



Executive Committee Agenda

Date: Wednesday, February 26, 2025
Time: 9:15 a.m.
Location: Islands Trust - Victoria
200 - 1627 Fort Street, Victoria, BC

	Pages
1. CALL TO ORDER	
2. TERRITORIAL ACKNOWLEDGEMENT	
3. APPROVAL OF AGENDA	
3.1 Introduction of New Items	
3.2 Approval of Agenda	
3.2.1 Agenda Context Notes - None	
4. RISE AND REPORT DECISIONS FROM PREVIOUSLY CLOSED MEETING	
Chair Luckham to rise and report meeting minutes of January 15, 2025, were adopted at the February 5, 2025, in-camera meeting.	
5. ADOPTION OF MINUTES	
5.1 Draft Executive Committee Meeting Minutes of February 5, 2025	6 - 14
6. DELEGATION AND PUBLIC COMMENT PERIOD	
6.1 Julian Clark - Lady Minto Hospital Foundation	15 - 15
7. FOLLOW UP ACTION LIST AND UPDATES	
7.1 Follow Up Action List/Director/CAO Updates	16 - 24
7.2 Local Trust Committee Chair Updates	
7.3 Islands Trust Conservancy Liaison Update	25 - 26
8. BYLAWS FOR APPROVAL CONSIDERATION	
8.1 Salt Spring Island Local Trust Committee Proposed Bylaw No. 540 - Repeal of Housing Agreement Bylaw - Request For Decision	27 - 33
THAT the Islands Trust Executive Committee approve Salt Spring Island Local Trust Committee Bylaw No. 540, cited as "Salt Spring Island Housing Repeal Bylaw No. 540, 2024" in accordance with Section 27 of the <i>Islands Trust Act</i> .	

8.2	Salt Spring Island Local Trust Committee - Proposed Bylaw No. 542 - PLRZ20240251,101 Bittancourt Rd - Request For Decision	34 - 47
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THAT the Islands Trust Executive Committee consider Proposed Bylaw No. 542 forwarded by the Salt Spring Island Local Trust Committee. A resolution to approve the forwarded bylaw would be as follows:

1. Islands Trust Executive Committee approve Salt Spring Island Local Trust Committee Bylaw No. 542, cited as "Salt Spring Island Land Use Bylaw, 1999, Amendment No. 1, 2025" in accordance with Section 27 of the *Islands Trust Act*.

9. TRUST COUNCIL MEETING PREPARATION

9.1 Executive

9.1.1 Additional Executive Committee Meeting Post Trust Council - Discussion

THAT Executive Committee request staff schedule a special meeting in-person on March 13 @ 4:00 p.m., immediately following Trust Council, to convene with new member(s).

9.1.2	Trust Council Continuous Learning Plan - Request For Decision	48 - 51
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THAT Executive Committee forward the Trust Council Continuous Learning Plan - Request For Decision to Trust Council.

9.1.3	Approval of the Draft Islands Trust 2025-2028 Strategic Plan Core Elements - Request For Decision	52 - 63
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THAT Executive Committee forward the Approval of the Draft Islands Trust 2025-2028 Strategic Plan Core Elements - Request For Decision to Trust Council.

9.1.4	Chief Administrative Officer Hiring/Select Committee - Briefing	64 - 64
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THAT Executive Committee forward the Chief Administrative Officer Hiring/Select Committee - Briefing to Trust Council.

9.2 Planning Services

9.2.1	Bylaw Enforcement Statistical Reports - Briefing	65 - 70
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THAT Executive Committee forward the Bylaw Enforcement Statistical Reports - Briefing to Trust Council.

9.2.2	Salt Spring Island Local Trust Committee Request to Prioritize a Planning Services Review - Briefing	71 - 72
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THAT Executive Committee forward the Salt Spring Island Local Trust Committee Request to Prioritize a Planning Services Review - Briefing to Trust Council.

9.3 Financial and Employee Services - None

9.4 Trust Area Services - None

9.5 Legislative and Information Services

9.5.1 Ratification of Appointment of Trustee Fast to Financial Planning Committee (FPC) - Request For Decision 73 - 74

THAT Executive Committee forward the Ratification of Appointment of Trustee Fast to Financial Planning Committee (FPC) - Request For Decision to Trust Council.

9.6 Draft March Trust Council 3-day Schedule 75 - 75

For review and approval.

9.7 Draft March Trust Council Agenda

See Appendix 1.

10. EXECUTIVE COMMITTEE PROJECTS

10.1 Trust Council Initiated

10.1.1 Executive - None

10.1.2 Trust Area Services - None

10.1.3 Planning Services - None

10.1.4 Financial and Employee Services - None

10.1.5 Legislative and Information Services

10.1.5.1 Appointment of Treasurer - Request For Decision 76 - 77

THAT the Executive Committee appoint Director of Finance and Employee Services, Julia Mobbs to the office of Treasurer.

10.2 Executive Committee Initiated

10.2.1 Executive - None

10.2.2 Trust Area Services - None

10.2.3 Planning Services

10.2.3.1 Crown Tenure Application Referrals - Briefing 78 - 81

10.2.4 Financial and Employee Services - None

10.2.5 Legislative and Information Services - None

11. NEW BUSINESS

11.1 Executive/Trust Council

11.2 Trust Area Services

11.2.1	Advocacy Regarding Crown Land Tenure Application - Request For Decision	82 - 88
	THAT Executive Committee request staff to provide advice to the Executive Committee or Hornby Island Local Trust Committee (as appropriate) regarding a letter of support for the Hornby Island Community Economic Enhancement Corporation's application for nominal rent tenure on 10ha of Crown land for the purpose of supporting provision of workforce housing.	
11.2.2	LTC Chairs Report on Local Advocacy Topics	
11.3	Planning Services	
11.4	Financial and Employee Services	
11.4.1	Enhanced Mental Health Supports Coverage - Discussion	
	Vice-Chair Peterson	
11.5	Legislative and Information Services	
12.	CORRESPONDENCE (for information unless raised for action)	
12.1	2025-01-22 T Elliott - For consideration in March Trust Council agenda preparation	89 - 89
12.2	2025-02-04 J Bowers - Upcoming Islands Trust Budget for 2025 - 2026	90 - 90
	The writer has asked this piece of correspondence be addressed to Trust Council in addition to the North Pender Trustees.	
12.3	2025-02-12 Gabriola Island Chamber of Commerce - Concern Regarding Location of Next Quarterly Meeting	91 - 92
12.4	2025-02-12 Association of Vancouver Island Coastal Communities Convention Brochure 2025	93 - 101
	THAT Executive Committee send X members to the AVICC convention in Nanaimo April 11-13, 2025.	
12.5	2025-02-17 E March - Rezoning of 101 Bittancourt Rd Salt Spring Island	102 - 102
13.	WORK PROGRAM	
13.1	Review and amendment of current work program	103 - 105
	THAT Executive Committee forward their work program to Trust Council.	
14.	NEXT MEETING	
	The next Executive Committee meeting will take place on March 11th at 10:00 a.m. at the Dorchester Hotel in Nanaimo.	

15. CLOSED MEETING

THAT the meeting be closed to the public subject to Sections 90(1)(c)(g) and (i) of the Community Charter in order to consider matters related to labour relations or other employee relations, litigation or potential litigation affecting the Islands Trust and the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose and that staff attend the meeting.

16. ADJOURNMENT



Executive Committee Minutes of a Regular Meeting

Date: Wednesday, February 5, 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 (CAO)
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
Morgana Van Niekerk, Communications Specialist
Robert Barlow, Legislative Services Clerk/Recorder

Others Present: None.

1. CALL TO ORDER

The meeting was called to order at 9:18 a.m.

2. TERRITORIAL ACKNOWLEDGEMENT

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

3. APPROVAL OF AGENDA

3.1 Introduction of New Items

The following addition to the agenda was presented for consideration:

- an item on the Chief Administrative Officer Performance Evaluation Policy Committee's (CAOPEPC) agenda of the meeting of February 3, 2025, which is to be rescheduled.

It was suggested that a discussion of the particular agenda item could be conducted but that it might be preferable to leave that discussion for the CAOPEPC to work through.

3.2 Approval of Agenda

By general consent the agenda was approved as presented.

4. RISE AND REPORT DECISIONS FROM PREVIOUSLY CLOSED MEETING

No items to rise and report.

5. ADOPTION OF MINUTES

5.1 Draft Executive Committee Minutes of January 15, 2025

By general consent the Executive Committee minutes of January 15, 2025, were adopted as 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.

CAO Bronee indicated that the first item on the list (staff to work with the Executive Committee to reply to Mayor Leonard's correspondence and Bowen Island Municipal Council) has been completed.

Director Marlor indicated that his items #5 and #7 in regards to a Code of Conduct would be discussed at agenda item 9.2.5.1

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

Vice-chair Elliott provided an update on the following:

- An Acting Manager, Islands Trust Conservancy, as been appointed
- At their November 19, 2024 meeting, the Islands Trust Conservancy Board (ITCB) resolved to send a letter to the Minister of Municipal Affairs to seek the Minister's support for an updated timeframe for development and submission of the next Islands Trust Conservancy Plan.
- At their January 21, 2025 meeting, ITCB Chair Gauvreau reported the following from the November 19, 2024 Islands Trust Conservancy in camera meeting in regards to the Ruby Alton Nature Reserve house:
 - that ITCB would obtain a hazardous materials analysis for the Ruby Alton Nature Reserve house and would engage a demolition contractor to provide an estimate of demolition of the house and all structures.

7. BYLAWS FOR APPROVAL CONSIDERATION

None

8. TRUST COUNCIL MEETING PREPARATION

8.1 Executive

8.1.1 Islands Trust Strategic Plan – Briefing

CAO Bronee spoke to the Briefing that provided an overview of the proposed approach to finalizing Trust Council's 2025-2028 Strategic Plan. Committee discussion included:

- the possibility of a chart of initiatives that are currently underway
- how the strategic plan relates to a broader corporate plan that would include other activities that are not on the strategic plan
- other potential edits to the plan such as:
 - separating initiatives that are underway from the initiatives that are not underway yet
 - indicating when initiatives might be expected to be completed
 - indicating more clearly the initiatives that have been deleted from the previous version of the strategic plan

CAO Bronee stated that the feedback from the Committee would be incorporated into the strategic plan document, which would be returned to the Committee at the next scheduled meeting prior to the March Trust Council meeting.

The Committee recessed at 11:00 and resumed at 11:19 a.m.

8.2 Planning Services

8.2.1 Salt Spring Island Local Trust Committee Request to Prioritize a Planning Services Review – Briefing

Director Cermak introduced the Briefing, indicating that the purpose was for the Executive Committee and Trust Council to consider Salt Spring Island Local Trust Committee's 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." Committee discussion included:

- planning application fees do not cover the total cost of processing applications, therefore it could be considered that taxpayers are subsidizing development applications
- the workload of the Salt Spring Island planning department and staff turnover
- possibility of including in a budget survey questions in regards to the degree taxpayers wish to subsidize development applications
- aligning planner resources with the local trust committees with the greatest need
- possibility for more planner co-op positions

- inability to accomplish some initiatives or projects on Salt Spring Island has an impact on how Islands Trust is viewed by the public

8.3 Administrative Services

None.

8.4 Trust Area Services

8.4.1 Martin Natural Area Protection Tax Exemption (NAPTEP) Certificate, Salt Spring Island – Trust Council Request for Decision

Committee discussion included:

- although the area is smaller than usual in regards to NAPTEP Certificates, the Islands Trust Conservancy Board deemed it is of high conservation priority because of the presence of species and habitats at risk
- the normal NAPTEP Certificate process does not include informing the relevant local trust committee prior to the Request For Decision being presented to Trust Council

By general consent the Executive Committee advanced the Martin Natural Area Protection Tax Exemption (NAPTEP) Certificate, Salt Spring Island – Request For Decision to Trust Council.

8.5 Legislative and Information Services

None.

9. EXECUTIVE COMMITTEE PROJECTS

9.1 Trust Council Initiated

9.1.1 Executive - None

9.1.2 Trust Area Services

9.1.2.1 Policy Statement Amendment Project Survey Options – Briefing

Senior Policy Advisor Youmans introduced the Briefing.

Committee discussion included:

- as the Executive Committee is the project manager, it can decide whether Trust Council needs to review and approve the survey
- the possibility of a public legal opinion that could be provided in regards to why Trust Council changed a section of the draft Policy Statement that speaks to engaging with Indigenous Governing bodies

DRAFT

- the possibility of highlighting a few major draft policies, including details as to how Trust Council arrived at the proposed policy, and leaving questions about other aspects of the draft Policy Statement at a high-level such as “Does this meet the test of preserve and protect?”
- one of the major draft policies to be highlighted could be in regards to assessing the appropriate strength of the direction of policies to local trust committees
- need to assist the public to understand how the Policy Statement actually plays out on the ground in a local trust area

Executive Committee recessed at 12:18 p.m. and resumed at 12:50 p.m.

9.1.3 Planning Services - None

9.1.4 Administrative Services - None

9.1.5 Legislative and Information Services

9.1.5.1 Programmer Co-op Business Case – Request For Decision

Director Marlor introduced the item, indicating that the business case was to be considered for potential inclusion in the budget.

EC-2025-014

It was MOVED and SECONDED,

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.

CARRIED

9.2 Executive Committee Initiated

9.2.1 Executive

9.2.1.1 Executive Committee Additional Meetings – Briefing

CAO Bronee introduced the item.

EC-2025-015

It was MOVED and SECONDED,

that Executive Committee request staff to schedule two additional Executive Committee meetings in 2025/26 on July 23, 2025, and October 15, 2025, for special agendas.

CARRIED

9.2.1.2 Executive Committee 2025/26 Meeting Expense Budget – Request For Decision

DRAFT

CAO Bronee introduced the item. Committee discussion included:

- in-person Executive Committee meetings could be in Nanaimo so that all attendees would not require overnight accommodation
- in-person Executive Committees meetings on Wednesdays is problematic for Vice-chair Peterson as it would require him to obtain overnight accommodation

EC-2025-016

It was MOVED and SECONDED,

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 consider making all regular Executive Committee meetings electronic in fiscal year 2025/26.

CARRIED

9.2.2 Trust Area Services

9.2.2.1 2024/25 Annual Report Outline – Request For Decision

EC-2025-017

It was MOVED and SECONDED,

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

CARRIED

9.2.2.2 Islands Trust Property Tax Assessment Notice Insert for 2025/26 – Briefing

Communication Specialist Van Niekerk introduced the item. Committee discussion included:

- the difficulty in understanding the average tax information
- using colours to provide information
- after Trust Council has approved a budget, the insert will be returned to Executive Committee for final review and approval

9.2.2.3 2025 BIM Tax Notice Content – Briefing

Communication Specialist Van Niekerk introduced the briefing, indicating that the Bowen Island Municipality offered to Islands Trust some limited space on their tax notice. The Committee received the Briefing for information.

9.2.2.4 Coast Salish Art in Office Lobbies – Briefing

Director Frater introduced the briefing. Committee discussion included:

- the possibility that such an undertaking would require greater funds than what was being proposed
- the possibility that this undertaking could be for the 2026/27 budget rather than the 2025/26 budget
- it is critical for First Nations to feel welcomed and safe in Islands Trust offices and culturally appropriate art may help to support that
- the possibility of loaned art from the Art Gallery of Greater Victoria

The Committee received the Briefing for information.

9.2.3 Planning Services

9.2.3.1 Time Tracking Software Business Case

Director Cermak introduced the item, indicating that the current software has not been functional for some time and that the software needs to be replaced. Committee discussion included the need to include more details in the business case such as:

- risk assessment
- nature of the current software inability to function

EC-2025-018

It was MOVED and SECONDED,

that Executive Committee forward the Time Tracking Software Business Case and relevant briefing to Financial Planning Committee.

CARRIED

9.2.4 Administrative Services

None.

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

CAO Bronee indicated that a grant had been secured to support training for Trust Council in regards to chairing meeting practices and standards of conduct. Director Marlor stated that the grant only covers the cost of consultants and legal advice and does not cover trustee travel expenses, venue rentals, staff time and other items. Including all current Chairs and Vice-Chairs of Trust Council and all its committees amount to fourteen trustees. Committee discussion included:

- council committees generally meet electronically; local trust committees generally meet in person

DRAFT

- a Code of Conduct discussion might be best conducted at the June Trust Council meeting

EC-2025-019

It was **MOVED** and **SECONDED**,

that 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 chairs and council committee chairs to occur before June Trust Council 2025
- one half-day in-person training session for Trust Council or at the June 2025 Trust Council quarterly meeting
- a review and recommendations on updates to the Islands Trust Standards of Conduct, including developing a foundational system for ethically addressing complaints.

CARRIED

10. NEW BUSINESS

10.1 Executive/Trust Council

10.2 Trust Area Services

10.2.1 LTC Chairs Report on Local Advocacy Topics

Vice-chair Peterson reported that at the January 24, 2025 Hornby Local Trust Committee meeting, the Committee passed a resolution to refer a piece of correspondence to Executive Committee with a request that staff advise on a suitable path for advocacy to the appropriate provincial ministry in regards to a community group application for tenure on Crown land, for community housing purposes.

Chair Luckham reported that staff will be working with him to correspond with the Minister of the Environment responsible for aquaculture leases to clarify that the Thetis Island Local Trust Committee is not interested in an aquaculture license being issued in its area of jurisdiction.

10.3 Planning Services - none

10.4 Administrative Services - none

10.5 Legislative and Information Services - none

11. CORRESPONDENCE

None

12. WORK PROGRAM

12.1 Current work program

By general consent the Work Program was received for information.

13. NEXT MEETING

The next scheduled Executive Committee meeting will take place electronically on February 26, 2025 at 9:15 a.m.

14. CLOSED MEETING

Chair Luckham indicated that a rise and report will be made at the next scheduled meeting.

EC-2025-020

It was MOVED and SECONDED,

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.

CARRIED

The Committee closed the meeting at 2:11 p.m.

By General Consent the Committee reconvened in open meeting at 3:58 p.m.

15. ADJOURNMENT

By general consent the meeting adjourned at 3:58 p.m.

Peter Luckham, Chair

CERTIFIED CORRECT:

Robert Barlow, Legislative Services Clerk/Recorder

Minutes are not official until adopted at a subsequent meeting.



Islands Trust

APPLICATION FORM FOR DELEGATIONS TO ADDRESS ISLANDS TRUST COUNCIL OR A COUNCIL COMMITTEE

Overview

You may address Council (or a Council Committee) formally by: (a) presenting a petition or making a presentation as a delegation; or informally, by participating in (b) public comment sessions or (c) by correspondence. All correspondence, formal delegation presentations and petitions are treated as a public record.

Submissions

- Each delegation is required to complete this form and submit it to Islands Trust, along with any PowerPoint or video presentation that accompanies a delegation's written presentation by 4:30 pm at least 3 weeks prior to the meeting.
- If you miss this deadline, you may still submit this form; however, such requests will require approval by Executive Committee before the meeting or, 2/3 majority approval of Trust Council at the meeting.
- Each address shall be limited to 10 minutes unless a longer period is agreed to by approval of Executive Committee before the meeting or, of Trust Council at the meeting.
- *Application deadlines and approval requirements to address a Trust Council Committee may vary from the above.*
Contact ExecAdmin@islandstrust.bc.ca for guidance.
- Rules governing delegations are outlined in the Islands Trust Council Meeting Procedures Bylaw 101.

All meetings are open to the public, are live streamed and recorded. Physical locations of the meeting are posted on the Islands Trust website.

Submit this form to ExecAdmin@islandstrust.bc.ca or mail to Islands Trust #200 – 1627 Fort St. Victoria B.C. V8R 1H8

I wish to address Islands Trust ~~Council~~ Executive ~~Committee~~ Meeting

at the meeting of February 26, 2025

I REPRESENT Lady Minto Hospital Foundation
(Name of Organization if applicable)

AS Chairperson of Board
(Capacity/Office)

NAME OF PRESENTER or Alternate Julian Clark

ADDRESS [Redacted] Salt Spring Island [Redacted]

TELEPHONE NO.(s) [Redacted] E-MAIL julian.clark@ladyminto
Foundation.com

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

To address the LTHF rezoning application that was approved by
the SSI LTC on Feb 13th and is before the Exec Comm on Feb 26th
Agenda.
(If more space is required, please attach an additional page to this form.)

☐ I will have a PowerPoint or video presentation and will submit it at least three weeks in advance of the meeting.

☒ I am aware that the meeting and my presentation will be live streamed via the Islands Trust website and recorded.

*Please note personal information contained on this form is collected under the authority of the *Local Government Act* and is subject to the *Freedom of Information and Protection of Privacy Act*. The personal information will be used for contact purposes only. Enquiries about the use of information in this form can be directed to ExecAdmin@islandstrust.bc.ca

Date: Feb 17/25

Signed: [Redacted Signature]

Follow Up Action Report

Executive Committee

Progress	Activity	Responsibility	Dates	Status
100%	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	Completed

Chief Administrative Officer

Progress	Activity	Responsibility	Dates	Status
75%	1 Explore future education/workshop sessions on decision-making to benefit trustees.	Rueben Bronee	Meeting: 24-May-2023 Target: 31-Mar-2025	In Progress
50%	2 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%	3 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
100%	4 Staff to schedule two additional Executive Committee meetings in 2025/26 on July 23, 2025, and October 15, 2025, for special agendas.	Rueben Bronee	Meeting: 05-Feb-2025 Target: 19-Feb-2025	Completed

Follow Up Action Report

Executive Committee

Director Legislative Services and Information 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 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
50%	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
0%	4 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%	5 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%	6 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%	7 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
100%	8 Staff to forward the Programmer Co-op Business Case to Financial Planning Committee for inclusion in the 2025/26 fiscal year budget.	David Marlor	Meeting: 05-Feb-2025 Target: 07-Feb-2025	Completed

Follow Up Action Report

Executive Committee

Director Legislative Services and Information Services

Progress	Activity	Responsibility	Dates	Status
0%	9 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 chairs and council committee chairs to occur before June Trust Council 2025 - one half day in-person training session for Trust Council or at June Trust Council meeting quarterly - a review and recommendations on updates to the Islands Trust Standards of Conduct, including developing a foundational system for ethically addressing complaints.	David Marlor	Meeting: 05-Feb-2025 Target: 27-May-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: 30-Sep-2025	In Progress
96%	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
100%	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	Completed
100%	4 Staff to forward the Time Tracking Software Business Case and relevant briefing to Financial Planning Committee.	Stefan Cermak	Meeting: 05-Feb-2025 Target: 07-Feb-2025	Completed

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.	Julia Mobbs	Meeting: 21-Oct-2020 Target: 14-May-2025	In Progress

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: 30-Sep-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-Jun-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
100%	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	Completed

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
100%	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	Completed
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
100%	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	Completed

Follow Up Action Report

Executive Committee

Director, Trust Area Services

Progress	Activity	Responsibility	Dates	Status
0%	15 Committee of the Whole Direction: Staff to bring back options for the draft Policy Statement: - to explain housing diversity; - some policy options that encourage alternative approaches to rural residential density; - some policy options that encourage alternative types and forms of buildings to the traditional wood-frame; - clustering residential development in appropriate locations; - potential for flexibility in housing agreements; and - to provide advisory policy options and analysis that supports consideration of downzoning for development that is not in the best interest of community	Clare Frater	Meeting: 06-Feb-2025 Target: 18-Feb-2025	In Progress



ISLANDS TRUST CONSERVANCY REPORT TO LOCAL TRUST COMMITTEES AND BOWEN ISLAND MUNICIPALITY

HIGHLIGHTS OF ISLANDS TRUST CONSERVANCY JANUARY 21st, 2025 BOARD MEETING

NOTE: For more detail on Islands Trust Conservancy meetings, including meeting minutes, please visit <https://islandstrust.bc.ca/whats-happening/meetings-and-events/>

1. ORGANIZATION UPDATES/TEAM

- An election for Chair and Vice Chair was held. Trustee Gauvreau was elected Chair of the ITC Board. Trustee Timothy was elected Vice Chair.

2. STRATEGIC PLANNING/ADMINISTRATION

- Acting Manager Stewart provided an overview of the 2025-26 Annual ITC Work Plan items for the ITC team.
- The ITC Board approved the letter of support for Raincoast Conservation Foundation's application to Intact Insurance's Climate Resilience Grant and directed staff to provide it on behalf of the ITC Board.
- The ITC Board passed a resolution to provide an updated 2025/26 budget request to the Financial Planning Committee and Trust Council that addresses the changes and comments made by the Board.
- Trustee Elliott provided the Executive Committee update to the ITC Board by email. There was no Governance Committee update provided as the Governance Committee has not met since the last ITC Board meeting.

3. COVENANT AND PROPERTY ACQUISITIONS

- The ITC Board approved spending up to \$2,000 from existing budgets towards the cost of an Ecological Gifts Program appraisal for a Natural Area Protection Tax Exemption Program (NAPTEP) covenant on Gabriola Island.

4. COVENANT AND PROPERTY MANAGEMENT

- The ITC Board approved Part II of the Sallas' invasive plant management plan for Burnt Snag (ES65741), Dragonfly Pond (ES065747), Kingfisher Pond (ES065749), and Woodpecker Pond (ES65743) covenant areas, and issued a temporary waiver of covenant terms 3.2(d) and 3.2(k) subject to terms and conditions, consistent with the approved Forest Restoration Strategy of the Sidney Island Ecosystem Restoration Plan.
- The ITC Board discussed updating the Ruby Alton process in the ITC Annual Work Plan by hiring a demolition company that completes all work on the house as one package, including an estimate, hazmat analysis, permits, demolition, and removal of the house and all structures.



ISLANDS TRUST CONSERVANCY REPORT TO LOCAL TRUST COMMITTEES AND BOWEN ISLAND MUNICIPALITY

- The ITC Board accepted the third-party 2024 monitoring report for Owl's Call NAPTEP Covenant, Salt Spring Island, and directed staff to add a summary of this report to the 2024 ITC NAPTEP Covenant Monitoring Report as an addendum.
- The ITC Board approved the request by the Galiano Conservancy Association to include Vanilla Leaf Land Nature Reserve, Galiano Island, in Galiano Conservancy Association's application for a Section 11 Change Approval under the Water Sustainability Act. Any work to be done in Vanilla Leaf Land Nature Reserve will be subject to further information and approval by the ITC Board if and when the application is approved.
- The ITC Board directed staff to draft a letter to the Bowen Municipality regarding Referral BO-DP-2024-0196 including their comments to ensure the project will not negatively impact the David Otter Nature Reserve.
- The ITC Board directed staff to respond to the Bowen Island Municipal Council referral regarding bylaw 671 and 672 with their comments.

5. COMMUNICATIONS AND OUTREACH

- Staff are considering the creation of a Priority Acquisitions Fund that would act as a source of funds for ITC to use if a priority acquisition arises that ITC may wish to acquire.
- Staff are in communication with the McRae NAPTEP Covenant (Gabriola Island) Holder regarding off-leash dogs, and are pursuing an article for the local newspaper.

Learn more about Islands Trust Conservancy: <https://islandstrust.bc.ca/conservancy/>

Subscribe for Islands Trust Conservancy updates: <https://islandstrust.bc.ca/subscribe/>



Islands Trust

REQUEST FOR DECISION

LOCAL TRUST COMMITTEE BYLAW SUBMISSION

File No.: SS-BL-540

3900-03: Housing Agreement
Repeal Bylaw

DATE OF MEETING: February 26, 2025
TO: Islands Trust Executive Committee
FROM: Chris Buchan, Acting Island Planner
SUBJECT: Salt Spring Island Local Trust Committee - Proposed Bylaw No. 540 – Repeal of Housing Agreement Bylaw

RECOMMENDATION

1. **THAT the Islands Trust Executive Committee approve Salt Spring Island Local Trust Committee Bylaw No. 540, cited as "Salt Spring Island Housing Repeal Bylaw No. 540, 2024" in accordance with Section 27 of the *Islands Trust Act*.**

DIRECTORS COMMENTS

Proposed Bylaw no. 540 rescinds Housing Agreement Bylaw No. 447 which is required to complete a foreclosure sale which followed a decades long unsuccessful attempt to create up to 10 affordable housing units on the subject property. Zoning still permits the additional 10 affordable housing units within the zoning although a new Housing Agreement Bylaw would be required to create the realize them.

Salt Spring Island Local Trust Committee referred Bylaw No. 540 to the Executive Committee for approval under Section 27 of the *Islands Trust Act*. Staff recommends that the Executive Committee approve the bylaw as it is not contrary to or at variance to the Islands Trust Policy Statement.

IMPLICATIONS OF RECOMMENDATION

Organizational:

Minimal staff time to update material on the website.

Financial:

None

Policy:

Planning staff and the Salt Spring Island Local Trust Committee have determined that Bylaw 540 is consistent with the Islands Trust Policy Statement Directives Only Checklist.

Implementation and Communications:

Staff will communicate Executive Committee's decision to the Salt Spring Island Local Trust Committee.

First Nations:

There is no impact on First Nations on the adoption of the Housing Agreement Repeal bylaw.

Other:

There are no other anticipated implications of the recommendation.

PURPOSE

To repeal an existing housing agreement bylaw through adoption of a repeal bylaw.

BACKGROUND

The subject property at 584 Rainbow Road is currently zoned Rural (R) and was rezoned in 2008 to permit one residential dwelling unit and up to 10 affordable housing units. The Salt Spring Island land use bylaw requires that additional densities approved for affordable housing must be secured via an affordable housing agreement. The Salt Spring Island Local Trust Committee adopted Housing Agreement Bylaw No. 447 on September 22, 2010, to secure these affordable units. Various structures were placed on the subject property for the purposes of providing affordable housing; however, few, if any, were given occupancy permits and have since been abandoned in various states of disrepair. The property is now in a foreclosure sale.

At the November 2023 Regular Meeting, the SS LTC passed resolution (SS-2023-144) to discharge the housing agreement from the title of the property. This action was necessary to clear the title for an arm's length sale as ordered by the BC Supreme Court.

At the July 11, 2024, meeting, staff presented an updated request from Vancouver City Savings Credit Union, the lender involved in the foreclosure, to repeal Housing Agreement Bylaw No. 447. The SS LTC resolved to proceed with the preparation of a repealing bylaw to formally remove the housing agreement.

At the September 12, 2024 meeting, staff presented the draft repeal bylaw No. 540 to LTC, where first and second reading to Bylaw 540 was given.

Finally, at the December 14, 2024 meeting, staff brought back the Proposed Repeal Bylaw No. 540 and the following resolutions were given:

- 1. That the Salt Spring Island Local Trust Committee review the Directives Only Policies and determines that Bylaw No. 540 is not contrary to or at variance with the Islands Trust Policy Statement.*
- 2. That the Salt Spring Island Local Trust Committee Housing Agreement Repeal Bylaw No. 540 cited as "Salt Spring Island Local Trust Committee Bylaw No. 540" be read a Third time.*
- 3. That Salt Spring Island Local Trust Committee Bylaw No. 540, cited as "Salt Spring Island Local Trust Committee Bylaw No. 540" be forwarded to the Secretary of the Islands Trust for approval by the Executive Committee.*

Proposed Bylaw No. 540 now requires Executive Committee approval prior to adoption.

RELEVANT POLICY(S):

Islands Trust Council Executive Committee Legislative Role ([Policy 2.4.4](#))

ALTERNATIVE

1. Determine that the bylaw is inconsistent with the Islands Trust Policy Statement:

THAT the Executive Committee request that staff advise Salt Spring Island Local Trust Committee in writing that the Executive Committee considers that Salt Spring Island Local Trust Committee Bylaw No.

540, cited as "Salt Spring Island Housing Repeal Bylaw No. 540, 2024" *is inconsistent or at variance with the Islands Trust Policy Statement for [INSERT REASONS], and advise the Salt Spring Island Local Trust Committee on steps needed to address the specified issues.*

Submitted By:	Chris Buchan, Acting Island Planner	February 14, 2025
Concurrence:	Stefan Cermak, Director Local Planning Services	February 18, 2025

ATTACHMENTS

1. EC Submission Cover
2. EC General Checklist
3. Proposed SS LTC Bylaw No. 540



Local Trust Committee Bylaws
Submission for Executive committee Approval

Local Trust Committee: Salt Spring Island Local Trust Committee

Bylaw No.: SS-540

Bylaw Type: Administration Bylaw

Date of resolution referring bylaw to Executive Committee: 12-Dec-2024

- ☒ Bylaw Submission Checklist attached
- ☒ Policy Statement Checklist attached*
* not required for administrative bylaws
- ☒ Summary of Bylaw Intent Attached

Recieved by Islands Trust Secretary:

Signature: _____
Secretary

Date: _____

Deadline for Executive Committee decision (one month after receipt by
Secretary as determined pursuant to the Interpretation Act*): _____

Date bylaw will appear on Executive Committee agenda: _____

- *a month means "a period calculated from a day in one month to a day numerically corresponding to that day in the following month, less one day"*
- *In the calculation of time expressed as clear days, weeks, months or years, or as "at least" or "not less than" a number of days, weeks, months, or years, the first and last*

Distribution: Executive Committee

Director, LPS

Local Trust Committee

Planner

Planning Clerk

Executive Committee

Policy Checklist

Checklist Key:

Consistent	The bylaw is consistent with the Islands Trust Policy Manual Chapter 2, Section 4, Subsection iv
Contrary	The bylaw is inconsistent (contrary or at variance) with the Islands Trust Policy Manual Chapter 2, Section 4, Subsection iv
Not-Applicable	The policy is not applicable with the Islands Trust Policy Manual Chapter 2, Section 4, Subsection iv .

Executive Committee Legislative Role Policy (2.4)

Consistent	i	Bylaw is consistent with the object of the Trust
Consistent	ii	Bylaw is not contrary to or at variance to the Islands Trust Policy Statement
Consistent	iii	Bylaw does not expose the Islands Trust to unreasonable expense in the administration or enforcement of the bylaw
Consistent	iv	Bylaw is not enacted without legal authority, including inconsistency with the relevant OCP (based on legal advice)

Checklist Key:

Requires Resources	Staff resources required to assist with administration.
No Resources Required	No staff resources required.

The Bylaw has been Examined Against Best Management Practices for Delivery of Local Planning Services as found in Section 5.9 of the Islands Trust Policy Manual

No Resources Required	B.5	Bylaw is consistent with the object of the Trust
No Resources Required	B10	Bylaw is not contrary to or at variance to the Islands Trust Policy Statement

Comments

Completed By: Rob Pingle

Status

Date Resolution Referred to Exective Committee: 12-Dec-2024

Reading: 12-Dec-2024

Third Reading

SALT SPRING ISLAND LOCAL TRUST COMMITTEE

BYLAW NO. 540

*

A BYLAW TO AUTHORIZE REPEAL OF A HOUSING AGREEMENT

*

WHEREAS the Salt Spring Island Local Trust Committee is the Local Trust Committee having jurisdiction on and in respect of the Salt Spring Island Local Trust Area, pursuant to the Islands Trust Act;

AND WHEREAS Section 483 of the Local Government Act and Section 29 of the Islands Trust Act permit the Local Trust Committee to enter into a housing agreement;

AND WHEREAS the Salt Spring Island Local Trust Committee wishes to repeal a Housing Agreement;

NOW THEREFORE the Salt Spring Island Local Trust Committee enacts in open meeting assembled as follows:

1. This Bylaw may be cited for all purposes as “Salt Spring Island Housing Agreement Repeal Bylaw No. 540, 2024”.

2. Bylaw 447, cited as “Salt Spring Island Housing Agreement Bylaw No. 447, 2010” is repealed.

READ A FIRST TIME this 12th day of September, 2024

READ A SECOND TIME this 12th day of September, 2024

READ A THIRD TIME this 12th day of December, 2024

APPROVED BY THE EXECUTIVE COMMITTEE OF THE ISLANDS TRUST this
day of ,

ADOPTED this
day of ,

SECRETARY

CHAIRPERSON



File No.: 3900-12: SS-BL-542

DATE OF MEETING: February 26, 2025

TO: Islands Trust Executive Committee

FROM: Milad Panahifar, Acting Planner 1

SUBJECT: Salt Spring Island Local Trust Committee - Proposed Bylaw No. 542 – PLRZ20240251, 101 Bittancourt Rd

RECOMMENDATION

THAT the Islands Trust Executive Committee consider Proposed Bylaw No. 542 forwarded by the Salt Spring Island Local Trust Committee. A resolution to approve the forwarded bylaw would be as follows:

- 1. Islands Trust Executive Committee approve Salt Spring Island Local Trust Committee Bylaw No. 542, cited as "Salt Spring Island Land Use Bylaw, 1999, Amendment No. 1, 2025" in accordance with Section 27 of the *Islands Trust Act*.**

DIRECTORS COMMENTS

Salt Spring Island Local Trust Committee referred Bylaw No. 542 to the Executive Committee for approval under Section 27 of the *Islands Trust Act*. Salt Spring Island Local Trust Committee (SS LTC) have resolved that the proposed bylaw is not contrary to or at variance to the Islands Trust Policy Statement.

Staff assessed that the draft bylaw may not be consistent with the Official Community Plan (OCP) nor the Policy Statement. The Salt Spring Island Local Trust Committee disagreed and chose to proceed in an expeditious manner. Courts have indicated preference to local authorities, such as the SS LTC, to determine how reasonable it may be to consider that a bylaw is consistent with an OCP.

The expedited process may conflict with legislation and Trust Council policies, and procedures. If a legal challenge arises, the courts will review include staff's assessment to the SS LTC and Executive Committee thus a potential legal-financial risk exists.

IMPLICATIONS OF RECOMMENDATION

Organizational:

The SS LTC directed staff to expedite processing the rezoning application LPRZ20240251 (101 Bittancourt Road) which has led to proposed Bylaw No. 542. As such, the expedited process does not follow standard application processes as per Trust Council policies or operating procedures including referral processes and scheduling of community information meetings. Expediting processes are reasonable if they do not set up a potential conflict with legislation.

While the proposed project is of clear community interest and benefit, staff cannot provide recommendations on preferred property owners and proposals. Rather staff must evaluate proposed uses versus existing bylaws, legislation, and best practices. As noted above, staff's evaluation is that the bylaw may conflict with the OCP and by extension, the Policy Statement. Staff were also directed to

not hold a public hearing before a draft bylaw was presented, which may also be contrary to section 464 of the Local Government Act.

The directives policy checklist and recommendation for Executive Committee consideration reflect the amendments made by the SS LTC.

Financial:

The Local Government Act requires zoning bylaw amendments to be in agreement with the Official Community Plan. Staff have advised the Salt Spring Island Local Trust Committee that the proposed bylaw may be at conflict thus may be at risk if legally challenged which places a financial risk for the Executive Committee to consider.

Policy:

Salt Spring Island Local Trust Committee have determined that Bylaw 542 is consistent with the Islands Trust Policy Statement Directives Only Checklist.

Salt Spring Island Local Trust Committee expedited processing of the application and chose not to require Community Information Meetings as recommended in Trust Council's Best Management Practices for Delivery of Local Planning Service ([Policy 5.9.1](#)), nor to refer a draft bylaw as per standard procedures.

Islands Trust Council's Executive Committee Legislative Role ([Policy 2.4.4](#)) summarize the Executive Committee's legislative role in relationship to local trust committees and the bylaw approval process.

Implementation and Communications:

Staff will advise the Salt Spring Island Local Trust Committee of the decision of the Executive Committee.

External Referrals:

The subject property is located in the area of interest for 12 First Nations. However, SS LTC has chosen to expedite this application and read the bylaw three times without external referrals, including not referring to adjacent Local Trust Committees and First Nations.

Islands Trust Conservancy Board Referral:

Subject property contains an ecosystem type (Mature Forest) that is designated for ecosystem protection in the Island Trust Conservancy's Regional Conservation Plan. Section 7 of the Islands Trust Conservancy (ITC) Board Policy (Policy number 3.3.1) stipulates that lands containing ecosystem types designated for protection in the ITC's Regional Conservation Plan are subject to consultation, therefore, staff recommended a formal referral of this application to Islands Trust Conservancy Board. SS LTC decided to approve the application without referrals to Islands Trust Conservancy Board.

Other:

Section 464 of the *Local Government Act* requires that SS LTC not hold a public hearing if the application aligns with the OCP. Staff has advised that the proposal does not conform to the policies unless a housing agreement is registered on title to confirm the applicant's intent is upheld.

Sections B.2.1.2.1 and B.2.2.6 of the Official Community Plan (OCP) recommend avoiding zoning changes that would lead to a population increase exceeding density limits, unless the changes are aimed at meeting affordable housing goals. Section B.2.4.2.2 of the OCP recognizes existing medium-density residential uses within the Residential Neighbourhood land use designation and advises against zoning changes, except for multi-family affordable housing projects.

The OCP defines "medium density" as "residential use where the density of dwellings is between one per 0.10 ha and one per 2 ha." In the case of the subject property which is 0.73 ha (1.80 ac), the maximum allowable residential density is seven (7) units. The proposed development includes 18

residential units to be located in an existing 28-unit motel building. The land use bylaw (LUB) clarifies that “residential” does not include “*any commercial guest accommodation use.*” Staff has advised that the proposed multi-family development conflicts with the density limits set for the (RN) Land Use Designation.

Section 5.2.5 of Islands Trust Policy Statement supports the issues about density: “*Local trust committees and island municipalities shall, in their official community plans and regulatory bylaws, address means for achieving efficient use of the land base without exceeding any density limits defined in their official community plans.*” Staff notes that the density limits would be exceeded in this proposal, unless a housing agreement is put in place.

PURPOSE

Salt Spring Island Local Trust Committee Proposed Bylaw No. 542, cited as "Salt Spring Island Land Use Bylaw No. 355, 1999, Amendment No. 1, 2025" (Attachment No. 4) intends to amend the Land Use Bylaw to:

- Create the new variance Residential 1 (c) to allow 18-unit multi-family dwelling as a permitted use on the subject property located at 101 Bittancourt Road.
- Decrease the front lot line setback from 7.5m to 5m.
- Eliminate the off-street loading space requirement for multi-family dwellings.
- Reduce the required number of automobile parking spaces designated for disabled use from 2 to 1.
- Prohibit the operation of bed and breakfast operations, boarding housings, and repair of automobiles as home-based businesses on the subject property.

BACKGROUND

The subject property is a low-rise redevelopment site. Prior to the site's redevelopment (it is mid reconstruction), the property at 101 Bittancourt Street on Salt Spring Island was formerly the Seabreeze Inn, a hotel with 28 rooms spread over 2 floors. The Lady Minto Hospital Foundation purchased the site and is proposing a rezoning to allow 18 rental residential units to provide housing for healthcare workers. In order to help expedite building permit approval for renovations, a temporary use permit was issued. The multi-family use is currently permitted as a temporary use by Temporary Use Permit (issued as SS-TUP-2022.1) and will expire July 18, 2025.

The Salt Spring Island Local Trust Committee (SS LTC) conducted a preliminary review of the application during their meeting on December 12, 2024. Following the review, the SS LTC instructed staff to prioritize the application and draft a bylaw to rezone the property to Residential 1. The SS LTC directed staff to move forward with posting a notice that a public notification that first reading of a bylaw would be considered in February 2025 having pre-determined that a bylaw would not be in conflict with the OCP thus no Public Hearing would be required.

At the LTC meeting on February 13, 2025, the SS LTC decided not to refer the application to the agencies outlined in the report and chose to forgo the staff-recommended housing agreement condition. Additionally, the SS LTC resolved that the bylaw aligns with both the Islands Trust Policy Statement and the Official Community Plan.

RELEVANT POLICY(S):

- Islands Trust Council’s Executive Committee Legislative Role ([Policy 2.4.4](#))

- Islands Trust Conservancy and Local Planning Service Coordination ([Policy 3.3.1](#))
- Trust Council's Best Management Practices for Delivery of Local Planning Service ([Policy 5.9.1](#))

ALTERNATIVES

Islands Trust Council's Executive Committee Legislative Role ([Policy 2.4.4](#)) summarizes the Executive Committee's legislative role in relationship to local trust committees and the bylaw approval process. The Executive Committee may:

- Approve the bylaw,
- Refuse the bylaw - giving reasons for refusal (for example: the bylaw exposes the Islands Trust to unreasonable expense in the administration or enforcement of the bylaw), or
- Return the bylaw giving reasons for the return and directions to change the bylaw (for example: the bylaw is inconsistent with the Islands Trust Policy Statement and that the Salt Spring Island Local Trust Committee needs to take steps to either amend the OCP or to approve a Housing Agreement to be in conformity with the OCP).

A resolution to affect the above bullet may be similar to:

THAT the Executive Committee request that staff advise Salt Spring Island Local Trust Committee in writing that the Executive Committee considers that Salt Spring Island Local Trust Committee Bylaw No. 542, cited as "Salt Spring Island Land Use Bylaw, 1999, Amendment No. 1, 2025" is inconsistent or at variance with the Islands Trust Policy Statement for [INSERT REASONS], and advise the Salt Spring Island Local Trust Committee on steps needed to address the specified issues.

Submitted By:	Milad Panahifar, Acting Planner 1	February 18, 2025
Concurrence:	Stefan Cermak, Director Planning Services	February 19, 2025

ATTACHMENTS

1. EC Submission Cover
2. EC General Checklist
3. Policy Checklist
4. Proposed SS LTC Bylaw No. 542



Local Trust Committee Bylaws
Submission for Executive committee Approval

Local Trust Committee: Salt Spring Island Local Trust Committee

Bylaw No.: SS-542

Bylaw Type: Land Use Bylaw

Date of resolution referring bylaw to Executive Committee: 13-Feb-2025

- ☒ Bylaw Submission Checklist attached
- ☒ Policy Statement Checklist attached*
* not required for administrative bylaws
- ☒ Summary of Bylaw Intent Attached

Received by Islands Trust Secretary:

Signature: _____
Secretary

Date: _____

Deadline for Executive Committee decision (one month after receipt by
Secretary as determined pursuant to the Interpretation Act*): _____

Date bylaw will appear on Executive Committee agenda: _____

- *a month means "a period calculated from a day in one month to a day numerically corresponding to that day in the following month, less one day"*
- *In the calculation of time expressed as clear days, weeks, months or years, or as "at least" or "not less than" a number of days, weeks, months, or years, the first and last*

Distribution: Executive Committee

Director, LPS

Local Trust Committee

Planner

Planning Clerk

ISLANDS TRUST POLICY STATEMENT DIRECTIVES ONLY CHECKLIST

File No.: PLRZ20240251 | Bylaw No: 542
101 Bittancourt Road (PID: 003-734-706)

PURPOSE

To provide staff with the Directives Only Checklist to highlight issues addressed in staff reports and as a means to ensure Local Trust Committees address certain matters in their official community plans and regulatory bylaws, Island Municipalities address certain matters in their official community plans, and to reference any relevant sections of the Policy Statement.

POLICY STATEMENT

The Policy Statement is comprised of several parts. Parts I and II outline the purpose, the Islands Trust object, and Council's guiding principles. Parts III, IV and V contain the goals and policies relevant to ecosystem preservation and protection, stewardship of resources and sustainable communities.

There are three different kinds of policies within the Policy Statement as follows:

- Commitments of Trust Council which are statements about Council's position or philosophy on various matters;
- Recommendations of Council to other government agencies, non-government organizations, property owners, residents and visitors; and
- Directive Policies which direct Local Trust Committees and Island Municipalities to address certain matters.

DIRECTIVES ONLY CHECKLIST

The Policy Statement Directives Only Checklist is based on the directive policies from the Policy Statement (Consolidated April 2003) which require Local Trust Committees to address certain matters in their official community plans and regulatory bylaws and Island Municipalities to address certain matters in their official community plans in a way that implements the policy of Trust Council.

Staff will use the Policy Statement Checklist (Directives Only) to review Local Trust Committee and Island Municipality bylaw amendment applications and proposals to ensure consistency with the Policy Statement. Staff will add the appropriate symbol to the table as follows:

- ✓ if the bylaw is consistent with the policy from the Policy Statement, or
- ✗ if the bylaw is inconsistent (contrary or at variance) with a policy from the Policy Statement, or
- N/A if the policy is not applicable.

PART III: POLICIES FOR ECOSYSTEM PRESERVATION AND PROTECTION

CONSISTENT	No.	DIRECTIVE POLICY
	3.1	Ecosystems
✓	3.1.3	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification and protection of the environmentally sensitive areas and significant natural sites, features and landforms in their planning area.
✓	3.1.4	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the planning, establishment, and maintenance of a network of protected areas that preserve the representative ecosystems of their planning area and maintain their ecological integrity.
N/A	3.1.5	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the regulation of land use and development to restrict emissions to land, air and water to levels not harmful to humans or other species.
	3.2	Forest Ecosystems
N/A	3.2.2	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the protection of unfragmented forest ecosystems within their local planning areas from potentially adverse impacts of growth, development, and land-use.
	3.3	Freshwater and Wetland Ecosystems and Riparian Zones
N/A	3.3.2	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address means to prevent further loss or degradation of freshwater bodies or watercourses, wetlands and riparian zones and to protect aquatic wildlife.
	3.4	Coastal and Marine Ecosystems
N/A	3.4.4	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the protection of sensitive coastal areas.
N/A	3.4.5	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the planning for and regulation of development in coastal regions to protect natural coastal processes.

PART IV: POLICIES FOR THE STEWARDSHIP OF RESOURCES

CONSISTENT	No.	DIRECTIVE POLICY
	4.1	Agricultural Land
N/A	4.1.4	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification and preservation of agricultural land for current and future use.
N/A	4.1.5	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the preservation, protection, and encouragement of farming, the sustainability of farming, and the relationship of farming to other land uses.
N/A	4.1.6	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the use of adjacent properties to minimize any adverse affects on agricultural land.
N/A	4.1.7	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the design of road systems and servicing corridors to avoid agricultural lands unless the need for roads outweighs agricultural considerations, in which case appropriate mitigation measures shall be required to derive a net benefit to agriculture.
N/A	4.1.8	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address land uses and activities that support the economic viability of farms without compromising the agriculture capability of agricultural land.
N/A	4.1.9	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the use of Crown lands for agricultural leases.
	4.2	Forests
N/A	4.2.6	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the need to protect the ecological integrity on a scale of forest stands and landscapes.
N/A	4.2.7	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the retention of large land holdings and parcel sizes for sustainable forestry use, and the location and construction of roads, and utility and communication corridors to minimize the fragmentation of forests.
✓	4.2.8	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the designation of forest ecosystem reserves where no extraction will take place to ensure the preservation of native biological diversity.
CONSISTENT	No.	DIRECTIVE POLICY
	4.3	Wildlife and Vegetation

	4.4	Freshwater Resources
✓	4.4.2	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address measures that ensure neither the density nor intensity of land use is increased in areas which are known to have a problem with the quality or quantity of the supply of freshwater, water quality is maintained, and existing, anticipated and seasonal demands for water are considered and allowed for.
N/A	4.4.3	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address measures that ensure water use is not to the detriment of in-stream uses
	4.5	Coastal Areas and Marine Shorelands
N/A	4.5.8	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the needs and locations for marine dependent land uses.
N/A	4.5.9	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the compatibility of the location, size and nature of marinas with the ecosystems and character of their local planning areas.
N/A	4.5.10	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the location of buildings and structures so as to protect public access to, from and along the marine shoreline and minimize impacts on sensitive coastal environments.
N/A	4.5.11	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address opportunities for the sharing of facilities such as docks, wharves, floats, jetties, boat houses, board walks and causeways.
	4.6	Soils and Other Resources
N/A	4.6.3	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the protection of productive soils.

PART V: POLICIES FOR SUSTAINABLE COMMUNITIES

CONSISTENT	No.	DIRECTIVE POLICY
	5.1	Aesthetic Qualities
N/A	5.1.3	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the protection of views, scenic areas and distinctive features contributing to the overall visual quality and scenic value of the Trust Area.
	5.2	Growth and Development
✓	5.2.3	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address policies related to the aesthetic, environmental and social impacts of development.
✓	5.2.4	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address any potential growth rate and strategies for growth management that ensure that land use is compatible with preservation and protection of the environment, natural amenities, resources and community character.
✓	5.2.5	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address means for achieving efficient use of the land base without exceeding any density limits defined in their official community plans.
N/A	5.2.6	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification of areas hazardous to development, including areas subject to flooding, erosion or slope instability, and strategies to direct development away from such hazards.
	5.3	Transportation and Utilities
N/A	5.3.4	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the development of a classification system of rural roadways, including scenic or heritage road designations, in recognition of the object of the Islands Trust.
N/A	5.3.5	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the impacts of road location, design, construction and systems.
N/A	5.3.6	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the designation of areas for the landing of emergency helicopters.
N/A	5.3.7	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the development of land use patterns that encourage establishment of bicycle paths and other local and inter-community transportation systems that reduce dependency on private automobile use.
	5.4	Disposal of Waste
N/A	5.4.4	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification of acceptable locations for the disposal of solid waste.
CONSISTENT	No.	DIRECTIVE POLICY
	5.5	Recreation

N/A	5.5.3	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the prohibition of destination gaming facilities such as casinos and commercial bingo halls.
N/A	5.5.4	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the location and type of recreational facilities so as not to degrade environmentally sensitive areas, and the designation of locations for marinas, boat launches, docks and anchorages so as not to degrade sensitive marine or coastal areas.
N/A	5.5.5	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification of sites providing safe public access to beaches, the identification and designation of areas of recreational significance, and the designation of locations for community and public boat launches, docks and anchorages.
N/A	5.5.6	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification and designation of areas for low impact recreational activities and discourage facilities and opportunities for high impact recreational activities.
N/A	5.5.7	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the planning for bicycle, pedestrian and equestrian trail systems.
	5.6	Cultural and Natural Heritage
N/A	5.6.2	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification, protection, preservation and enhancement of local heritage.
N/A	5.6.3	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the preservation and protection of the heritage value and character of historic coastal settlement patterns and remains.
	5.7	Economic Opportunities
N/A	5.7.2	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address economic opportunities that are compatible with conservation of resources and protection of community character.
	5.8	Health and Well-being
N/A	5.8.6	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address their community's current and projected housing requirements and the long-term needs for educational, institutional, community and health-related facilities and services, as well as the cultural and recreational facilities and services.

	POLICY STATEMENT COMPLIANCE
✓	<i>In compliance with Trust Policy</i> (as amended by the SS LTC)
	<i>Not in compliance with Trust Policy for the following reasons:</i>

Executive Committee

Policy Checklist

Checklist Key:

Consistent	The bylaw is consistent with the Islands Trust Policy Manual Chapter 2, Section 4, Subsection iv
Contrary	The bylaw is inconsistent (contrary or at variance) with the Islands Trust Policy Manual Chapter 2, Section 4, Subsection iv
Not-Applicable	The policy is not applicable with the Islands Trust Policy Manual Chapter 2, Section 4, Subsection iv .

Executive Committee Legislative Role Policy (2.4)

Consistent	i	Bylaw is consistent with the object of the Trust
IN- Consistent	ii	Bylaw is not contrary to or at variance to the Islands Trust Policy Statement
IN- Consistent	iii	Bylaw does not expose the Islands Trust to unreasonable expense in the administration or enforcement of the bylaw
IN- Consistent	iv	Bylaw is not enacted without legal authority, including inconsistency with the relevant OCP (based on legal advice)

Checklist Key:

Requires Resources	Staff resources required to assist with administration. (legal-financial risk)
No Resources Required	No staff resources required.

The Bylaw has been Examined Against Best Management Practices for Delivery of Local Planning Services as found in Section 5.9 of the Islands Trust Policy Manual

No Resources Required	B.5	Bylaw is consistent with the object of the Trust
No Resources Required	B10	Bylaw is not contrary to or at variance to the Islands Trust Policy Statement (as per SS LTC)

Comments

Mainly to amend SS LUB to allow an 18-unit multi-family development.

Completed By: Milad Panihifar

Status

[Amended by: Stefan Cermak, Director, Planning Services](#)

Date Resolution Referred to Exective Committee: 13-Feb-2025

Reading:

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SALT SPRING ISLAND LOCAL TRUST COMMITTEE BYLAW NO. 542

A BYLAW TO AMEND SALT SPRING ISLAND LAND USE BYLAW NO. 355, 1999

The Salt Spring Island Local Trust Committee, being the Trust Committee having jurisdiction in respect of the Salt Spring Island Local Trust Area under the *Islands Trust Act*, enacts as follows:

1. Citation

This bylaw may be cited for all purposes as “Salt Spring Island Land Use Bylaw, 1999, Amendment No. 1, 2025”.

2. Salt Spring Island Local Trust Committee Bylaw No. 355, cited as “Salt Spring Island Land Use Bylaw, 1999,” is amended as follows:

2.1 Zoning Map, is amended by changing the zoning classification for Lot A, Section 19, Range 4 East, North Salt Spring Island, Cowichan District, Plan 2947, Except Part In Plan 42952, from Commercial Accommodation 2 (a) (CA2(a)) to Residential 1(c) (R1(c)), as shown on Plan No. 1 attached to and forming part of this bylaw, and by making such alterations to Schedule “A” to Bylaw No. 355 as are required to effect this change.

2.2 **Section 9.9 – RESIDENTIAL ZONES**, Subsection 9.9.4 - “Exceptions in Particular Locations” is amended by adding a new R1(c) zone variation as follows:

“Zone Variation – R1(c)”

(15) Despite section 4.3.1 no building or structure except a fence, pump house, public utility structure or underground utility may be constructed within the following setbacks:

(a) 5.0 m minimum setback from a front lot line.

(16) Despite section 7.6.1 off-street loading spaces are not required.

(17) Despite Section 7.1 – Requirements for Parking and Loading Spaces - Subsection 7.1.1 - off-street parking spaces must be provided and maintained for automobiles and bicycles according to the following table:

Land Use	Number of Automobile Parking Spaces Required	Number of Automobile Parking Spaces that must be designed for use by the disabled	Number of Bicycle Parking Spaces Required
Multi-family dwelling, except	1.25 per unit	1	1 per unit without a

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for seniors' housing facilities Mobile home Parks			garage plus a 6-space rack
Senior dwelling units	0.5 per unit	1 per 10 units	1 per 15 units without garages
Dwelling units designed to be used by a disabled person	1.25 per unit plus one per non-resident employee (or full-time equivalent)	1 per unit	1 per 15 units

- (18) Despite subsection 9.9.2 – Size, Siting and Density of Permitted Uses, Buildings and Structures, the maximum number of *dwelling units* is 18.
- (19) Despite Section 3.13 – Home-Based Businesses, Subsection 3.13.6 – bed and breakfast operations, boarding housings, and repair of automobiles are not permitted.

2.3 And by making such consequential numbering alterations to effect these changes.

3. SEVERABILITY

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

READ A FIRST TIME THIS _____ DAY OF _____ 20____

READ A SECOND TIME THIS _____ DAY OF _____ 20____

READ A THIRD TIME THIS _____ DAY OF _____ 20____

APPROVED BY THE EXECUTIVE COMMITTEE OF THE ISLANDS TRUST THIS

_____ DAY OF _____ 20____

ADOPTED THIS _____ DAY OF _____ 20____

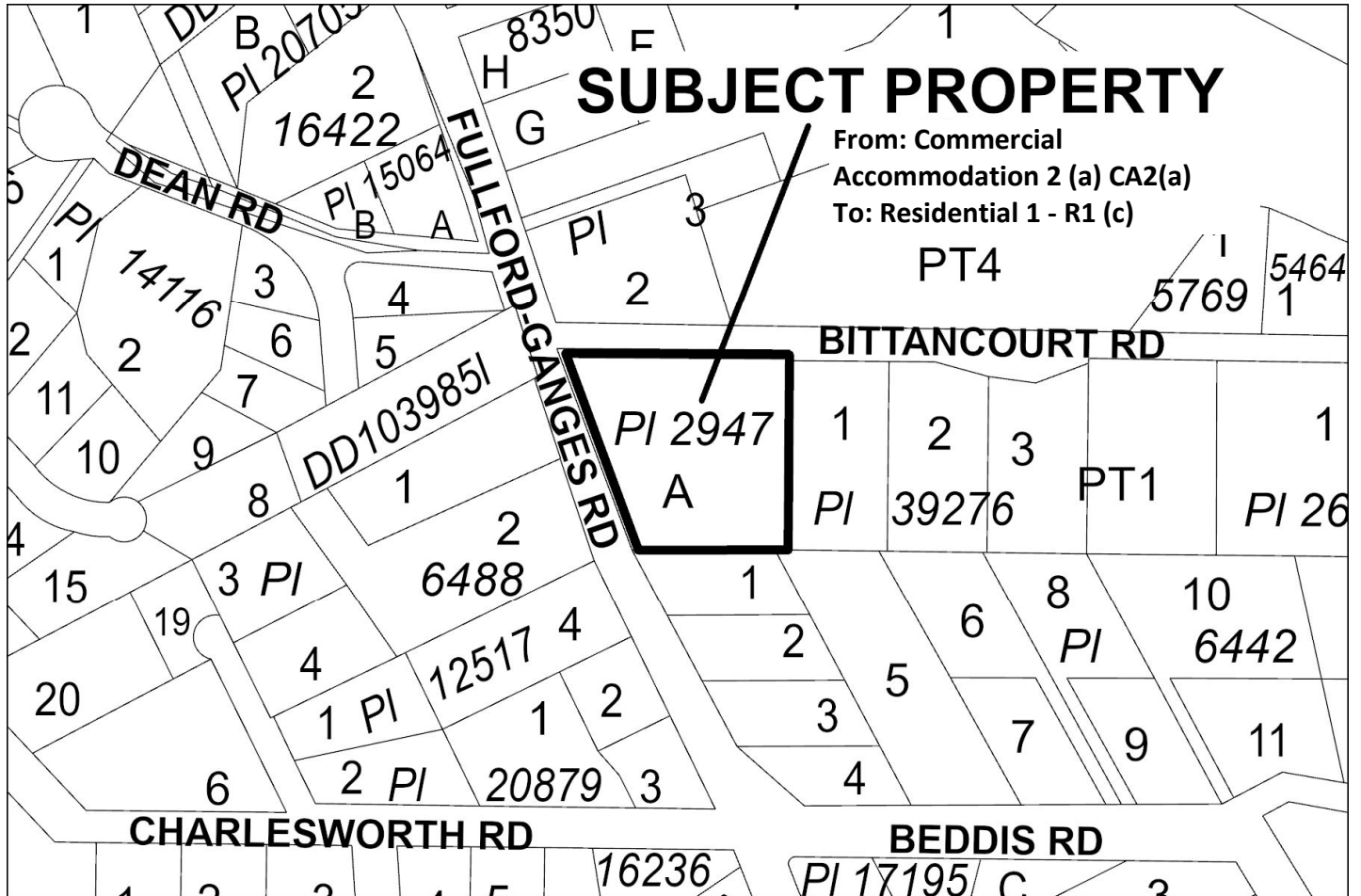
Chair

Secretary

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SALT SPRING ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 542

Plan No. 1



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** March 12, 2025
From: Executive Office **Date Prepared:** February 14, 2025
SUBJECT: Trust Council Continuous Learning Plan

RECOMMENDATION:

THAT Trust Council approve the draft Continuous Learning Plan for the balance of the current council term.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: Trust Council has already prioritized Trustee learning for three substantive topics: structured decision making, trustee conduct, and meeting management. With these priorities targeted for delivery in the first half of 2025, there is limited opportunity for additional learning in the balance of this Council term. Proposed additional learning topics are based on the response to survey offered to trustees in late January 2025.

1 PURPOSE:

To seek Trust Council endorsement of the updated Trust Council Continuous Learning Plan for the balance of the current council term.

2 BACKGROUND:

[Islands Trust Council's Policy 2.4.1](#) s.5.3 indicates that the Executive Committee has a responsibility "to facilitate an ongoing trustee training and orientation program."

Executive Committee and Trust Council have previously directed staff to coordinate Trust Council learning for:

- Structured decision making
- Trustee conduct
- Chairing and meeting management

In January 2025, Executive Committee asked staff to undertake a survey of trustees to identify additional preferred topics to be addressed through an updated Continuous Learning Plan for Trust Council.

The resulting survey was administered to Trust Council in the last week of January. The most popular topics identified by the 17 respondents to the survey were:

- Provincial government update on the DRIPA implementation progress (53%)
- Community/public engagement best practices (35%)
- Shoreline protection (35%)
- First Nations relationship building (35%)

The survey also indicated a preference for learning sessions to be delivered via live webinar/virtual meeting format (47%). The second most popular format was a dedicated hybrid session combining options for in-person and virtual participation (29%).

In January 2025, staff also successfully secured a grant from the Local Government Management Association (LGMA) of up to \$25,000 to be used toward training and legal advice in support of code of conduct and effective meeting management.

At its February 5, 2025 meeting, Executive Committee requested staff to develop a strategy to use a portion of this grant to 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 in-person training session at the June quarterly Trust Council meeting.

Based on previous direction and trustee input, the proposed Continuous Learning Plan is outlined in Attachment 1 for Trust Council consideration. Confirmation of the proposed sessions beyond June 2025 are subject to identification and availability of appropriate training providers. Proposed dates, providers and content will be brought forward to Executive Committee for approval as they are identified for each session. Trust Council will be advised of confirmation of sessions and any changes to the proposed plan as planning progresses.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Scheduling the proposed learning events may be challenging dependent on the availability of learning providers and Trustees' meeting schedules. With the exception of the half-day in-person session on conduct, sessions will be delivered online or in a hybrid format.

FINANCIAL: The LGMA grant will cover the cost of the chair and conduct training sessions. Training providers for the other topics will be selected, in part, based on cost and available funding within the Trustee training budget allocation.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None.

FIRST NATIONS: Appropriate engagement will be undertaken to support delivery of training on the topic of First Nations relationship building.

OTHER: None.

4 RELEVANT POLICY(S): Trust Council Policy [6.12.1 Trustee Training/Conference Attendance](#)

5 ATTACHMENT(S):

1. Proposed Trust Council Continuous Learning Plan

RESPONSE OPTIONS

Recommendation:

THAT Trust Council approve the draft Continuous Learning Plan for the balance of the current council term.

Alternative:

1. Trust Council may amend the Continuous Learning Plan.
2. Trust Council may opt not to proceed with the Continuous Learning Plan at this time.

Prepared By: Rueben Bronee, CAO, February 14, 2025

Trust Council Continuous Learning Plan

Based on previous direction from Trust Council and Executive Committee, and the input from the January 2025 survey of Trustee learning priorities, the following is the proposed Continuous Learning Plan for the balance of the current council term.

TIMING	TOPIC	FORMAT	NOTES
May 2025 TBC	Introduction to Structured Decision Making (SDM)	2-hour virtual session providing an introduction to the practice of SDM and an example of its application to a real-world scenario relevant to Islands Trust	Estimated cost is \$3,000 funded from the Trustee training budget
Late May 2025	Chairing Practices and Meeting Management	Two half-day virtual sessions a week apart for council and committee chairs and vice chairs	Funded through the LGMA grant
June 18, 2025	Conduct	Half-day in-person morning session during the June Trust Council	Funded through the LGMA grant While taking place during June Trust Council, this will be a closed training session outside the council meeting agenda
Oct/Nov 2025 TBC	DRIPA Implementation Update	TBD, but anticipated to be a 2-hour virtual session with provincial government staff	Assuming the provider is provincial government staff, there should be no or minimal cost for delivery
Nov/Dec 2025 TBC	First Nations Relationship Building	TBD	Approach and provider to be determined through engagement with IGBs
Jan/Feb 2026 TBC	Public Engagement Best Practices	TBD, but anticipated to be a 2-hour virtual session with a contracted provider	
April/May 2026 TBC	Shoreline Protection	TBD	Subject to available funding in 26/27 budget



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** March 12, 2025
From: Executive Committee **Date Prepared:** February 18, 2025
SUBJECT: Approval of the Draft Islands Trust 2025-2028 Strategic Plan Core Elements

RECOMMENDATION:

THAT Trust Council:

1. Approve the Goals & Desired Outcomes, Strategic Directions, and Key Initiatives identified in the document entitled *Draft Islands Trust Council Strategic Plan 2025-28*; and
2. Endorse prioritization of the Key Initiatives identified for the balance of the current Trust Council term in the document entitled *Draft Islands Trust Council Strategic Plan 2025-28*.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

Approval of the strategic plan elements will assist the Islands Trust to focus its organizational resources on those strategic goals and objectives that Trust Council has identified for the remainder of the term. The goals identified in the strategic plan are consistent with the Islands Trust Object and Policy Statement (both current and the amended draft). Initiatives proposed as priorities for the balance of this Trust Council term are all addressed in the draft 2025/26 budget. Staff's ability to deliver on these strategic plan initiatives depends on Trust Council's resourcing of the plan as part of the annual budget approval, whether Trust Council decides in future to displace strategic initiatives with new priorities, and staff vacancies that may occur over the term.

1 PURPOSE:

1. To seek Trust Council's approval of the Islands Trust Council Strategic Plan Goals, Strategies, and Key Initiatives for 2025-28; and
2. To seek Trust Council's direction on which Strategic Plan Initiatives should be prioritized for the balance of the current Trust Council term.

2 BACKGROUND:

Extension of the 2018-2022 Strategic Plan

At its June 2023 meeting, Trust Council approved continuation of the approved 2018-2022 Strategic Plan through the end of the 2024/25 fiscal year, with some revisions.

Extending the 2018-2022 Strategic Plan allowed Trust Council time to begin development a new strategic plan for the term while still advancing work that was agreed to by the current term's elected body. Trust Council's extension of the 2018-2022 plan through 2024/25 requires a new strategic plan be adopted. Confirming key elements of the draft 2026-28 strategic plan

means Trust Council and staff can have confidence that the draft plan accurately reflects Trust Council's collective will and can be appropriately leaned on to inform upcoming work plans.

Draft 2025-2028 Strategic Plan Development:

Trust Council's adoption of more thoughtful corporate planning processes has sought to enhance the process by which Trust Council develops its strategic initiatives, and move the organization to a more intentional, planned and documented, detailed and transparent implementation of the strategies and actions approved in the Plan. The following has taken place over the last 20 months 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; understanding this context is important to ensure that elements in the strategic plan are sound, applicable, and achievable.
- At its September 2023 and December 2023 meetings, Trust Council engaged in Visioning exercises, with the goal of understanding the collective long-term vision of Trust Council for the Trust Area to help guide goal setting in the strategic plan.
- At its March 2024 meeting, Trust Council began its draft strategic plan development facilitated by WCS Engagement and Planning, via a three-and-a-half-hour interactive workshop, focusing on identifying focus areas and drafting strategic directions.
- At its June 2024 meeting, Trust Council furthered its draft strategic plan via a six-hour interactive workshop facilitated by WCS Engagement and Planning (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 & Objectives, and Key Initiatives informed by the two strategic planning sessions they facilitated with Trust Council. Staff have received this document, and completed the following actions to further develop it:

- 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.

The draft strategic plan was scheduled for consideration at September 2024 Trust Council but was deferred. Since then, staff have:

- 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 list of initiatives (Attachment 1). Some of these are new work that has not yet been initiated, while others are initiatives begun under the existing strategic plan that are ongoing.
- Identified the responsible party for each proposed key initiative in the strategic plan, to support future 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.

- Suggested key initiatives for prioritization in the balance of this term based on existing workflow, available resourcing and other dependencies. These are highlighted in green in Attachment 1 and summarized in Attachment 2 for ease of reference. Attachment 2 also provides a general timeline for each initiative. Prioritization of these initiatives does not mean they will be completed within this term, but rather they are underway or will be initiated 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. Notably, some of the key initiatives include within them multiple significant discrete projects, some of which are not yet clearly defined (e.g. 1.2.5 and 1.3.3).

As a result of all the above, the attached draft Islands Trust 2025-28 Strategic Plan reflects a summarized view of Trust Council's desired actions based on conversations at previous Trust Council meetings, previously given Trust Council direction via resolutions, and previously approved Trust Council work programs for committees. Staff have not added any new initiatives or actions of their own determination.

If approved by Trust Council:

- Staff will 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.
- Key initiatives in the strategic plan will inform departmental work plans for the 2025/26 fiscal year.
- Staff will use the strategic plan to support refinement of the draft corporate planning process, and bring forward recommendations for next steps on that work at a future Trust Council meeting.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Approval of the strategic plan will assist Trust Council and Islands Trust staff in focusing resources and efforts to achieve priority goals and objectives. Trust Council's approval of the elements in the draft strategic plan will advance the organization to the next step in the corporate planning process, particularly the development of departmental work plans that will outline more specifically how and when strategic plan and corporate initiatives will be advanced. These departmental plans are intended to map strategic plan initiatives across time with inclusion of resource allocations as required. Note that Attachment 2 also includes, for context, additional major projects already identified in departmental work programs that are underway or anticipated to be initiated during the balance of this council term.

FINANCIAL: Key initiatives identified as strategic plan priorities for the balance of this council term have been included in the proposed budget for 2025/26. Some of the proposed activities identified for future fiscal years may require additional funds, which will be identified as Directors develop their respective departmental work plans.

POLICY: None, other than those directly related to initiatives in the strategic plan.

IMPLEMENTATION/COMMUNICATIONS: [Islands Trust Council's Policy 2.4.1](#) s.5.2 indicates that the Executive Committee is to *'coordinate the development, preparation and implementation of an organizational strategic plan'*. With an approved plan, Executive Committee will assume responsibility for the plan's implementation. The adopted strategic plan will be placed on the Islands Trust website. Council committees will be asked to ensure that their work programs are aligned with the strategic plan. Where applicable, staff work programs will be aligned with the strategic plan. The strategic plan will also form a basis for the annual budget process. Actual implementation of the plan in future fiscal years will be dependent upon Trust Council's annual review of the strategic plan and budget decisions. Trust Council will continue to receive quarterly reports on progress related to the goals and objectives identified in the strategic plan.

FIRST NATIONS RELATIONS: The draft strategic plan includes initiatives that, if actioned appropriately, are intended to strengthen relationships with interested First Nations in the Trust Area. Effective delivering on many of these initiatives will require appropriate engagement with First Nations. This may be challenging given currently available resources.

OTHER: An adopted strategic plan can be used as a tool for communicating with the public and other levels of government regarding Trust Council's priorities during the current term. While local trust committees and the Islands Trust Conservancy Board may decide to undertake work programs that are not aligned with the strategic plan, the plan reflects areas where several local trust committees have common objectives, and as Trust Council approves annual budgets for the organisation as a whole, local trust committee initiatives aligned with the strategic plan are most likely to receive funding.

4 RELEVANT POLICY(S):

- [Policy 2.4.1 Executive Committee Terms of Reference](#)
- [Policy 6.2.1 Priority Setting/Review Guidelines](#)
- [Islands Trust Policy Statement](#) (current)

5 ATTACHMENT(S):

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

RESPONSE OPTIONS

Recommendation:

That Islands Trust Council:

1. Approve the Goals & Desired Outcomes, Strategic Directions, and Key Initiatives identified in the document entitled *Draft Islands Trust Strategic Plan 2025-28*; and
2. Endorse prioritization of the Key Initiatives identified for the balance of the current Trust Council term in the document entitled *Draft Islands Trust Council Strategic Plan 2025-28*.

Alternative:

Trust Council may choose to amend the strategic plan further, recognizing this may delay implementation and require a further extension of the 2018-2022 plan.

Prepared By: Chief Administrative Officer

DRAFT Islands Trust Council Strategic Plan 2025-28

FOCUS AREA	GOALS & DESIRED OUTCOMES	STRATEGIC DIRECTIONS	KEY INITIATIVES	ASSIGNED TO	FUNDING NOTES
			Priority for current council term To be initiated 2026-2027 Initiation timeline TBD		
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)		
			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
			1.3.1 Develop advocacy and education strategy for Provincial review request	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	ASSIGNED TO	FUNDING NOTES
			Priority for current council term To be initiated 2026-2027 Initiation timeline TBD		
		1.3 Advocate to the Province for legislative changes to Islands Trust Act	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 <i>(Wording amended as the request is now submitted and priority will now be addressing whatever response is received)</i>	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	ASSIGNED TO	FUNDING NOTES
			Priority for current council term To be initiated 2026-2027 Initiation timeline TBD		
		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)		
			3.3.2 Develop a marine and foreshore protection toolkit (Recommend removal as work is substantively complete)		
			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	ASSIGNED TO	FUNDING NOTES
			Priority for current council term To be initiated 2026-2027 Initiation timeline TBD		
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

DRAFT Islands Trust Council Strategic Plan 2025-28

FOCUS AREA	GOALS & DESIRED OUTCOMES	STRATEGIC DIRECTIONS	KEY INITIATIVES			ASSIGNED TO	FUNDING NOTES
			Priority for current council term	To be initiated 2026-2027	Initiation timeline TBD		
	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)



Islands Trust Strategic Plan Key Initiatives and Significant Projects April 2025-November 2026

Strategic Plan Key Initiatives							
Initiative Number	Initiative Description	25/26 Q1	25/26 Q2	25/26 Q3	25/26 Q4	26/27 Q1	26/27 Q2
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						
1.3.1	Develop advocacy and education strategy for the provincial review request						
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						
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						
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						

Strategic Plan Key Initiatives

Initiative Number	Initiative Description	25/26 Q1	25/26 Q2	25/26 Q3	25/26 Q4	26/27 Q1	26/27 Q2
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						
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						

Other Significant Projects Not Captured in the Strategic Plan

Direction	Project Description	25/26 Q1	25/26 Q2	25/26 Q3	25/26 Q4	26/27 Q1	26/27 Q2
via EC	Deliver an updated Trust Council Continuous Learning Plan						
via TPC	Community Stewardship Awards Program (directed by policy to be delivered in last year of term)						
via TPC	Stewardship Education Program (not directed by policy but assigned in last Strategic Plan and funding proposed in 2025/26 - themes to align with Strat Plan)						
via TPC	Secretariat Services (directed by policy)						
via EC	Communications Strategy implementation						
via RPC	Freshwater Sustainability Strategy implementation						
ITC	Islands Trust Conservancy Five Year Plan development and engagement with all First Nations (required by legislation)						
via EC	Election preparation						
Operational	Implementation of new contract relationship management database						

March 11-13, 2025 Trust Council Meeting – Chair Verbal Open Meeting Briefing

CAO Select Committee/Hiring Committee is made up of the Executive Committee members along with the chairs of the Governance Committee, Financial Planning Committee, Regional Planning Committee and the Trust Programs committee.

CAO Hiring Committee

There are two items of business that were completed in February 2025: CAO Position Description and the CAO Performance Assessment.

The CAO Position Description was significantly updated to better reflect the role and to identify Trust Council as the supervisor. We will share the final document with you for information.

The CAO Performance Assessment covers the six-month employee probation period. Built into this CAO Performance Assessment is a 360 CAO review with staff and trustees. Subject to acceptable performance, the final step is the development of the CAO performance goals and objectives for the next year, which will require Trust Council approval. We will share the final document with you as part of the 360 CAO review.

CAO Select Committee

This select committee is focused on drafting the CAO Performance Evaluation Policy (TC-2023-098 December 2023). Leaders International was retained to assist in the development of this policy. Leaders completed a survey of trustees, the CAO and senior staff to identify key themes that were then used to draft an effective policy. The committee reviewed a draft of the policy in its February 18, 2025 meeting.

The committee will prepare a Request For Decision for the June 2025 Trust Council meeting. You should expect the RFD to contain the draft CAO Performance Evaluation Policy along with recommended amendments to other existing policies that currently reference CAO performance evaluation.

Are there any questions?



BRIEFING

To: Trust Council **For the Meeting of:** March 12, 2025

From: Warren Dingman, Manager of Bylaw Compliance and Enforcement **Date Prepared:** February 14, 2025

SUBJECT: Bylaw Enforcement Statistical Reports

PURPOSE:

This report summarizes the number and type of bylaw enforcement files for 2024, and a summary of bylaw violation notices issued, and adjudication hearing outcomes for 2024.

BACKGROUND:

There were 601 open files at the end of 2024. Files for short-term vacation rentals (STVR) remain the most significant number at 132, and then 111 files for non-permitted land use, followed by 95 files for siting contraventions.

For the year, 13 percent of the total files received a Bylaw Violation Notice (BVNs). By region, there were 103 BVNs issued for 19 files in the Northern Local Trust Areas (LTA), and 3 compliance agreements signed; 170 BVNs for 16 files in the Southern LTAs, and with 4 compliance agreements signed; and for Salt Spring, 190 BVNs issued for 26 files, and 14 compliance agreements were signed. A total of \$5,237 in penalties were collected and \$9,175 in debt was registered against 6 property titles. The majority of the BVNs issued were for STVRs and other non-permitted commercial operations.

There were 4 adjudication hearing days held, involving 18 separate files, and there were 6 BVNs upheld and 5 were cancelled. Judicial review is being sought for 3 BVNs upheld at adjudication.

Compliance agreements were signed for 9 of the files before adjudication was necessary, and one hearing resulted in an adjournment until June 2025. Adjudication is still required for 12 files that have disputed BVNs, and there are 30 files with defaults on issued BVNs, and small claims court actions will be filed to collect the debt.

ATTACHMENT(S):

1. Bylaw Enforcement Tables and Charts:
 - a. Open Files
 - b. Closed files
 - c. New Files
 - d. Violation type
 - e. Length of time

Prepared By: Warren Dingman, Manager of Bylaw Compliance and Enforcement

Reviewed By/Date: Stefan Cermak, Director of Planning Services

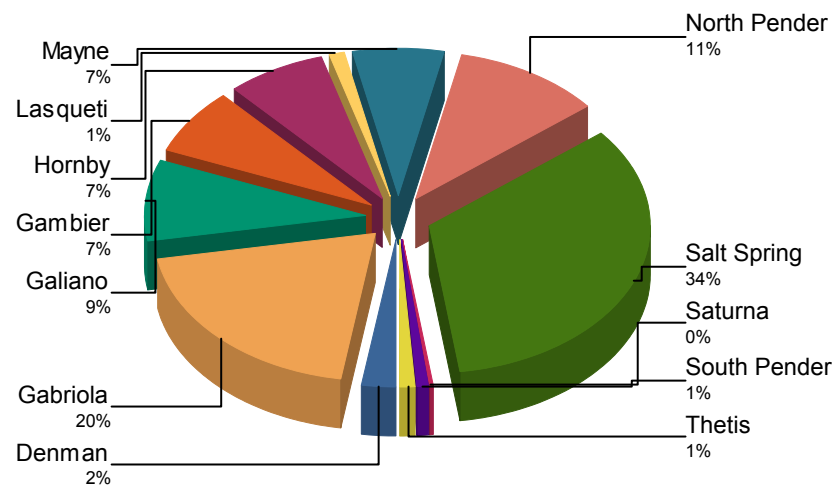


Bylaw Enforcement - Open Files as of December 31, 2024

Local Trust Area	2021		2022		2023		2024		2024 Q1		2024 Q2		2024 Q3		2024 Q4*	
	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%
Denman	22	4%	21	3%	13	2%	15	2%	13	2%	16	3%	14	2%	15	2%
Gabriola	84	15%	79	13%	87	15%	118	20%	124	20%	121	20%	117	20%	118	20%
Galiano	48	9%	51	8%	50	8%	54	9%	50	8%	50	8%	53	9%	54	9%
Gambier	23	4%	42	7%	45	8%	43	7%	44	7%	45	8%	43	7%	43	7%
Hornby	37	7%	41	7%	47	8%	43	7%	41	7%	47	8%	43	7%	43	7%
Lasqueti	7	1%	6	1%	6	1%	7	1%	6	1%	6	1%	7	1%	7	1%
Mayne	20	4%	26	4%	29	5%	40	7%	33	5%	36	6%	40	7%	40	7%
North Pender	70	13%	72	12%	63	11%	66	11%	62	10%	67	11%	67	11%	66	11%
Saturna	3	1%	2	0%	2	0%	2	0%	2	0%	4	1%	3	1%	2	0%
South Pender	6	1%	7	1%	4	1%	4	1%	5	1%	4	1%	4	1%	4	1%
Salt Spring	217	40%	251	41%	238	40%	202	34%	230	37%	197	33%	202	34%	202	34%
Thetis	6	1%	7	1%	7	1%	7	1%	8	1%	6	1%	6	1%	7	1%
TOTAL	543	100%	605	100%	591	100%	601	100%	618	100%	599	100%	599	100%	601	100%

*2024 Q4 refers to the time that passed between the beginning of Q4 and December 31, 2024

Open Files in 2024



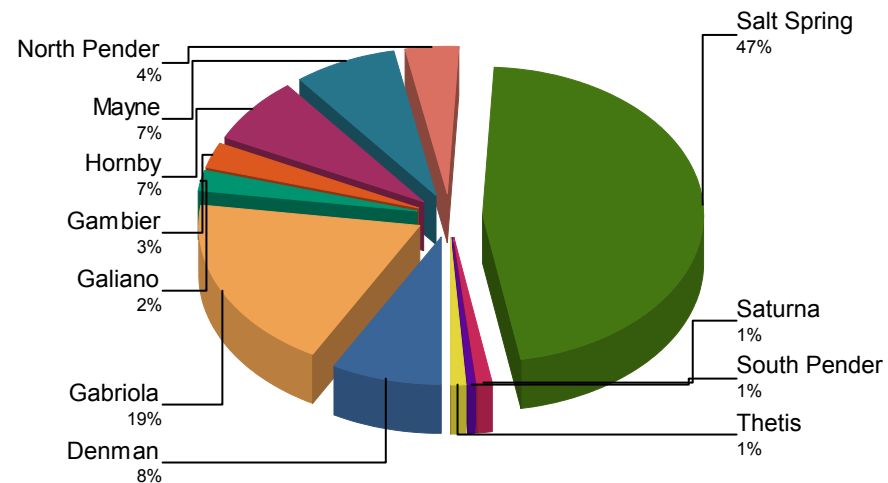


Bylaw Enforcement - Closed Files as of December 31, 2024

Local Trust Area	2021		2022		2023		2024		2024 Q1		2024 Q2		2024 Q3		2024 Q4*	
	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%
Denman	10	5%	1	1%	13	6%	15	8%	2	4%	3	4%	10	9%	1	3%
Gabriola	27	12%	32	24%	33	14%	36	19%	9	20%	15	18%	17	16%	5	16%
Galiano	26	12%	9	7%	14	6%	4	2%	2	4%	1	1%	2	2%	0	0%
Gambier	9	4%	1	1%	6	3%	5	3%	2	4%	0	0%	1	1%	2	6%
Hornby	7	3%	3	2%	8	3%	14	7%	6	13%	0	0%	8	7%	5	16%
Lasqueti	1	0%	1	1%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Mayne	10	5%	7	5%	13	6%	14	7%	3	7%	0	0%	10	9%	11	34%
North Pender	12	5%	24	18%	33	14%	7	4%	2	4%	3	4%	3	3%	1	3%
Saturna	2	1%	2	2%	1	0%	2	1%	0	0%	0	0%	1	1%	2	6%
South Pender	2	1%	0	0%	5	2%	1	1%	0	0%	0	0%	1	1%	0	0%
Salt Spring	115	52%	51	39%	100	44%	87	47%	20	43%	58	71%	53	49%	5	16%
Thetis	1	0%	1	1%	2	1%	2	1%	0	0%	2	2%	2	2%	0	0%
TOTAL	222	100%	132	100%	229	100%	187	100%	46	100%	82	100%	108	100%	32	100%

*2024 Q4 refers to the time that passed between the beginning of Q4 and December 31, 2024

Closed Files in 2024

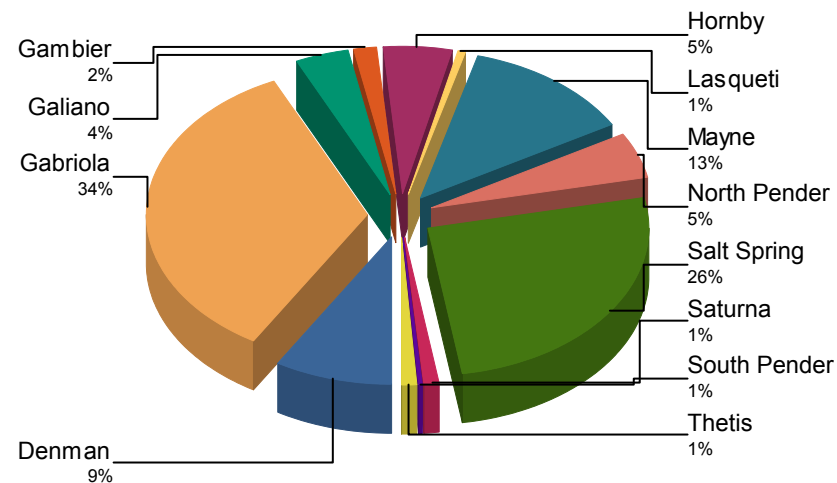


Bylaw Enforcement - New Files as of December 31, 2024

Local Trust Area	2021		2022		2023		2024		2024 Q1		2024 Q2		2024 Q3		2024 Q4*	
	New	%	New	%	New	%	New	%	New	%	New	%	New	%	New	%
Denman	11	3%	0	0%	5	2%	17	9%	3	4%	7	9%	11	13%	3	12%
Gabriola	62	19%	27	14%	41	19%	68	34%	51	63%	26	35%	12	14%	3	12%
Galiano	23	7%	12	6%	13	6%	8	4%	2	2%	2	3%	5	6%	2	8%
Gambier	8	2%	20	10%	9	4%	3	2%	0	0%	1	1%	2	2%	0	0%
Hornby	12	4%	7	4%	15	7%	10	5%	0	0%	6	8%	10	12%	2	8%
Lasqueti	1	0%	0	0%	1	0%	1	1%	0	0%	0	0%	0	0%	1	4%
Mayne	10	3%	13	7%	16	7%	25	13%	5	6%	4	5%	17	20%	2	8%
North Pender	20	6%	26	13%	25	11%	10	5%	2	2%	4	5%	7	8%	1	4%
Saturna	1	0%	1	1%	1	0%	2	1%	0	0%	2	3%	2	2%	0	0%
South Pender	3	1%	1	1%	2	1%	1	1%	1	1%	0	0%	0	0%	0	0%
Salt Spring	176	53%	86	44%	88	40%	51	26%	16	20%	22	30%	19	22%	11	42%
Thetis	2	1%	2	1%	2	1%	2	1%	1	1%	0	0%	0	0%	1	4%
TOTAL	329	100%	195	100%	218	100%	198	100%	81	100%	74	100%	85	100%	26	100%

*2024 Q4 refers to the time that passed between the beginning of Q4 and December 31, 2024

New Files in 2024

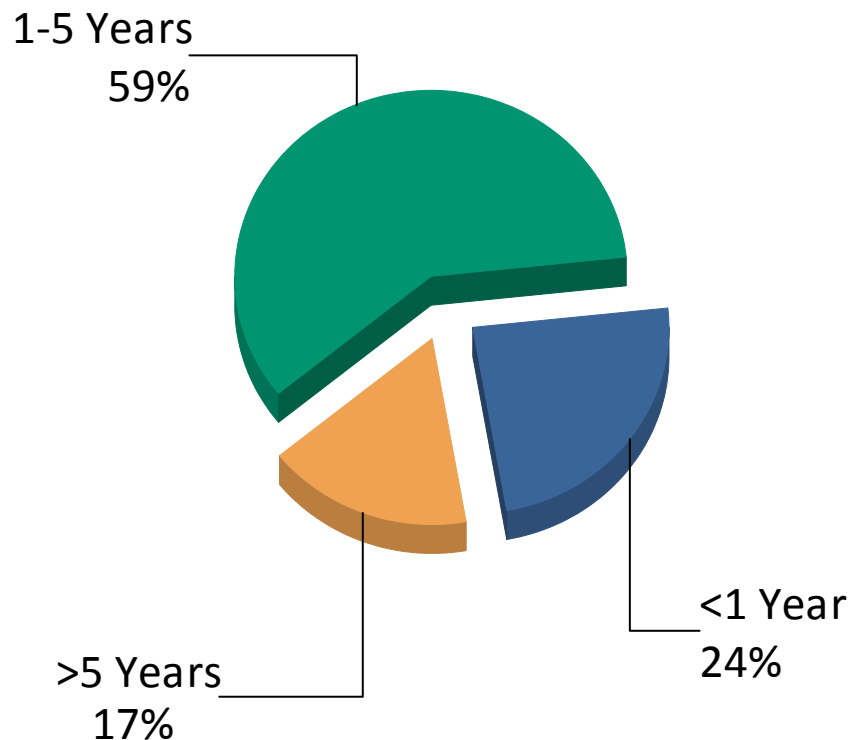


Bylaw Enforcement Open Files by ContraventionType as of December 31, 2024

	Contravention Type											
	LTC	Development Permit	Foreshore	Home Occupation	Siting	Soil Bylaw	STVR	Unenclosed Vehicle	Non-Permitted Dwelling	Density	Other Land Use	TOTALS
Denman	3	1	0	6		1	0	1	1	2	15	2%
Ballenas-Winchelsea	1	0	0	0		0	0	0	0	0	1	0%
Gabriola	4	33	1	11		3	13	24	0	29	118	20%
Galiano	9	0	0	12		16	0	10	1	6	54	9%
Gambier	2	4	2	30		1	1	1	0	2	43	7%
Hornby	2	0	2	5		14	0	11	1	8	43	7%
Lasqueti		0	0	0		0		1	2	4	7	1%
Mayne	0	0	2	4		17		2	1	11	40	7%
North Pender	12	2	2	2		8	12	17	0	11	66	11%
Salt Spring	37	2	7	21	11	71	4	14	3	32	202	34%
Saturna	0	0	0	1		0	0	0	0	1	2	0%
South Pender	0	0	0	2		0	0	0	0	2	4	1%
Thetis		1	0	1		1	0	1	0	3	7	1%
TOTAL	70	43	16	95	11	132	33	82	9	111	602	100%
Percentage	12%	7%	3%	16%	2%	22%	5%	14%	1%	18%	100%	

Local Trust Area	<1 Year	1-5 Years	>5 Years	Total
Denman	11	3	1	15
Ballenas-Winchelsea	1	0	0	1
Gabriola	50	60	8	118
Galiano	7	31	16	54
Gambier	2	30	11	43
Hornby	8	21	14	43
Lasqueti	1	1	5	7
Mayne	20	17	3	40
North Pender	8	41	17	66
Salt Spring	32	146	24	202
Saturna	1	1	0	2
South Pender	1	3	0	4
Thetis	2	2	3	7
TOTAL	144	356	102	602
Percentage %	24%	59%	17%	

Age of File



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 its 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**



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** March 11, 2025
From: Executive Committee **Date Prepared:** February 4, 2025
SUBJECT: Ratification of Appointment of Trustee Fast to Financial Planning Committee (FPC)

RECOMMENDATION:
THAT Trust Council ratify the appointment of Trustee Sue Ellen Fast to the Financial Planning Committee.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

Trust Council policy requires Trust Council ratification of Chair appointments to council committees. Ratification is a means to confirm the appointment.

- 1 PURPOSE:** To confirm the appointment of Trustee Fast to the Financial Planning Committee (FPC) to fill a vacancy left with the resignation of Trustee Bernardo from the FPC.
- 2 BACKGROUND:**
Trust Council [Policy 2.3.2 \[Council Committee Systems\]](#) establishes the process for appointment of trustees to the various committees. Under this policy the FPC is made up of the members of the Executive Committee, the chairs (or delegate) from each of the four standing committees, and three members appointed by the chair, and ratified by Trust Council.

A recent resignation from the FPC has left one of the three positioned appointed by the Chair and ratified by Trust Council vacant. The Chair put out a call for expressions of interest, and as per policy appointed one of those to the FPC. While that person may immediately join the FPC and fully participate, it does require ratification of Trust Council under the policy.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

No organizational implications

FINANCIAL:

No financial implications

POLICY:

No policy implications

IMPLEMENTATION/COMMUNICATIONS:

No implementation or communication implications.

FIRST NATIONS RELATIONS:

No First Nation relations implications.

OTHER:

No other implications

4 RELEVANT POLICY(S):

[Trust Council Policy 2.3.1 Council Committee Systems](#)

5 ATTACHMENT(S):

None

RESPONSE OPTIONS

Recommendation:

THAT Trust Council ratify the appointment of Trustee Sue Ellen Fast to the Financial Planning Committee.

Alternative:

Trust Council could choose to not ratify the appointment by the Chair. In this case the FPC would be one person short from its full compliment until the Chair has appointed another person and Trust Council has ratified that appointment. As the FPC is a fixed number committee of 10 voting trustees (4 Executive Committee members, chairs of Regional Planning Committee, Trust Programs Committee and Governance Committee, and three appointed by the Chair), the quorum is always five trustees (half of 10 voting members) regardless if there is a vacancy or not.

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

Reviewed By/Date: Chief Administrative Officer/February 14, 2025

DRAFT Islands Trust Council Quarterly Meeting Schedule

March 11-13, 2025

[Visit the meeting webpage to view the AGENDA, to join the meeting electronically, and to view the livestream or attend by phone-in.](#)

Tuesday, March 11	Wednesday, March 12	Thursday, March 13
10:00 Executive Committee Meeting (Windsor Room)	8:30 Executive Office Consent Agenda Item(s) 7.1.1 - 7.1.2 Decision/Discussion Item(s) 7.2.1 - Draft Islands Trust 2025-2028 Strategic Plan	8:30 Closed Meeting Public are welcome to attend all sessions excluding the Closed Meeting Rise and Report
12:00 Lunch	10:30 Break	10:30 Break
1:00 Territorial Acknowledgement (Opera Room) Call to Order and Approval of Agenda	10:45 Planning Services Consent Agenda Item(s) 8.1.1 - Decision/Discussion Item 8.2.1	10:45 Financial and Employee Services Decision/Discussion Item(s) 14.1.1 - 14.1.2 Islands Trust 2025/26 Budget Adoption
1:30 Election - Islands Trust Council Chair Break (Exact time to be determined day of) Reconvene and conduct final part of election		11:45 Trust Area Services Consent Agenda Item(s) 15.1.1 - Decision/Discussion Item(s) 15.2.1 Martin Natural Area Protection Tax Exemption (NAPTEP) Certificate, Salt Spring Island
3:30 Break	12:00 Lunch	12:00 Lunch
3:45 General Business Arising Consent Agenda Item(s) 5.1.1 - 5.1.3.6 Islands Trust Active Priorities Chart Committees Work Programs (EC, GC, FPC, RPC, TPC, ITCB) Committee Chair Verbal Reports	1:00 Legislative & Information Services Consent Agenda Item(s) 9.1.1 Decision/Discussion Item(s) 9.2.1 Trust Council Bylaw 197	1:00 New Business Trustee-Initiated Requests for Decision Dark Skies Principles - Trustee Morrison
4:30 Delegations / Public Comment North Salt Spring Water Works District Eric March	2:00 Financial and Employee Services Consent Agenda Item(s) 10.1.1 - 10.1.3 Decision/Discussion Item(s) 10.2.1 - 10.2.1.6 Islands Trust 2025/26 Budget Approval	2:00 Correspondence
5:30 Adjourn for the Day (approx.)		2:15 Disposition of Delegations/Public Comment & Correspondence
6:00-7:00 Dinner	3:00 Break	2:30 Meeting Wrap-up
 Islands Trust	3:15 Financial and Employee Services (Continued)	3:00 Trust Council Adjournment (approx.)
	4:45 BC Ferries - Shaping Future Engagement Session	4:00 Executive Committee Meeting (Opera Room)
	5:30 Adjourn for the Day (approx.)	5:30 Adjourn for the Day (approx.)
	6:00-7:00 Dinner	
*times are provided for information and may vary		

REQUEST FOR DECISION

To: Executive Committee **For the Meeting of:** February 26, 2025

From: Legislative and Information Services **Date Prepared:** February 5, 2025

SUBJECT: Appointment of Treasurer

RECOMMENDATION:

That the Executive Committee appoint Director of Finance and Employee Services, Julia Mobbs to the office of Treasurer.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The Islands Trust is required to appoint a Treasurer under the *Islands Trust Act*. However, there is no documentation confirming a current staff member is appointed to this role. The recommended action remedies this temporary oversight. Administrative measures will also be put in place to ensure there is no gap in appointment in future.

1 **PURPOSE:** To appoint the office of Treasurer consistent with legislation.

2 **BACKGROUND:**

Section 17 of the *Islands Trust Act* requires the Islands Trust Council to appoint a person to the office of Treasurer. Through Section 1(a) of Trust Council Bylaw 3, the Islands Trust Council has delegated the authority for appointment of officer positions to the Islands Trust Executive Committee.

Neither the legislation nor policy require the Treasurer to be a particular individual or staff position. However, the Director of Finance and Employee Services is, by job description and role, the person best suited in the organization to be designated as Treasurer for the Islands Trust. A recent review of organizational records indicates no record that this appointment has been made, seemingly an oversight at the time of hiring into the position. While this oversight does not incur any risk to the organization, it should be corrected.

The *Islands Trust Act*, other related provincial Acts, and Islands Trust office practices and procedures outline the duties of the Treasurer.

While not required, Section 22 of the *Interpretation Act* provides for the appointment of a person as the public officer's deputy. Once the current recruitment for the Finance Manager has completed, staff will bring a request to the Executive Committee to appoint that person as Deputy Treasurer.

Staff will ensure that as officer positions become vacant, Staff will recommend appointments to the Executive Committee in a timely manner. For transparency, officer appointments will be incorporated into the orientation for new term so Trust Council understands the role and process. Officer appointments, like all decisions of Trust Council, continue into the next term and are valid until changed by Trust Council (via the Executive Committee for officer appointments).

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

No organization implications.

FINANCIAL:

No financial implications.

POLICY:

Ensures legislative requirements for appointment of Treasurer is met.

IMPLEMENTATION/COMMUNICATIONS:

Staff will be advised through normal channels.

FIRST NATIONS:

No First Nations implications.

OTHER:

No other implications.

4 RELEVANT POLICY(S):

- [Islands Trust Act \(s.17\)](#)
- [Interpretation Act \(s.22\)](#)
- [Trust Council Bylaw No. 3](#)

5 ATTACHMENT(S):

No attachments.

RESPONSE OPTIONS

Recommendation:

That the Executive Committee appoint Director of Finance and Employee Services Julia Mobbs to the office of Treasurer.

Alternative:

The Executive Committee could appoint another staff employee that it deems appropriate to the role of Treasurer.

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

Reviewed By/Date: Chief Administrative Officer/February 5, 2025

BRIEFING

To:	Executive Committee	For the Meeting of:	February 26, 2025
From:	Planning Services	Date Prepared:	February 13, 2025
SUBJECT:	Crown Tenure Application Referrals		

PURPOSE: The purpose of this briefing is to provide Executive Committee with a summary of the Crown referral process and provide options for changes.

BACKGROUND: At the November 20, 2024 meeting, Executive Committee adopted the following resolution:

EC-2024-150

It was MOVED and SECONDED,

that the Executive Committee request staff to provide information on crown land lease referral process and provide options for potential amendments.

CARRIED

The Executive Committee has requested information to review processes and procedures for Crown referrals. Currently, Islands Trust receives referrals from the provincial agency for various types of proposed tenure applications. While the Crown itself is immune from local government land use bylaws under the *Interpretation Act*, tenants of the Crown are subject to local land use regulations. The province has a process to refer applications for tenure to local governments (among others), and will generally not issue tenure if the local government has confirmed that the proposed use is contrary to zoning. Given the nature of the Trust Area most referrals involve use of marine areas.

Forms of Tenure

Allocation of tenure over Crown land is authorized under the *Land Act*, and for groundwater under the *Water Sustainability Act*. Applications are made through Front Counter BC and are reviewed by the Authorizations Branch of the Ministry of Forests for *Land Act* applications. Different forms of tenure can be issued, but the types most common in the Trust Area are:

- Leases – A lease is issued for longer term tenures, where substantial improvements are proposed, and/or where definite boundaries are required in order to avoid land use and property conflicts.
- Licence of Occupation - A licence of occupation may be issued where minimal improvements are proposed, there are potentially multiple users of a site, or where the Province wishes to retain future options and management control over the use of the lands.
- Temporary Licence - A temporary licence may be issued for temporary uses, where an applicant is better served by a short term, authorization than by a longer term tenure.

- General Permissions for Private Moorage – applies to residential docks and allows for private docks without a specific authorization provided they comply with certain conditions and requirements. General Permissions apply in the Lasqueti, Hornby, and Denman Local Trust Areas. All other local trust areas are designated ‘Application-only Areas’. In Application-only Areas private moorage requires a formal application for an Authorization. Currently, under Ministerial Order¹, no applications may be made for new private moorage in an area stretching from Gabriola south (this order has been in place since 2021).
- Rights of Way - Statutory rights of way may be issued to authorize linear uses for transportation, communication, energy production and utility developments (e.g. power lines, cable telecommunications).
- Sales, Grants, Nominal Rent – fee simple dispositions are generally not seen in Trust Area recently, although Sponsored Crown Grants have been made available for community or institutional uses in the past. Islands Trust retains a policy (2.1.12) for Islands Trust Conservancy to coordinate applications to the Free Crown Grants Program. Nominal rent tenures are leases or licences of occupation that can be applied for by local governments or community groups for a nominal amount of rent.
- Water licenses - (Water Authorizations for non-domestic uses under the *Water Sustainability Act*) are also referred through Front Counter BC, although licences are reviewed and issued by the Water Stewardship Branch of the Ministry of Land, Water and Resource Stewardship. These referrals are forwarded to the Senior Freshwater Specialist for review and rarely involve zoning or other regulatory issues.

There are a variety of types of land uses, involving different forms of tenure, that are referred to Islands Trust:

- Aquaculture – typically by Lease, but also licence of occupation or temporary licence may be granted.
- Log Handling - typically by Lease, but also licence of occupation or temporary licence may be granted
- Clean energy - Lease, also can involve licence of occupation, temporary licence and RoW.
- Marina - typically by Lease, but could involve licence of occupation or temporary licence.
- Utilities - licence of occupation, and may include temporary licence and RoW.
- Private Moorage – until the ‘moratorium’ authorizations for residential docks or lease for docks accessing multiple properties was probably the most common referral.

Referrals

The Authorizations Branch refers applications to federal agencies, provincial agencies, and local governments, and carries out consultations with First Nations. The referral is made through a notification (sent to all three offices’ ‘info@’ email) directing the referral agency to access the referral package through an on-line portal. The purpose of a referral is to gather information that could impact the proposed use of the application area. For example, referrals may identify siting criteria, best management practices, applicable guidelines, jurisdiction, and land use regulations. All application

¹ www.bclaws.gov.bc.ca/civix/document/id/mo/mo/m0244_2024

referrals have a defined time frame for referral response. If a response is not received within the defined time frame (typically 30 days), the application review by Authorizations may proceed.

In addition to publishing the application and accepting comments from the public on a website, the Authorizations Branch may require additional notification actions to be taken by the applicant. Typically notices of applications are advertised in the newspaper, although the Authorizations Branch can require applicants to undertake other forms of advertising or engagement. The Authorizations Branch also has a duty to consult with affected First Nations.

Upon receipt of a referral by Islands Trust, the referral package is entered with a file number (with the prefix 'CL') and is assigned to the Planning Technician for review (or the Senior Freshwater Specialist in the case of water licences). The Planning Technician reviews the proposed use for compliance with zoning and other regulations (e.g. development permit areas) and responds to the Authorizations Branch stating whether or not the proposal complies with LTC bylaws. As with other referrals from government bodies, where permits or other Local Trust Committee approvals are required, responses have the effect of placing conditions on the advancement of an application, for example where applicants must often obtain a development permit.

Most reviews are routine, and senior planners or managers are typically not involved except when there are questions of interpretation. Crown referrals are currently processed in a manner similar to preliminary plan reviews for building permits and not reported to LTCs. The 'Best Management Practices for Delivery of Local Planning Services' (Policy 5.9.1) acknowledges this practice:

- Local Planning Team planning staff will provide updates at LTC meetings regarding the status of applications and referrals that do not require an LTC decision, except for building permit and Crown land referrals (Policy 6.2).

However, the 1999 Letter of Understanding² between BC Assets and Lands Corp (as it was then) and Islands Trust identifies that applications are referred to LTCs for comment (6.1(a)):

BC Assets and Land Corporation shall provide a referral, including a sketch of the proposed use, dimensions of the tenure and any structures and proposed working plans, to the Islands Trust for referral to the appropriate local trust committee for comment. Where Islands Trust staff identify a concern relating to the mandate, and agency comments are relevant to that concern, a list of referral agencies will be provided upon request.

However, a cursory review of referrals over past 20 years shows that referrals were being responded to by staff, consistent with the current process, but with occasional reports to LTCs for significant proposals such as aquaculture.

Over the past 10 years, Crown referrals have averaged slightly over 20 per year, with the majority being in the Northern region (129), 64 in the Salt Spring LTA, and 33 in the Southern region. The types of applications vary by LTA and over time, with more private moorage applications in the Salt Spring, Southern, and Gambier LTAs, more water licence referrals in the last several years, and more aquaculture referrals in the Denman LTA. Also of note is that there is an outstanding request from the Hornby LTC for advice on advocating for tenure for non-profit group for affordable housing.

OPTIONS

² islandstrust.bc.ca/document/letter-of-understanding-bc-assets-land-corporation-2023/

While the EC resolution did not identify specific issues to address, the following are some options for changes to the referral review process. If EC identifies a preferred option (or options), other than the status quo, staff recommend that EC request staff to report back with implications:

1. Status quo: this would continue the current process of referrals being reviewed for zoning compliance by staff and responded to within the requested 30 days.
2. Copy LTCs for information: referrals could be copied to trustees when received, the Planning Technician would respond within 30 days as is currently done, but trustees would be aware of the referral and could request more information or flag potential concerns with staff. This would require some additional process to distribute the referral and to respond to trustee questions. Alternately, the referral response could be copied to trustees for information.
3. Add Referrals to Applications Reports: this would result in recently opened CL referrals being included in the LTC application reports included in all LTC agendas. However, with the timing of agendas not all referrals would appear in the report, with some having been responded to and closed between LTC agendas.
4. Staff Discretion: senior staff (Island Planner or RPM) review all referrals (currently they are assigned directly to the Planning Technician or Senior Freshwater Specialist) and either assign to staff for routine review or response, or add to LTC agendas depending on complexity, type or some other criteria. This would require senior staff to exercise discretion to assign certain types of referrals to LTC agendas, would require staff reports to be prepared for those referrals placed on LTC agendas, and LTCs providing relevant responses.
5. By Type of Referral: staff place certain types of referrals on LTC agendas, while more routine referrals (water licences and private moorage) continue to be reviewed and responded to by staff. This would require some changes to process and additional staff work for the referrals being placed on LTC agendas.
6. All referrals added to LTC agendas for LTC comment: staff review zoning, referrals along with the staff response are added to LTC agenda, and any LTC comments are added to the response. This would require additional process, delayed response times, and support for LTCs to provide relevant comments to the approving agency.
7. Alternately, staff could be requested to consult with Authorizations Branch staff and report back on whether responses from elected bodies (as opposed to a zoning review) would be useful.
8. Finally, the Letter of Understanding noted above is over 25 years old and has not been reviewed or updated since. A further option would be for Executive Committee to request staff to report back on the feasibility of working with Authorizations Branch to review the agreement.

FOLLOW-UP: Staff will report back in response to Executive Committee direction.

Prepared By: Robert Kojima, Regional Planning Manager

Reviewed By/Date: Stefan Cermak, Director, Planning Services / February 19, 2025

REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** March 11, 2025
From: Trust Area Services **Date Prepared:** February 20, 2025
SUBJECT: Advocacy re Crown Land Tenure application

RECOMMENDATION: That Executive Committee request staff to provide advice to the Executive Committee or Hornby Island Local Trust Committee (as appropriate) regarding a letter of support for the Hornby Island Community Economic Enhancement Corporation's application for nominal rent tenure on 10ha of Crown land for the purpose of supporting provision of workforce housing.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: While Trust Area Services has limited capacity for advocacy support, this request is not expected to take more than a few hours.

1 PURPOSE: To seek Executive Committee direction for research and advice related to issuing a letter of support for application for nominal rent tenure of Crown land on Hornby Island for the purpose of supporting provision of workforce housing.

2 BACKGROUND:

On January 24, 2025, after considering correspondence from Katherine Ronan of the Hornby Island Community Economic Enhancement Corporation (attached), the Hornby Island Local Trust Committee passed the following motion.

HO-2025-007

It was MOVED and SECONDED

that Hornby Island Local Trust Committee refer email dated January 3, 2025 from K. Ronan regarding Crown Land Application to the Executive Committee, with a request that staff advise on a suitable path for advocacy to the appropriate Ministry.

Trust Area Services staff spoke with Ms. Ronan and was advised that the property in question was selected as

- * Already appropriately zoned for Community Use
- * Centrally located on the main road.
- * Hydro and internet are available along this road.
- * Sparsely vegetated, as it was once logged and then used as a gravel pit.
- * Has sandy/gravelly soil, which provides good percolation for the septic system.
- * Ample underground water, confirmed by two hydrological studies
- * No close neighbours who would be affected by an increase in density.
- * Within walking distance of the core service area (school, pre-school, community hall, recreation center, clinic, library, seniors centre, farmers market, maker space, recycling depot, art centre, credit union.)
- * It backs onto park/ Crown Land where there are numerous hiking and biking trails.

Staff have enquired with Provincial staff about potential options for expressing support for the application. At time of writing, there had not yet been a response.

Staff expect that if a letter of support if needed, it may be best sent by Executive Committee to avoid any potential issues associated a potential associated future Crown Land referral or rezoning decision.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Two to three hours of Trust Area Services staff time to research and draft a letter of support and prepare a request for decision, and, if time sensitive, two hours of Planning Services/Executive Office time to prepare a resolution without meeting.

FINANCIAL: None.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Staff will research and draft a letter of support and prepare a request for decision, and, if time sensitive, prepare a resolution without meeting. The letter would indicate that an expression of support does not predetermine approval or fetter the Local Trust Committee or Executive Committee if and when a rezoning application is submitted.

FIRST NATIONS RELATIONS: As this relates to Crown Land the Province will consult with First Nations prior to a lease or licence of occupation being issued. Any letter of support would make clear that the Islands Trust body supports thorough and meaningful consultation.

OTHER: None.

4 RELEVANT POLICY(S): [Advocacy Policy](#)

5 ATTACHMENT(S):

- a. January 3, 2025 Correspondence from K. Ronan to Hornby Island Local Trust Committee regarding Crown Land Application
- b. Provincial webpage on Crown land and nominal rent tenure sponsorship

RESPONSE OPTIONS

Recommendation: That Executive Committee request staff to provide advice to the Executive Committee or Hornby Island Local Trust Committee (as appropriate) regarding a letter of support for the Hornby Island Community Economic Enhancement Corporation's application for nominal rent tenure on 10ha of Crown land for the purpose of supporting provision of workforce housing.

Alternative:

Do not request staff advice.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date: CAO/February 21, 2025

From: Katherine Ronan [REDACTED]
Sent: January 3, 2025 11:37 AM
To: Alex Allen
Cc: Grant Scott
Subject: Crown Land application

Hi Grant and Alex,

On Dec 30, 2024 I submitted our application to Crown Lands for 10ha next to the Recycling Depot. I applied under Residential Use but I would like to change it to Community Institutional Use. It is a little complicated but although housing is allowed under both Uses, under Residential the land must be bought at market value, under Community Institutional the land could be had for a Nominal Rent Tenure.

According to the Crown Lands website non-profits providing housing may apply for land under a NRT. However, this requires that they be sponsored by a Ministry. Last fall I spent months emailing various government departments to try to find a sponsor. Finally I was able to speak directly with the Minister of Housing which seemed to be the most likely sponsoring ministry. However, she didn't seem to know anything about sponsoring Crown Land acquisitions but said she would discuss it with her counterpart in the Ministry of Water Lands Natural Resources. That was the end_I never heard back from anyone. I assumed it was due to the upcoming election and no one wanted to be committal.

So, big question: do either of you have any idea how Hornby could get a ministry to sponsor our application? Otherwise we will have to come up with \$1.5 mil (?) for the 10ha. Does Islands Trust have any communication with the Min of Housing? I know that BC Housing has no interest in this project. Probably a good thing as we have remarked upon the incredible time and cost involved with BC Housing projects.

Best wishes to both of you for the coming year, Katherine

PS Should Tim and the planning dept also be informed? If No, when we get this land, it would be wonderful if housing could be put in place as quickly as possible. HICEEC has already received a grant to help cover the cost of all the studies that will be required.

i There's never been a better time to Buy BC and support local growers, producers and the food we love right here in BC.
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Crown land and nominal rent tenure sponsorship

★ Last updated on July 30, 2024

Local governments and community organizations can apply for access to provincial Crown land for public purposes through a sponsored Crown grant (local governments only) or a nominal rent tenure (local governments and community organizations).

Sponsored Crown grants transfer the ownership of identified parcels of Crown land from the B.C. government to municipalities and regional districts.

Nominal rent tenures are leases and licences of occupation of Crown land provided to municipalities, regional districts and community organizations for a token (nominal) amount of rent.

Sponsorship process

FrontCounter BC, in the Ministry of Water, and and Resource Stewardship, accepts applications from local governments and community organizations, and determines if the Crown land being sought is eligible for a grant or tenure and also assesses the current market value of the land.

FrontCounter BC then forwards applications, over a specified value, to the appropriate ministry within the provincial government to determine if that ministry is prepared to sponsor the application on the basis that the intended public use meets provincial cri



Applications for Crown grants, and for nominal rent tenures, where the value of the land is more than \$100,000, must be sponsored by the appropriate provincial ministry. Ministry staff review and evaluate each application for sponsorship to support the Minister's decision on whether or not to sponsor. Applications are evaluated using selection criteria that considers economic, social and environmental benefits to the community for the proposed use of the land.

The minister is responsible for determining if an application should be sponsored, and, if approved, then notifying the applicant of the outcome. Sponsorship of applications for Crown land title or tenure does not ensure approval of the application, but serves to indicate support of the appropriate ministry for the intended use of the land.

If the sponsorship is approved, the Ministry of Water, and and Resource Stewardship then consults with First Nations, and engages with ministries, agencies, and other stakeholders to ensure there are no issues with the land being released.

Applicants can acquire a nominal rent tenure directly through FrontCounter BC without ministry sponsorship if the value of the land to be tenured is less than \$100,000.

- [Learn more about the sponsorship process and how to apply for a sponsored Crown grant or nominal rent tenure](#)

How to Apply

Learn how to:

- [Apply for a sponsored Crown grant or a nominal rent tenure](#)
- [Get ministry sponsorship](#)

Related Topics

- [Local Government Corporations](#)
- [Local Government Governance & Powers](#)
- [Municipal Business Promotion](#)

- [Resort Associations](#)

Contact information

Contact [FrontCounter BC](#) if you have questions about Crown land and nominal rent tenure sponsorship.

- [Find a FrontCounter BC location near you](#)

Did you find what you were looking for?

The B.C. Public Service acknowledges the territories of First Nations around B.C. and is grateful to carry out our work on these lands. We acknowledge the rights, interests, priorities, and concerns of all Indigenous Peoples - First Nations, Métis, and Inuit - respecting and acknowledging their distinct cultures, histories, rights, laws, and governments.



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Begin forwarded message:

From: Tobi Elliott <telliott@islandtrust.bc.ca>

Subject: For consideration in March Trust Council agenda preparation **Date:** January 22, 2025 at 4:23:43 PM PST

To: EC <ec@islandtrust.bc.ca>

EC,

To discuss in preparation for March Trust Council agenda.

For awhile now I've been thinking we could slightly reorder our TC agendas to move one area that seems to generate a lot discussion AFTER major business items.

That one area is: the FUAL.

Follow up action lists (even at the Conservancy) always seem to generate a random popcorn conversation that takes up precious time. While it's just a record of our past resolutions, seeing the monster list causes Trustees to inquire "has this been done" or "why is this marked complete" or "I want to change the wording".

It's minor housekeeping. Sometimes items are updated or addressed in a briefing later in the agenda. Is it important enough to be at the front of our agendas? It could come after RFDs, decision items, budget, debates, basically everything else.

We always have a copy of the strategic plan and projects by LTC area at the end of the agenda, and perhaps the FUAL could go there. And ... a step further... it could be accompanied by a recommendation by the CAO as to which items TC might want to consider removing because they are so long inactive or irrelevant, or for reconsideration at a future meeting.

Tobi

From: John Bowers <[REDACTED]>
Sent: Tuesday, February 4, 2025 4:06 PM
To: SouthInfo <SouthInfo@islandstrust.bc.ca>
Subject: upcoming Islands Trust budget for 2025 - 2026

Feb 2, 2025

To: Island Trust

Dear North Pender Island Trustees,

In late November of 2024, I reviewed the proposed Islands Trust budget for the upcoming year from April 1, 2025 to March 31, 2026. I see that the budget is coming up for discussion and decision at the meeting in March of 2025.

The proposed general property tax increase is 6.8% for all islands except Bowen Island, where the proposed increase is 16.8%. These increases are significantly higher than inflation, which leads me to wonder what spending areas do Trustees believe expansion (beyond inflation) to be desirable. I do hope some of the more fiscally prudent trustees provide some push back on areas of considerable expansion. I would suggest there is an inconsistency between tax increases that are double the rate of inflation and talk about housing affordability and reducing inflation. If more politicians, such as Islands Trust trustees, were consistent between their actions and their words, trust in elected officials might actually increase. Conversely, when the Islands Trust makes efforts to care about housing affordability through studies and presentations, but doesn't recognize that property taxes that fund the Trust make up a significant portion of the cost of residential housing, it causes citizens to become disenfranchised.

I would like to see the Islands Trust be consistent. If the Trust actually believes housing affordability is important, then hold the Islands Trust budget for the coming year to a maximum increase of 3%, which is roughly in line with inflation. If the Trust votes in favour of an increase that is higher than 3%, it will be an indication that the Trust values its own expansion over housing affordability.

John Bowers
North Pender Island resident



GABRIOLA ISLAND CHAMBER

Subject: Concern Regarding Location of Next Quarterly Meeting

Dear Islands Trust Council,

I am writing to express my dismay regarding the decision to hold the upcoming Islands Trust quarterly meeting in Nanaimo, BC, rather than on a Gulf Island, such as Gabriola Island. I strongly urge you to reconsider future in person meetings be held on Gulf Islands for the following reasons:

Residents of Gabriola Island, who have a vested interest in Islands Trust governance, must now travel to a location outside of the Trust's jurisdiction to participate in discussions that directly affect our community. Gabriola Island is an active and civically engaged Island. Holding meetings on our island allows trustees to participate more directly with our population and shows us that trustees are present, visible, and engaged in decisions that shape our future. This also fosters trust between residents and the Islands Trust while recognizing us as capable and willing hosts.

This is also a missed opportunity to familiarize trustees with our Island. Gabriola Island is significant for its vibrant arts community, thriving agriculture, and rich natural assets. By holding a meeting here, trustees would have the opportunity to gain valuable firsthand experience of the unique and shared Gulf Island attributes of Gabriola. Seeing our community in person would provide important context for governance decisions and better inform future planning.

I am further deeply disappointed that the Islands Trust has chosen to allocate meeting expenses outside of the Gulf Islands, for the economic impact on our community. Gabriola Island has a range of businesses—including catering services, accommodations, and meeting spaces—that would greatly benefit from hosting the quarterly meeting, especially during the low season. The loss of this potential revenue is discouraging. The Gabriola Island Chamber of Commerce would be happy to assist the Trust in identifying suitable resources for future meetings, including familiarization tours and logistical support. Please reach out to local partners should this ever be a challenge.



**GABRIOLA
ISLAND
CHAMBER**

I urge you to reconsider future meeting plans and prioritize hosting Islands Trust meetings within the communities you serve. I hope you will find similar attention and potential local consideration for our other Gulf Islands with future meeting location decisions. I appreciate your attention and thank you for your work.

Sincerely,

Erin Udal

Executive Director

Gabriola Island Chamber of Commerce



Regional District of Nanaimo &
City of Nanaimo

2025 AGM & Convention

April 11 - 13

PHOTO CREDIT: GORD MCKENNA

WELCOME FROM AVICC PRESIDENT BEN GESELBRACHT



This year the Association of Vancouver Island and Coastal Communities is excited to be back in Nanaimo – the Harbour City – for our 2025, AGM and Convention. AVICC would like to thank the Snuneymuxw First Nation, the Qualicum First Nation, and the Snaw-naw-as (Nanoose) First Nation for welcoming our members to their territories for our event. The Regional District of Nanaimo and the City of Nanaimo are our joint hosts, and as President of AVICC I would like to thank both organizations for all their support in welcoming our members to their community.

The Convention's business and social sessions will be held in the Vancouver Island Conference Centre (VICC) in downtown Nanaimo. The VICC is a spacious and comfortable facility that suits our convention well. We appreciate the support of our host communities in making the conference centre available to us, as well as the tours, sessions and entertainment they have worked hard to set up for the delegates.

The AVICC Executive is excited about the range of sessions available at this year's Convention. I am very happy to announce our keynote speakers are Vaughn Palmer and Keith Baldrey. Some background on our Keynote Speakers is included below, and we look forward to having them share a 'pulse' on politics in B.C.

Details on the pre-Convention Friday tours and sessions are also included in this brochure, as are highlights of the business sessions that will be offered during the regular Convention. We'll be sending out more information on the Convention sessions in the coming weeks, and updates to the program will be posted on the website at www.avicc.ca.

Delegates can register online at <https://www.civicinfo.bc.ca/event/2025/AVICC>

KEYNOTE SPEAKERS:

KEITH BALDREY AND VAUGHN PALMER



Keith Baldrey

You'll hear the most current insights from two of B.C.'s leading political commentators who will debate, entertain, and discuss the key issues impacting the B.C. region within the current political landscape – locally, provincially, and nationally. Veteran journalists Vaughn Palmer and Keith Baldrey are the "go to" guys when it comes to understanding the British Columbia political landscape, past and present.



Vaughn Palmer

Vaughn Palmer has been writing a column about provincial politics for over 25 years for the Vancouver Sun. An award-winning journalist, Palmer has covered multiple premiers, with a range of issues, personalities and scandals along the way. Keith Baldrey is the Legislative Bureau Chief for Global News; an author, a radio commentator and a syndicated columnist for Postmedia. Prior to Global, Keith was the Vancouver Sun Legislature Bureau Chief for over a decade.

Vaughn and Keith take their popular CKNW radio segment Cutting Edge of the Ledge to the platform, appearing live on the AVICC stage to comment, debate, take questions and entertain our delegates as they explore the "BC Political Pulse".

PROGRAM IN BRIEF

Friday, April 11, 2025

- 8:30 am Tour – Revitalization and Reconciliation
- 9:00 am Tour – Regional Landfill
- 9:00 am Workshop - Community Health Solutions
- 11:30 am Chiefs, Mayors & Chairs Forum and Lunch
- 11:30 am Electoral Area Directors Forum and Lunch
- 2:00 pm Official Opening
Keynote Address
- 4:00 pm Provincial Address
Plenary Session
- 5:30 pm Welcome Reception

Saturday, April 12, 2025

- 7:30 am Breakfast Presentation
- 8:30 am AGM & Resolutions
UBCM President's Address
- Noon Delegates Lunch
- 1:30 pm 1st Concurrent Workshop Sessions
- 3:00 pm 2nd Concurrent Workshop Sessions
- 6:30 pm Pre-Banquet Reception
- 7:30 pm Dinner & Band

Sunday, April 13, 2025

- 7:30 am Networking Breakfast
- 8:30 am Plenary Session
Address by Provincial Representatives
Resolutions & Late Resolutions
Installation of New Executive
Grand Prize Award
- Noon Adjourn

Visit www.avicc.ca for
program updates



Regional District of Nanaimo &
City of Nanaimo

2025 AGM & Convention

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PHOTO CREDIT: GORD MCKENNA

FRIDAY PRE-CONVENTION PROGRAM

Study Tour: 'Revitalization and Reconciliation'

Exploring downtown redevelopment including opportunities for reconciliation and collaboration with First Nations

8:30 am - 11:30 am, Friday, April 11, 2025

Cost: \$40

Exploring revitalization of Nanaimo's downtown, including lands which were occupied by traditional Snuneymuxw First Nation village sites and steps towards reconciliation that are underway. The tour will start at the Courtyard Marriott Hotel (100 Gordon Street) and visit the following sites by bus and on-foot:

- **1 Port Drive:** The City of Nanaimo acquired the lands at 1 Port Drive from CP Rail in March 2013. The lands comprise 10.8 ha of land and water (26.7 acres), located in the downtown core. Work is underway to prepare the site for redevelopment as envisioned in the Port Drive Waterfront Master Plan.
- **100 Port Drive:** Passenger Terminal Building at the Port of Nanaimo, includes the Hullo passenger ferry service, Helijet heliport and the cruise ship terminal.
- **Maffeo Sutton Park:** Nanaimo's destination waterfront park has undergone recent improvements including a new inclusive playground and the Rotary Centennial Garden. Visitors are welcomed to the park and a historic village site by a traditional Welcome Pole by Snuneymuxw Master Carver Noel Brown.
- **1 Terminal Avenue:** A highly prominent waterfront property in downtown Nanaimo and traditional village site for the Snuneymuxw people, has now been returned to the Snuneymuxw First Nation as a measure of reconciliation and for its redevelopment potential.
- **340 Campbell Street:** A six-storey development featuring 162 rental units.
- **235 Wallace Street:** A substantial rental housing development in Nanaimo's downtown core, eventually leading to a pair of six-storey towers containing 195 residential market rental units.
- **Fire Station 1:** The official opening of Nanaimo's new Fire Station #1 was held in June 2023. The event featured the unveiling of a welcoming pole carved from red cedar by Snuneymuxw First Nation artist Noel Brown.
- **285 Prideaux Street:** Opened in May 2024, the "Cornerstone" supportive housing building, which provides 51 new permanent homes with supports for people experiencing or at risk of homelessness, was a collaborative effort by the City of Nanaimo and BC Housing.
- **388 Machleary Street:** in February 2024, construction began to erect a 145-unit seniors' housing project where the former Malaspina Gardens care home stood for decades, a new era of seniors living will occupy the property.
- **Commercial Street Construction Project:** The first phase of Design Commercial Project is underway. An iconic and historical street in downtown Nanaimo, Commercial Street will be updated with important infrastructure updates to municipal service assets and includes improvements to sidewalks, accessibility, and creating a dynamic and flexible event space to host non-vehicle events such as the Commercial Street Night Market.
- Tour will conclude at 100 Gordon Street.

THANK YOU

to the **City of Nanaimo &
the Regional District of
Nanaimo**

The host communities for the 2025 AGM & Convention are the City of Nanaimo and the Regional District of Nanaimo. Mayor Leonard Krog and Council, and Chair Vanessa Craig and the Regional District Board are thanked for their generous hospitality.

City of Nanaimo and Regional District of Nanaimo staff have been involved in the planning of the Convention. Special thanks to Donna Stennes and Rebecca Taylor for their enthusiasm and assistance.

All local contributors are thanked for their support in making the 2025 AGM & Convention a terrific experience for all.





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PHOTO CREDIT: GORD MCKENNA

FRIDAY PRE-CONVENTION PROGRAM

Study Tour: ‘Regional Landfill Tour’
9:00 am - 11:30 am, Friday, April 11, 2025
Cost: \$40



The Regional District of Nanaimo (RDN) owns and operates two solid waste management facilities in the region: the Regional Landfill and Church Road Transfer Station (near Parksville). Both facilities operate under an approved Solid Waste Management Plan and serve over 170,000 people. RDN solid waste facilities safely manage and dispose of waste that cannot be composted, reused, recycled or otherwise diverted from disposal.

The Regional Landfill is located near the southern border of the City of Nanaimo and is the only landfill site in the region, receiving more than 80,000 tonnes of waste per year. The Regional Landfill operates under a Ministry of Environment and Parks approved Operating Certificate (OC-1714). In addition to receiving garbage from commercial customers and the general public, both facilities provide areas for the collection of recyclable materials (including garden waste, food waste, household recyclables and scrap metal), construction/demolition waste and disposal of controlled waste. Both facilities divert over 11,000 tonnes of recyclable materials annually (mostly organic waste).

Join us on this tour to learn what the RDN is doing to get closer to its waste reduction goal. For example:

- Using a shredder to extend the life of the Regional Landfill – to date, a 30+ per cent densification of material volume has been achieved;
- Odours captured around the plant are removed by the new biofilter and carbon filters, improving air quality for neighbouring residents;
- Applying interim closure media and infrastructure to reduce negative environmental and social impacts on the region;
- Offering funding through the Zero Waste grants program to support a circular economy and reduce waste;
- Mandatory Waste Source Separation and Waste Hauler Licensing bylaws to increase recycling and composting, and incentivize waste haulers to choose these options over landfilling;
- Expanding the organics program to increase curbside disposal of yard waste; and
- School-based zero-waste education and initiatives to educate children and youth about the many benefits recycling and composting have on society, the economy and the natural environment.





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FRIDAY PRE-CONVENTION PROGRAM

Community Healthcare Solutions

9:00 am - 11:30 am, Friday, April 11, 2025

Cost: \$30

B.C. residents are facing serious healthcare challenges, and local governments are struggling to ensure that their residents have access to the services they need to thrive and survive. In this session, delegates will have an opportunity to hear from health-care leaders on actions already underway and to have a conversation about the healthcare challenges their communities are facing and what is needed to address them.

Regulated and unregulated substances are having devastating effects on thousands of people’s lives in our communities. The public narrative around substances is polarized, oversimplified, and often rooted in perception, opinion and history, rather than facts and evidence. The 2024 Island Health Chief Medical Health Officer report offers policy timelines and health data on alcohol, tobacco, cannabis and unregulated substances that can contribute to the collective understanding and support conversations and changes in communities that lead to better health.

Informed by engagement with over 60 local governments across B.C. through the provincial project, Local Leadership United (LLU), representatives from the Community Action Initiative will provide examples of ways to support local governments with challenges related to substance use and community overdose response efforts. It will equip elected officials with practical tools, examples from other communities and resources to support community health with respect to substance use and address community concerns about complicated challenges like public consumption, new health services and overdose deaths as they relate to other social crises.

Communities across B.C. are facing serious health-care challenges, including temporary emergency room closures and long wait times for surgeries and other health-care needs. In response, the Province has taken action with initiatives that include implementing minimum nurse-to-patient ratios and investing in substantial financial incentives to retain and recruit nurses in high-needs communities. However, much more remains to be done. This conversation, led by the BC Nurses Union, will engage AVICC members in discussion about the healthcare issues in their communities and what local government can do to be part of the solution.

The Fair Care Alliance was formed in 2024 to address the inequitable healthcare facing Central and North Island residents. In the last provincial political election healthcare specifically in Central and North Island became a key issue of each party’s campaign. In this session you will learn about how Fair Care is working with Island Health, MSA’s, communities, and government to ensure our healthcare infrastructure meets the needs of the rapidly growing and aging Island population.

As our pre-convention workshop at the Convention, we will be offering a different kind of session on healthcare with a focus on addressing this issue in ALL communities. The focus will be on providing information about some of the problems impacting communities in our region, as well as lived examples of solutions from healthcare leaders in our region.





FRIDAY PRE-CONVENTION PROGRAM

Workshop - Chiefs, Mayors & Chairs Forum and Lunch

11:30 am - 1:30 pm, Friday, April 11, 2025
Cost: \$55

The Chiefs, Mayors & Chairs Forum will be an opportunity for our Board and Council Leaders to network and discuss the successes and challenges of collaborations between the different governments and First Nations. This forum is open to Mayors, Regional District Chairs and First Nations Leaders.

Lunch will be provided from 11:30 am.

Workshop - Electoral Area Forum and Lunch

11:30 am - 1:30 pm, Friday, April 11, 2025
Cost: \$55

The EA Forum became a regular session at the AVICC Convention in 2016. The Forum provides an excellent opportunity to discuss issues that are common to many electoral areas. As an EA Director we may often feel that we are unique in the challenges we might have in our area, but by attending the Forum soon realize that there are many shared issues. What is most important from the Forum is that we can identify paths to advocate to senior governments to effect change and turn our collaboration into action. A louder voice is better heard. This forum is designed for EA Directors and RD staff.

Lunch will be provided from 11:30 am.





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PHOTO CREDIT: GORD MCKENNA

CONVENTION PROGRAM

The Program Format

The 2025 program will integrate the regular business of the annual general meeting, debate on resolutions and holding of elections with a variety of presentations and workshops on topical issues, addresses by key political speakers and opportunities for networking.

Invitations have been extended to BC Premier, David Eby and members of Cabinet; Leader of the Official Opposition, John Rustad; Leader of the BC Green Party, Sonia Furstenuau; and UBCM President, Trish Mandewo.

A draft of the detailed program is expected to be available by early March on the AVICC website. In order to accommodate emergent issues, the program does not become final until just prior to the AGM & Convention.

Some program highlights that have been confirmed include:

- *Regional District Legislation*
- *Towards Prosperity for All: Redefining Regional and Community Economic Development*
- *Transforming Coastal Economic Development — A Path to Co-Governance and Sustainable Investment*
- *Amplify Climate Solutions through Regional Collaboration*
- *The Conversation We've Been Waiting For: Solutions Through Collective Learning*
- *Local Governments and the TRC Calls to Action: A Legal Overview*
- *Community Housing Solutions*
- *21 Things You Need to Know About Indigenous Self Government*

There are some other sessions under development that will be detailed when the program is announced.

Sunday Plenary Session: Meeting Rules and Responsible Governance

Eli Mina specializes in chairing contentious meetings, using rules of order in a pragmatic and sensible manner, and informed decision making. Eli helps his clients transform their meetings from potential chaos, confusion and acrimony into orderly and well-focused deliberative assemblies. Mr. Mina will present a session to AVICC delegates on good, effective governance through today's changing culture.

Mr. Mina will also host 30-minute private sessions (by appointment) on Saturday Afternoon for our members to ask for advice on specific issues in their own councils or boards while the concurrent sessions are taking place. Please reach out to info@avicc.ca to schedule an appointment. There are limited appointments available to be scheduled in the order that they are requested.

RESOLUTIONS PROCESS

UBCM urges members to submit resolutions first to Area Associations for consideration. Resolutions received prior to the **February 6, 2025** deadline will be processed and included in the Annual Report and Resolutions book that will be emailed to members in late-March.

Late Resolutions:

Resolutions received after the deadline are considered "late" but will be accepted by the Secretary-Treasurer up until noon, **Wednesday, April 9, 2025**.

Members are reminded that, to be admitted for debate, a late resolution must be deemed to be of an urgent or emergency nature and should address an issue that has arisen after the February 6th deadline date.

The Resolutions Committee will review all late resolutions and prepare a report to the Convention including a recommendation as to whether the resolution meets the criteria and should be admitted for debate.

Members can also propose a resolution from the floor of the Convention on Sunday, April 13th, and members will vote on whether to admit the resolution for debate. See the convention rules around resolutions in the **Annual Report and Resolutions Book** that has guidelines for distributing printed materials to delegates for off the floor resolutions.

Reminder

Late Resolutions Deadline
April 9, 2025
Noon

See www.avicc.ca for details



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PHOTO CREDIT: GORD MCKENNA

NETWORKING & SOCIAL EVENTS

A key objective of the AVICC Convention is providing delegates with the opportunity to connect with colleagues and develop new relationships. Members can share experiences and learnings to take back to their communities. There will be several opportunities to break bread with each other at the breakfasts on Saturday and Sunday morning, the morning and afternoon refreshment breaks, Saturday’s Delegates Lunch, the Friday evening receptions and the Saturday evening Annual Banquet.

2025 Welcome Reception

The Welcome Reception will be held from 5:30-7:30 pm Friday evening in the Vancouver Island Conference Centre just outside the main ballroom. The Trade Show will be open for delegates to peruse while enjoying refreshments.



Admission for delegates is already included in the delegate registration fee. Additional tickets may be purchased for guests through the on-line registration form on CivicInfo.

Annual Banquet

The Banquet will be held in the main ballroom of the Vancouver Island Conference Centre that will be transformed for the night. There will be entertainment from “the Big Easy Funk Ensemble” that will get us up and dancing after the 3-course meal. Formed in East Van, the vibrant musical hub of Vancouver, the Big Easy Funk Ensemble is a band that pays homage to the rich musical traditions of New Orleans while infusing their own distinct West Coast flavor. With a repertoire that spans across genres such as funk, jazz, soul, and blues.

Island Good

The Vancouver Island Economic Alliance (VIEA) is a collaborative partnership spearheading regional economic development for the Vancouver Island region. VIEA has established the **Island Good** brand with its range of products sourced from local suppliers that is increasing sales and market share for Vancouver Island & Gulf Island products. Created by VIEA in 2018, Island Good achieved an astounding 16.4% sales lift over 6 months in 45 grocery stores. In 2018, VIEA established that henceforth, all food & beverage served at its annual **Economic Summit** would be Island Good. AVICC is following this lead at our AGM and Convention in Nanaimo by requesting Island Good food and beverage whenever possible.

Trade Show

As in past years, AVICC will host a Trade Show adjacent to the main meeting room. Many of our sponsors will be staffing information booths – please thank them for supporting our Convention and allowing us to keep our fees the lowest of all the area associations.

The Trade Show will be open Friday afternoon and during the Welcome Reception, and then from breakfast on Saturday through to 3:00 pm after the Saturday afternoon networking break.

ELECTIONS PROCESS

AVICC members elect directors during the AGM & Convention to ensure the directions set by the general membership are carried forward. The Executive also provides direction to AVICC between Conventions.

The following positions are open for nomination:

- President
- First Vice-President
- Second Vice-President
- Director at Large (3 positions)
- Electoral Area Representative

The deadline for nominations to be included in the Report on Nominations was February 6th. However, nominations are still accepted at Convention from the floor. Voting for the 2025/26 AVICC Executive Committee will be open to all members, not just those in attendance at the in-person convention. Candidate speeches will be available in-person and online this year.

For further information on the elections process, please email info@avicc.ca or visit www.avicc.ca.





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REGISTRATION

Online registration is available through CivicInfo at:

<https://www.civicinfo.bc.ca/event/2025/AVICC>

Fees

Register early to take advantage of the early bird discounted rates. Please note the cancellation deadline of March 28th, 2025

	Early Bird by Mar 19 th	Late after Mar 19 th
Member	\$ 400	\$ 460
Non-Member	\$ 480	\$ 555
Welcome Reception	\$ 45	\$ 55
Annual Banquet	\$ 125	\$ 140

The Welcome Reception is included with delegate registration. Tickets are available for guests and must be purchased ahead of time to ensure availability.

Cancellation Policy

Full Refund: cancellations by March 28th at 4:30 pm

No Refunds: cancellations after March 28th at 4:30 pm

Cancellations must be emailed to info@avicc.ca.

Delegates who need to cancel due to illness (including experiencing symptoms consistent with COVID) immediately prior to the Convention (April 9th and 10th) will receive a refund for registration fees less a \$75 administration fee to help defray costs to AVICC.



LOGISTICS

Convention Venue

All business sessions will be held at the Vancouver Island Conference Centre at 101 Gordon Street, Nanaimo.

Parking

Parking is available for a fee at the Vancouver Island Conference Centre.

Internet

The Vancouver Island Conference Centre has complimentary WiFi for delegates.

Accommodations

Several hotels have been identified as accommodation providers for Convention delegates. Visit the AVICC website for [hotel booking information](#).

TOURISM

Tourism Nanaimo will have a booth on-site right next to the registration booth. The Tourism booth will be staffed by locals who can make recommendations on places to visit, shop and eat in the region.

There is also a great deal of information on their website at [Tourism Nanaimo](#) if you'd like to do some planning before you arrive. Take a look and you may decide to extend your visit to Nanaimo to see all that the region has to offer.

MORE INFORMATION

The most current information will be posted on the [AVICC website](#). Please check back regularly for updates.

For specific questions, please contact:

Theresa Dennison, AVICC Executive Director
email: tdennison@avicc.ca
phone: 236-237-1202



CODE OF CONDUCT

In keeping with practice at the UBCM Convention, AVICC will again have a Code of Conduct for this year’s AVICC Convention. The online registration form is linked to a form outlining the Code. By registering, delegates are acknowledging that they are aware that they are expected to adhere to the 2025 Code of Conduct.

ASSOCIATION OF VANCOUVER ISLAND AND COASTAL COMMUNITIES
CONVENTION CODE OF CONDUCT

2025 Convention

The AVICC Executive has implemented a code of conduct for convention participants based on the following principles.

1. The primary purpose of the annual AVICC Convention is to provide the membership with an opportunity to set the Association’s policy direction for the year ahead.
2. The Convention also provides delegates with an opportunity to learn, share and meet with other local, provincial and federal government officials in addition to other associations that are interested in engaging with local governments.
3. All delegates and convention participants have the right to a safe, fun and enjoyable experience. AVICC will not tolerate any communication or behaviour that demeans, threatens, or harasses anyone at its events.
4. All participants at the Convention, regardless of their employer, their position, their perspectives or priorities will treat others, and be treated, in a respectful, understanding and cooperative manner and behave in a manner that is respectful to other participants and their guests, and will not do anything that threatens the health, safety, security, or dignity of other participants or their guests.
5. Only local elected officials who are AVICC members are entitled to speak and vote on matters put forward to the membership. However, the annual Convention is open to invited guests, who may attend the Convention so long as they register.
6. All AVICC members are viewed as equal regardless of their population, location, or their ability to attend the annual convention.
7. Participants are expected to adhere to this Code of Conduct at AVICC and other organized events associated with the Convention; and will be required to sign a confirmation that they have read, understood, and agree to this Code of Conduct at time of registration.
8. Breaches of the code of conduct will be addressed by the AVICC Executive, who may follow the Complaint & Enforcement Process, and Remedies as outlined in the [UBCM Convention Code of Conduct](#).

From: Eric March <[REDACTED]>
Sent: Monday, February 17, 2025 10:18 AM
To: Executive Admin
Subject: Rezoning of 101 Bittancourt Rd Salt Spring Island

Members of the Islands Trust Executive Committee,

I am writing you regarding the application for the rezoning of 101 Bittancourt Road on Salt Spring Island. This rezoning application was approved by our Local Trust Council here on Salt Spring, and I hope the Executive Committee chooses to follow their lead and approve this application post haste.

I spoke in favour of this application at my LTC meeting, and I hope to communicate that support to the members of the Executive Committee. I am a worker on Salt Spring Island who is unfortunately all too aware of the difficulties in finding housing. I am also chronically ill, I am diabetic, and consider functioning medical infrastructure essential to my ability to reside in a community. The conversion of the Seabreeze Motel into healthcare worker housing is essential infrastructure for our community.

Salt Spring Island requires a diversity of tactics in fighting our housing crisis and the Bittancourt housing is an excellent project. This is dedicated worker housing for workers in the healthcare sector. It is close to town, on our water network, and has easy accessibility to amenities and workplaces.

I urge the Executive Committee, in the strongest terms, to understand that our LTC has the best understanding of the needs of Salt Spring Island and follow their lead in approving this essential housing.

Thank you,
Eric G March
[REDACTED]

Active Projects Report

Executive Committee

1. Request to Minister for Review of Islands Trust

Activity:

To follow up on the request by Trust Council for a review of the Islands Trust by the Minister of Municipal Affairs.

Responsible

Rueben Bronee

Dates

Rec'd: 01-Nov-2023
Target: 31-Mar-2025

2. Update Islands Trust Policy Statement

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)

Responsible

Clare Frater

Dates

Rec'd: 26-Feb-2020
Target: 01-Nov-2026

3. First Nations Reconciliation

Activity:

Develop Islands Trust First Nations Reconciliation and engagement planning (Strategic Plan Items 4.5 & 4.6)

Responsible

Clare Frater

Dates

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

Future Projects Report

Executive Committee

1. *Marine Ecosystems*

Advance the preservation and protection of marine ecosystems.

Responsible

Clare Frater

Date Received

03-May-2023

2. *MOTI MOU's*

To engage with the Ministry of Transportation on a updated Memorandum of Understanding.

Responsible

Clare Frater

Date Received

03-May-2023

3. *Climate Change Emergency*

Programming associated with the Climate Change declaration of the Islands Trust.

Responsible

Clare Frater

Date Received

03-May-2023

4. *Provincial Funding Strategy*

Develop a strategy to request additional funding from the Province, including revisiting the provincial grant funding formula to the Islands Trust.

Responsible

Rueben Bronee

Date Received

07-Mar-2023