurate Time Collection as requested by Trust Council, consistent up time, ease of access (via mobile, on road, etc)

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.)*

No perceived risks at this time – we would not be putting any sensitive information into the application. Staff uptake is also a risk here – and will also be a critical success factor.

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

Stick with Internal Application – We have no guarantees it will be fixed at this time, and we require a solution that does not impact staff workflows and is very easy to access and use. Internal application would be only available via web, on our network (remote desktop if remote).

Excel sheet – Data integrity – if everyone is entering data into 1 spreadsheet this will be difficult to manage.

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.)*

Adoption by staff – they will need to receive training quickly and efficiently once the software is purchased.
Ease of use – will increase staff uptake , and accuracy of time tracking (if it is easy – it will be more consistent)

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

Harvest

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.)*

Benefits – Accurate time tracking enables Trust Council to validate each LTC is receiving their fair share of time from our planners.

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.)*

Direct Award - vendor that satisfies both the needs of the Planning department and Finance

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?)*

1. Buy the software
2. Train Staff
3. Place product in production before next Trust Council – announce that first reports will be coming in at next TC in September 2025

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.)*

Senior Technical Analyst – 20 hours
Information Services Coordinator 20 hours
Staff 1-2 hours (Training)

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*?)

Communication to Staff on selection of new solution, training schedule
Vendor involvement expected to be minimal – solution is cloud based and fully supported

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Requested by (Committee or Business unit): Planning Services

Prepared by (name, title)/date: Jeffrey Lloyd , Senior Technical Analyst 01/31/2025

Reviewed by (name, title)/date: Stefan Cermak, Director of Planning Services 01/31/2025

Islands Trust

REQUEST FOR DECISION

To:	Executive Committee	**For the Meeting of:**	February 5, 2025
From:	**Legislative and Information Services**	**Date Prepared:**	January 29, 2025

SUBJECT: **Training for Chairs, Vice-chairs, Trust Council and review of Standards of Conduct**

RECOMMENDATION:
That the Executive Committee request staff to provide a strategy for providing training to trustees and chairs on respectful meetings, conduct and effective governance communications that includes:

- Two half-day on-line training sessions for Executive Committee, Islands Trust Conservancy Board chair and council committee chairs to occur before June Trust Council 2025
- One half-day on-line training session for Trust Council to occur before June 2025
- A review and recommendations on updates to the Islands Trust Standards of Conduct, including developing a foundational system for ethically addressing complaints.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The up to $25,000 Local Government Management Association (LGMA) grant provides an opportunity to holistically address meeting management and conduct. This mid-term opportunity would tie together the previously requested training in standards of conduct and meeting management to help equip chairs, vice-chairs and trustees to ensure respectful and constructive engagement in meetings.

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1 PURPOSE:

To provide training for chairs and vice-chairs for all committees of the Islands Trust.

2 BACKGROUND:

At its December 2024 regular business meeting, Trust Council passed the following resolution:

Staff to schedule a facilitated session focusing on Trustee conduct and tools at Council and chair responsibilities during Council sessions and Standing Committees.

Funding Grant:
Staff has secured a grant from the Local Government Management Association (LGMA), made possible by provincial funding, of up to $25,000. These funds may only be used for the costs of consultants and cannot cover any staff time, staff or trustee travel or venue charges. The grant is conditional on Islands Trust providing:

- Quotes from an external consultant and/or legal professionals for proposed work with council as outlined below; and
- A proposed engagement strategy that identifies, at high level, the planned activities of the external consultant and or legal professionals.

The funding may be used for the following specific activities:

- Securing a consultant that can provide facilitated training to Trust Council on respectful meetings, conduct, and effective governance communication.
- Secure legal counsel to develop foundational systems for ethically addressing complaints. This includes assessing the effectiveness of the code of conduct and providing recommendations for an updated code of conduct, along with providing direction around established process for reviewing, addressing and potentially enforcing the code.
- Secure a facilitator for training related to chairing an effective meeting.

Consultants:
Options to deliver the training vary. There are options to do a half day to a full day, and these can be in-person or via webinar. From speaking to some of the consultants, the method of delivery should closely reflect the most common approach used in meetings; therefore, if your meetings are mostly electronic, and that is where you see the most challenges, then an electronic delivery would be a better choice. If the meetings are in-person, and you see most of the challenges with in-person, then in-person delivery would be better. The rationale is that it would then be possible for participants to “practice” in the training in scenarios that closely resemble real life experiences.

Most of the consultants offer full-day work shops, or two-half day workshops, with professional fees ranging from $2,400 to $8,000 depending on the consultant. Additional costs would include travel and materials for the consultant (if the meeting is in person), plus any costs for trustees and staff travel, and venue rentals.

All consultants would work with us to identify the needs, and tailor the session to the needs of the organisation. Some of the consultants are familiar with the Islands Trust, and have worked with us before; there may be an advantage to going with a consultant who understands the unique structure of the Islands Trust.

Chair Training:
The Executive Committee has asked that staff investigate options for providing mid-term training opportunity for Chairs and Vice-Chairs.

Training would be provided for the following positions:

1. Trust Council Chair and vice-chairs (Executive Committee)
2. Local Trust Committee chairs (Executive Committee)
3. Islands Trust Conservancy Board chair and vice-chair
4. Financial Planning Committee chair and vice-chair
5. Regional Planning Committee chair and vice-chair
6. Trust programs Committee chair and vice-chair
7. Governance Committee chair and vice-chair

In total, chair training could be offered to 14 trustees. As Trust Council has adopted a rotating chair approach for Committee of the Whole, Executive Committee may want to consider opening the Chair training to any interested trustees, in addition to those in chairing or vice-chairing roles. A consideration would be if there are limits to the number of participants depending on the consultant.

The grant funding provides an opportunity to engage a consultant to assist chairs with training on running an effective meeting. Staff recommend that $5,000 be allocated for this training, and that it be conducted on-line as a full-day, or over two half days. The LGMA grant will cover $5,000 of this as this is for the cost of the consultant.

Council Training:

The grant funding provides an opportunity to provide training to all of trust council on respectful meetings, conduct and effective governance communication. This would further Trust Council's December 2024 resolution requesting that the Executive Committee plan a workshop on conduct and chair responsibilities.

This could be provided by the same consultant as a half day webinar, or in-person at an up-coming Trust Council meeting. The cost for this would be $5,000 for the consultant. If it is held as a webinar there would be no travel costs, and if it is held during a regular trust council meeting, travel costs for staff and trustees would be included in the Trust Council meeting costs. There would be additional costs for consultant travel to the meeting. The grant funding would cover all costs incurred by the consultant.

Code of Conduct:
The grant provides an opportunity to engage Young Anderson lawyer to review the current standards of conduct and make recommendations on updates to the standards of conduct. Staff recommend that this be included as part of the strategy required by LGMA for securing the funds, and that $10,000 of the grant funding be set aside for this purpose.

Strategy:
A strategy for improving the conduct of Islands trust meetings would involve:

<u>Step 1</u>: Between March 1 and June 1, 2025 to undertake two-half day (or one full-day) on-line workshop for all 14 chairs and vice-chairs (and other interested trustees if space permits) focused on running an effective meeting. A consultant would be engaged at an estimated cost of $5,000.

<u>Step 2:</u> Between March 1 and June 1, 2025 to undertake a half-day on-line (or in-person at June Trust Council) session with all Trust Council members on respectful meetings, conduct and effective governance communication. A consultant would be engaged at an estimated cost of $5,000 (plus travel if required).

<u>Step 3:</u> Engage Young Anderson to review and make recommendations on the current Standards of Conduct and the proposed Code of Conduct in advance of holding a Committee of the Whole meeting on this subject. The review would include consideration of a foundational system for ethically addressing complaints. Engaging a lawyer for this work is estimated at $10,000.

Budget:

Item	**LGMA Grant $ (consultant costs)**	**Trust Council $ (other costs)**	**Comment**
Chair Training	$5,000	$0	If held on-line
Council Conduct Training	$5,000 + travel	$0	If held on-line or at June Trust Council
Code of Conduct Review by lawyer	$10,000	$0	
Contingency	$5,000	$0	For consultant travel as needed.
TOTAL	$25,000	$0	

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Senior staff and administrative staff to develop strategy and develop contracts with consultants.

FINANCIAL:
As presented, all costs would be covered by the LGMA grant, so no financial costs to the Islands Trust.

POLICY:
No impacts on policy, other than any recommended amendments suggested for the Standards of Conduct policy.

IMPLEMENTATION/COMMUNICATIONS:
Staff will report back to the Executive Committee.

FIRST NATIONS RELATIONS:
No First Nations relations implications.

OTHER:
No other implications.

4 RELEVANT POLICY(S):
[Trust Council Bylaw No 101 – Meeting Procedures]
[Trust Council Policy 2.1.2 Standards of Conduct]

5 ATTACHMENT(S):
None

RESPONSE OPTIONS

Recommendation:
That the Executive Committee request staff to provide a strategy for providing training to trustees and chairs on respectful meetings, conduct and effective governance communications that includes:

- Two half-day on-line training sessions for Executive Committee, Islands Trust Conservancy Board chair and council committee chairs to occur before June Trust Council 2025
- One half-day on-line training session for Trust Council to occur before June 2025
- A review and recommendations on updates to the Islands Trust Standards of Conduct, including developing a foundational system for ethically addressing complaints.

Alternative:
As requested by the Executive Committee

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

Reviewed By/Date: **Director, Finance and Employee Services/Jan 30, 2025**
Chief Administrative Officer/January 30, 2025

Active Projects Report

Executive Committee

1. *Request to Minister for Review of Islands Trust*	Responsible	Dates
Activity: To follow up on the request by Trust Council for a review of the Islands Trust by the Minister of Municipal Affairs.	Rueben Bronee	Rec'd: 01-Nov-2023 Target: 31-Mar-2025

2. *Update Islands Trust Policy Statement*	Responsible	Dates
Activity: With involvement from Trust Programs Committee as appropriate, co-ordinate a review of the Policy Statement including a First Nations and public engagement process. Updated Project charter approved March 2023. (Strategic Plan 3.1, 4.4 , 5.6, 5.7)	Clare Frater	Rec'd: 26-Feb-2020 Target: 01-Nov-2026

3. *First Nations Reconciliation*	Responsible	Dates
Activity: Develop Islands Trust First Nations Reconciliation and engagement planning (Strategic Plan Items 4.5 & 4.6)	Clare Frater	Rec'd: 02-Sep-2020 Target: 31-Mar-2025

Active Projects Report

Executive Committee

4. *Strategic Planning*	Responsible	Dates
Activity: Guide the development and implementation of the Islands Trust Strategic Plan.	Rueben Bronee	Rec'd: 03-May-2023 Target: 31-Mar-2025

Islands Trust

Follow Up Action List

Future Projects Report

Executive Committee

1. *Marine Ecosystems*	Responsible	Date Received
Advance the preservation and protection of marine ecosystems.	Clare Frater	03-May-2023

2. *MOTI MOU's*	Responsible	Date Received
To engage with the Ministry of Transportation on a updated Memorandum of Understanding.	Clare Frater	03-May-2023

3. *Climate Change Emergency*	Responsible	Date Received
Programming associated with the Climate Change declaration of the Islands Trust.	Clare Frater	03-May-2023

4. *Provincial Funding Strategy*	Responsible	Date Received
Develop a strategy to request additional funding from the Province, including revisiting the provincial grant funding formula to the Islands Trust.	Rueben Bronee	07-Mar-2023