



Executive Committee Agenda

Date: Wednesday, October 1, 2025

Time: 9:15 a.m.

Location: Electronic Meeting, and a physical location to view the livestream of the meeting:
Islands Trust Victoria Office
#200 - 1627 Fort Street
Victoria, BC V8R 1H8

	Pages
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	
Nothing to report.	
5. ADOPTION OF MINUTES	
5.1 Draft Executive Committee Meeting Minutes of September 16, 2025	5 - 8
For review and adoption.	
6. FOLLOW UP ACTION LIST AND UPDATES	
6.1 Follow Up Action List/Director/CAO Updates	9 - 17
6.2 Local Trust Committee Chair Updates and Reports on Local Advocacy Topics	
6.3 Islands Trust Conservancy Liaison Update	
7. BYLAWS FOR APPROVAL CONSIDERATION	

7.1	Galiano Island Local Trust Committee - Proposed Bylaw No. 298 - Repeal of Meeting Procedures Bylaw - Request For Decision	18 - 24
	THAT the Islands Trust Executive Committee approve Galiano Island Local Trust Committee Bylaw No. 298, cited as "Galiano Island Local Trust Committee Meeting Procedures Repeal Bylaw No. 298, 2025" in accordance with Section 27 of the <i>Islands Trust Act</i>.	
7.2	Galiano Island Local Trust Committee - Proposed Bylaw No. 299 - Public Notification Bylaw - Request For Decision	25 - 31
	THAT the Islands Trust Executive Committee approve Galiano Island Local Trust Committee Bylaw No. 299, cited as "Galiano Island Local Trust Committee Public Notification Bylaw No. 299, 2025" in accordance with Section 27 of the <i>Islands Trust Act</i>.	
8.	TRUST COUNCIL MEETING PREPARATION	
8.1	Roundtable Review of September 16-18 Trust Council Meeting - Discussion	
8.2	Executive	
8.2.1	September Trust Council Highlights	32 - 32
	For review and approval to circulate to subscribers and post to the website.	
8.2.2	Trust Council Follow Up Action List	33 - 40
	Items added from the September Trust Council meeting.	
8.3	Planning Services	
8.4	Financial and Employee Services	
8.5	Trust Area Services	
8.6	Legislative and Information Services	
9.	COMMITTEE OF THE WHOLE MEETING PREPARATION - None	
10.	EXECUTIVE COMMITTEE PROJECTS	
10.1	Trust Council Initiated	
10.1.1	Executive	
10.1.1.1	Executive Committee 2026-27 Budget Request Amendment - Request For Decision	41 - 42
	THAT Executive Committee amend its 2026/27 budget request for Executive Committee on local trust committee costs to \$31,000.	

10.1.1.2 Executive Committee 2026/27 Budget Requests - Request For Decision

43 - 73

THAT Executive Committee forward the following 2026/27 budget requests to Financial Planning Committee for inclusion in the draft 2026/27 budget, in addition to the budget requests forwarded on September 3, 2025:

- \$125,950 for an auxiliary (temporary) Senior Policy Advisor staff position in Trust Area Services
- \$37,000 for the Policy Statement Amendment Project
- \$122,270 for a permanent Biologist within Planning Services.

10.1.2 Trust Area Services

10.1.3 Planning Services

10.1.4 Financial and Employee Services

10.1.5 Legislative and Information Services

10.1.5.1 Increases in Information Services Budgets for FY2027 - Briefing

74 - 76

10.2 Executive Committee Initiated

10.2.1 Executive

10.2.2 Trust Area Services

10.2.3 Planning Services

10.2.4 Financial and Employee Services

10.2.5 Legislative and Information Services

11. NEW BUSINESS

11.1 Executive/Trust Council

11.1.1 Trustee Onboarding Working Group - Request For Decision

77 - 79

THAT Executive Committee ask staff to establish a Trustee Onboarding Working Group of up to five trustees to serve in an advisory capacity for improvements to onboarding and orientation of trustees following the 2026 Trust Council election.

11.2 Trust Area Services

11.3 Planning Services

11.4 Financial and Employee Services

11.5 Legislative and Information Services

12. CORRESPONDENCE (for information unless raised for action)

No correspondence was received at the time of agenda circulation.

13. WORK PROGRAM

13.1 Review and amendment of current work program

80 - 84

14. NEXT MEETING

The next scheduled regular meeting of the Executive Committee is to be held electronically on Wednesday, October 29, 2025 at 9:15 a.m.

15. CLOSED MEETING (if applicable)

16. ADJOURNMENT



Executive Committee Minutes of a Regular Meeting

Date: Tuesday, September 16, 2025
Location: The Haven – Phoenix Auditorium
240 Davis Rd., Gabriola Island, BC

Members Present: Laura Patrick, Chair, Salt Spring Island Local Trust Area
Tobi Elliott, Vice-Chair, Gabriola Island Local Trust Area
David Maude, Vice-Chair, Mayne Island Local Trust Area
Timothy Peterson, Vice-Chair, Lasqueti Island Local Trust Area

Staff Present: Rueben Bronee Chief Administrative Officer
Stefan Cermak, Director, Planning Services
Clare Frater, Director, Trust Area Services
David Marlor, Director, Legislative and Information Services
Julia Mobbs, Director, Financial and Employee Services
Alexandra Trifonidis, Executive Coordinator

Members of the public present: No members of the public were present.

1. CALL TO ORDER

The meeting was called to order at 10:03 a.m.

2. TERRITORIAL ACKNOWLEDGEMENT

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

3. APPROVAL OF AGENDA

3.1 Introduction of New Items

No new items were introduced.

3.2 Approval of Agenda

By general consent the agenda was approved as presented.

3.2.1 Agenda Context Notes - None

4. RISE AND REPORT DECISIONS FROM PREVIOUSLY CLOSED MEETING

Chair Patrick reported that at the September 3, 2025 Executive Committee in-camera meeting Executive Committee:

- adopted the Executive Committee in-camera meeting minutes of August 6, 2025; and,

DRAFT

- requested staff to update Trust Council policies 2.1.14, 2.1.16, 4.1.13 and 6.5.4 to better align with legislation.

5. ADOPTION OF MINUTES

5.1 Draft Executive Committee Meeting Minutes of September 3, 2025

By general consent the Executive Committee minutes of September 3, 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.

6.2 Local Trust Committee Chair Updates and Reports on Local Advocacy Topics

Local Trust Committee Chairs provided updates on recently attended and upcoming local trust committee meetings, as well as current local advocacy topics.

6.3 Islands Trust Conservancy Liaison Update

The Islands Trust Conservancy liaison provided an update.

7. BYLAWS FOR APPROVAL CONSIDERATION - None

8. TRUST COUNCIL MEETING PREPARATION - None

9. EXECUTIVE COMMITTEE PROJECTS - None

10. NEW BUSINESS

10.1 Executive/Trust Council - None

10.2 Trust Area Services - None

10.3 Planning Services

10.3.1 Request for Executive Committee Sponsorship of Development Application Fee - Request for Decision

The Director of Planning Services noted a clerical error in the funding amount previously brought to Executive Committee at their September 3 meeting. The error has since been corrected.

The Director of Legislative and Information Services recommended that Executive Committee forward the Request For Decision to Trust Council.

EC-2025-121

It was MOVED and SECONDED,

that Executive Committee resolution **EC-2025-111** be rescinded.

CARRIED

DRAFT

EC-2025-122

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

that the Executive Committee recommend that Trust Council financial sponsorship of \$4,882 for rezoning application PLR20250220 (154 King's Lane Road) which would vary Salt Spring Island Land Use Bylaw No. 355 to allow development of up to 50-affordable housing units, general offices, a child day care centre, and a reduced minimum lot size for potential subdivision of the subject property.

CARRIED

10.4 Financial and Employee Services - None

10.5 Legislative and Information Services - None

11. CORRESPONDENCE (for information unless raised for action)

11.1 2025-09-08 J Margison - TPS Public Engagement Process

By general consent item 11.1 was received for information.

11.2 2025-09-11 R Simmons - Howe Sound Community Forum October 3rd

Discussion was held regarding who would be able to attend.

By general consent item 11.2 was received for information.

11.3 2025-09-12 Bowen Island Municipality - Invitation to Ferry-Dependent Communities from Mayor Andrew Leonard, Bowen Island

Discussion was held regarding scheduling and attendee participation.

EC-2025-123

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

that Executive Committee authorize trustees Peterson and Yates to attend the Ferry Dependent Communities Gathering in Victoria on Sunday, September 21, 2025 and that their travel be funded from the Trust Council travel for training budget.

CARRIED

12. WORK PROGRAM

12.1 Review and amendment of current work program

By general consent the work program was received for information.

13. NEXT MEETING

The next Executive Committee meeting will take place electronically on Wednesday, October 1, 2025 starting at 9:15 a.m.

14. CLOSED MEETING (if applicable) - None

15. ADJOURNMENT

By general consent the meeting adjourned at 10:42 a.m.

Laura Patrick, Chair

CERTIFIED CORRECT:

Alexandra Trifonidis, Executive Coordinator and Recorder

Minutes are not official until adopted at a subsequent meeting.

Follow Up Action Report

Executive Committee

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-Oct-2025	In Progress

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: 19-Nov-2025	In Progress
50%	2 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: 02-Dec-2025	In Progress
75%	3 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 September Trust Council 2025 (IN PLANNING PHASE) - one half day in-person training session for Trust Council or at June Trust Council meeting quarterly (COMPLETED JUNE 2025) - a review and recommendations on updates to the Islands Trust Standards of Conduct, including developing a foundational system for ethically addressing complaints (PENDING).	David Marlor	Meeting: 05-Feb-2025 Target: 02-Dec-2025	In Progress

Follow Up Action Report

Executive Committee

Director Legislative Services and Information Services

Progress	Activity	Responsibility	Dates	Status
0%	4 Staff to draft options for an updated version of Policy 6.12.2 UBCM/AVICC MEMBERSHIP AND RESOLUTIONS. Expect to send to Governance Committee for consideration in policy amendments and staff will draft operational procedures for Executive Committee to consider.	David Marlor	Meeting: 17-Jun-2025 Target: 02-Dec-2025	In Progress
0%	5 Staff will review the Resolution Without Meetings (RWMs) policy further and report back with findings and recommendations.	David Marlor	Meeting: 02-Jul-2025 Target: 26-Aug-2025	In Progress

Follow Up Action Report

Executive Committee

Director of Planning Services

Progress	Activity	Responsibility	Dates	Status
66%	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: 04-Dec-2025	In Progress
91%	2 Staff to request Ministry of Housing and Municipal Affairs staff to present a briefing on short term rental accommodation principal residence requirement opt-in option to Trust Council in a suitable format. Hannah Rabinovitch, Director, Housing Policy Branch at BC Provincial Government; agreed to in person meeting in December Trust Council. Recommended that BIM and GBLTC share their experiences with opting in.	Stefan Cermak	Meeting: 06-Aug-2025 Target: 11-Nov-2025	In Progress
0%	3 Staff to forward the Short Term Rental Accommodation - Principal Residence Opt-In Update Briefing to all local trust committees.	Stefan Cermak	Meeting: 03-Sep-2025 Target: 15-Sep-2025	In Progress

Director, Financial and Employee Services

Progress	Activity	Responsibility	Dates	Status
51%	1 Staff to add to a future EC agenda: Honoraria for Indigenous elders providing welcomes or presentations at local trust committee meetings.	Clare Frater Julia Mobbs	Meeting: 20-Dec-2023 Target: 31-Oct-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: 19-Nov-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-2026	In Progress
66%	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: 04-Dec-2025	In Progress
51%	4 Staff to add to a future EC agenda: Honoraria for Indigenous elders providing welcomes or presentations at local trust committee meetings.	Clare Frater Julia Mobbs	Meeting: 20-Dec-2023 Target: 31-Oct-2025	In Progress

Follow Up Action Report

Executive Committee

Director, Trust Area Services

Progress	Activity	Responsibility	Dates	Status
15%	5 Staff to develop a protocol agreement in cooperation with Snuneymuxw First Nation for Trust Council's consideration. ON HOLD at request of Snuneymuxw First Nation.	Clare Frater	Meeting: 05-Jun-2024 Target: 31-Mar-2026	In Progress
25%	6 Implement the Executive Committee approved "The Role of the Trust" webinar project charter.	Clare Frater	Meeting: 05-Jun-2024 Target: 31-Mar-2026	In Progress
10%	7 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: 31-Mar-2026	In Progress
0%	8 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 Joe Elliott	Meeting: 18-Jun-2024 Target: 19-Nov-2025	In Progress
49%	9 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. (ON HOLD)	Clare Frater	Meeting: 18-Dec-2024 Target: 31-Mar-2026	In Progress

Follow Up Action Report

Executive Committee

Director, Trust Area Services

Progress	Activity	Responsibility	Dates	Status
0%	10 Staff to provide advice to the Hornby Island Local Trust Committee 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.	Clare Frater	Meeting: 26-Feb-2025 Target: 24-Oct-2025	In Progress
0%	11 Staff to report back on provincial advocacy options concerning issuance of a 30-year subtidal aquaculture Licence of Occupation in a marine area where zoning does not permit aquaculture use.	Clare Frater	Meeting: 23-Apr-2025 Target: 01-Oct-2025	In Progress
52%	12 Staff to coordinate the delivery of two professional development workshops focused on addressing Indigenous-specific racism for 20 participants comprised of at least 10 staff and up to 10 trustees (with priority to Chair, Vice-Chairs, Conservancy Chair and trustees in the Reconciliation Learning Group), with any spots not taken by trustees to be used by staff that will be engaging with First Nations.	Clare Frater Joe Elliott	Meeting: 14-May-2025 Target: 28-Nov-2025	In Progress
15%	13 Staff to cooperate with Tsartlip First Nation and Tseycum First Nation via the W_SÁNEC Leadership Council Society, to develop an agreement for Trust Council consideration.	Clare Frater Joe Elliott	Meeting: 14-May-2025 Target: 19-Nov-2025	In Progress
80%	14 Staff to apply for, and, if successful, manage a \$20,000 grant from the UBCM Community to Community grant program to support a relationship building event with Tsawout First Nation.	Clare Frater Joe Elliott	Meeting: 14-May-2025 Target: 01-Oct-2025	In Progress
2%	15 Staff to develop a protocol agreement in cooperation with Tsawout First Nation for Trust Council's consideration.	Clare Frater Joe Elliott	Meeting: 14-May-2025 Target: 31-Mar-2026	In Progress

Follow Up Action Report

Executive Committee

Director, Trust Area Services

Progress	Activity	Responsibility	Dates	Status
100%	16 Staff to work with Tsartlip and Tseycum First Nations (via the W_SÁNEC Leadership Council Society) to submit a funding application to the Union of British Columbia's Regional Community to Community (C2C) program.	Clare Frater Joe Elliott	Meeting: 03-Sep-2025 Target: 11-Nov-2025	Completed
0%	17 Trust Council Direction: that Executive Committee and the Chair write to Minister Boyle, and copy the office of the Premier, expressing appreciation for the presence and words of Doug S. White at the September Trust Council meeting.	Clare Frater	Meeting: 18-Sep-2025 Target: 31-Oct-2025	In Progress

Follow Up Action Report

Executive Committee

Senior Indigenous Relations Advisor

Progress	Activity	Responsibility	Dates	Status
0%	1 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 Joe Elliott	Meeting: 18-Jun-2024 Target: 19-Nov-2025	In Progress
52%	2 Staff to coordinate the delivery of two professional development workshops focused on addressing Indigenous-specific racism for 20 participants comprised of at least 10 staff and up to 10 trustees (with priority to Chair, Vice-Chairs, Conservancy Chair and trustees in the Reconciliation Learning Group), with any spots not taken by trustees to be used by staff that will be engaging with First Nations.	Clare Frater Joe Elliott	Meeting: 14-May-2025 Target: 28-Nov-2025	In Progress
15%	3 Staff to cooperate with Tsartlip First Nation and Tseycum First Nation via the W_SÁNEC Leadership Council Society, to develop an agreement for Trust Council consideration.	Clare Frater Joe Elliott	Meeting: 14-May-2025 Target: 19-Nov-2025	In Progress
80%	4 Staff to apply for, and, if successful, manage a \$20,000 grant from the UBCM Community to Community grant program to support a relationship building event with Tsawout First Nation.	Clare Frater Joe Elliott	Meeting: 14-May-2025 Target: 01-Oct-2025	In Progress
2%	5 Staff to develop a protocol agreement in cooperation with Tsawout First Nation for Trust Council's consideration.	Clare Frater Joe Elliott	Meeting: 14-May-2025 Target: 31-Mar-2026	In Progress

Follow Up Action Report

Executive Committee

Senior Indigenous Relations Advisor

Progress	Activity	Responsibility	Dates	Status
100%	6 Staff to work with Tsartlip and Tseycum First Nations (via the W_SÁNEC Leadership Council Society) to submit a funding application to the Union of British Columbia's Regional Community to Community (C2C) program.	Clare Frater Joe Elliott	Meeting: 03-Sep-2025 Target: 11-Nov-2025	Completed



REQUEST FOR DECISION

LOCAL TRUST COMMITTEE BYLAW SUBMISSION

File No.: GL-BL-298

3900-03: Meeting
Procedures Repeal Bylaw

DATE OF MEETING: October 1, 2025
TO: Islands Trust Executive Committee
FROM: Jas Chonk, Legislative Clerk
SUBJECT: Galiano Island Local Trust Committee - Proposed Bylaw No. 298 – Repeal of Meeting Procedures Bylaw

RECOMMENDATION

1. **THAT the Islands Trust Executive Committee approve Galiano Island Local Trust Committee Bylaw No. 298, cited as "Galiano Island Local Trust Committee Meeting Procedures Repeal Bylaw No. 298, 2025" in accordance with Section 27 of the *Islands Trust Act*.**

DIRECTORS COMMENTS

Galiano Island Local Trust Committee referred Bylaw No. 298 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:

Rescinding the local trust committee meeting procedure bylaws will avoid confusion, as the Trust Council bylaw prevails, and there are no additional procedures in the local trust committee bylaws.

Financial:

None

Policy:

None

Implementation and Communications:

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

First Nations:

There are no implications for First Nations relations.

Other:

There are no other anticipated implications of the recommendation.

PURPOSE

To rescind the Galiano Island Local Trust Committee Meeting Procedures Bylaw No. 282.

BACKGROUND

At its regular meeting in June 2025, Trust Council adopted the Local Trust Committees' Meeting Procedures Bylaw by a 2/3 majority vote. This bylaw is authorized under s.11 of the *Islands Trust Act*.

Staff based the draft LTC meeting procedures bylaw on the local trust committee meeting procedures model bylaw that Trust Council adopted in December 5, 2003 and updated in early 2020s, and which was used by local trust committees to develop their own meeting procedures bylaws.

The Trust Council Bylaw 197 'LTC Meeting Procedures' does not add anything new beyond what local trust committees were recommended to have in their bylaws under Trust Council's previously adopted model meeting procedures bylaw, with the exception of:

- adding the release of an agenda outline two-days before the agenda deadline as indicated in the Trust Council resolution;
- changing the period for notification of meetings from calendar year to fiscal year (April 1 to March 31) to align with proposed changes to Trust Council's meeting procedures bylaw;
- adding an allowance for the minimum of two required annual meetings of the Executive Committee Acting as a local Trust Committee to be in-person or electronically; and
- making other minor changes to address wording amendments and clarity.

Gabriola, Galiano, Gambier, Mayne, North Pender, Saturna, South Pender local trust committees do not currently have procedures regarding "delegations", "order and decorum", "Invited Presentations", and "public participation" in their bylaws (sections 22 to 44 in the draft Trust Council Local Trust Committees Meeting Procedure Bylaw).

The Trust Council Bylaw 197 has the same meeting procedure requirements for all 12 local trust areas and the Executive Committee Acting as a Local Trust Committee. This will streamline administration of meetings and reduce costs and resources.

Most local trust committee bylaws contain a clause authorizing the LTC Chair as signatory to documents on behalf of the local trust committee. As this is not a meeting procedure it is omitted from the Trust Council Bylaw 197 for local trust committee meeting procedures. Local trust committees authorize Chair signatory through other means, such as a standing resolution or policy of the local trust committee.

Under s.11 of the *Islands Trust Act*, a Trust Council meeting procedures bylaw for local trust committees would over-ride any local trust committee meeting procedures bylaws in the event of a conflict. As Trust Council's Local Trust Committee Meeting Procedure Bylaw contains all the procedures that are in the local trust committee's meeting procedure bylaws, the local trust committee meeting procedures bylaws are redundant. To avoid confusion, Staff recommend that the local trust committee rescind their meeting procedure bylaws.

Proposed Bylaw No. 298 now requires Executive Committee approval prior to adoption.

RELEVANT POLICY(S):

- [Islands Trust Act, Section 11](#)
- [Policy 2.1.7 Trust-wide Administrative Procedures \(Section 11\)](#)
- [Trust Council Bylaw No. 197, 2024 Local Trust Committees' Meeting Procedures Bylaw](#)
- 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 Galiano Island Local Trust Committee in writing that the Executive Committee considers that Galiano Island Local Trust Committee Bylaw No. 298, cited as "Galiano Island Local Trust Committee Meeting Procedures Repeal Bylaw No. 298, 2025" is inconsistent or at variance with the Islands Trust Policy Statement for [INSERT REASONS], and advise the Galiano Island Local Trust Committee on steps needed to address the specified issues.

Submitted By:	Jas Chonk, Legislative Clerk	September 11, 2025
Concurrence:	Stefan Cermak, Director Local Planning Services	September 15, 2025

ATTACHMENTS

1. EC Submission Cover
2. EC General Checklist
3. Proposed Galiano Island LTC Bylaw No. 298



Local Trust Committee Bylaws
Submission for Executive committee Approval

Local Trust Committee: Galiano Island Local Trust Committee

Bylaw No.: GL-298

Bylaw Type: Administration Bylaw

Date of resolution referring bylaw to Executive Committee: 09-Sep-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

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: Jas Chonk

Status

Date Resolution Referred to Exective Committee: 09-Sep-2025

Reading: 09-Sep-2025

Third Reading

GALIANO ISLAND LOCAL TRUST COMMITTEE MEETING PROCEDURES REPEAL BYLAW BYLAW NO. 298

REQUEST FOR DECISION

LOCAL TRUST COMMITTEE BYLAW SUBMISSION

File No.: GL-BL-299

3900-03: Public Notification
Bylaw

DATE OF MEETING: October 1, 2025
TO: Islands Trust Executive Committee
FROM: Jas Chonk, Legislative Clerk
SUBJECT: Galiano Island Local Trust Committee - Proposed Bylaw No. 299 – Public Notification Bylaw

RECOMMENDATION

1. **THAT the Islands Trust Executive Committee approve Galiano Island Local Trust Committee Bylaw No. 299, cited as "Galiano Island Local Trust Committee Public Notification Bylaw No. 299, 2025" in accordance with Section 27 of the *Islands Trust Act*.**

DIRECTORS COMMENTS

Galiano Island Local Trust Committee referred Bylaw No. 299 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:

In addition to the default requirement of newspaper advertising, local trust committees are already posting notices on our website and email notification service. Adoption by local trust committees of a bylaw similar to the model would simplify our administrative processes and reduce costs.

Financial:

Adoption by local trust committees of a Public Notice Bylaw similar to the model will result in a reduction in costs generally as it will remove the need to advertise in print newspapers.

Policy:

There are no policy implications. Trust Council policy deems that Administrative bylaws are consistent with the Islands Trust Policy Statement.

Implementation and Communications:

Staff post the new bylaw on the Islands Trust website, and staff would be made aware of the new public notification process.

First Nations:

There are no First Nations relations implications.

Other:

There are no other implications.

PURPOSE

The purpose of bylaw is to provide the local trust committees with a draft bylaw for Public Notification that is based on the model approved by Trust Council.

BACKGROUND

The Community Charter establishes the requirements for publishing public notice where public notices are required by the *Local Government Act*. The Community Charter includes a default requirement, and an option to adopt an alternative means by bylaw.

The default public notification is by publication in two editions of a newspaper once each week for two consecutive weeks, unless another provision for a specific type of notice states otherwise. The newspaper has to circulate in the local area.

Section 94.2 of the *Community Charter* gives local governments, including local trust committees, the authority to adopt public notice bylaws. If a local trust committee adopts a Public Notice Bylaw, the local trust committee is required to publish notices by all the methods specified in that bylaw. Local trust committees that do not adopt a Public Notice Bylaw are required to continue to follow the default publication rules under Section 94.1 of the *Community Charter*.

When adopting a Public Notice Bylaw, the local trust committees are required to consider the principles of effective public notice (reliable, suitable, and accessible) described by the [Public Notice Regulation](#).

Principles of Effective Public Notice

The Public Notice Regulation establishes the principles that must be considered before a public notice bylaw is adopted; these are:

- Reliable – the publication methods are dependable and trustworthy;
- Suitable – the publication methods work for the purpose for which the public notice is intended; and
- Accessible – the publication methods are easy to access and have broad reach.

In considering the adoption of a Public Notice Bylaw, local trust committees must consider and record, either by a resolution recorded in the minutes, or by preamble whereas clauses in the bylaw, that these principles have been considered.

Considering the three principles (reliable, suitable and accessible) possible methods to publish public notices that are available to local trust committees include:

- Online or print newspaper;
- Islands Trust website;
- Community website or newsletter;
- Islands Trust social media page, such as Facebook; and
- Direct email or mail out.

Each of the above meet the principles set out in the Public Notice Regulation. On-line print newspaper still has the problem of being published infrequently, or not circulated through the entire local trust area. Use of a community website or newsletter is outside the control of Islands Trust and each could be shut-down or modified without Islands Trust input; this could compromise the accessibility and reliability

principles. Direct mail or a mail-out would reach all owners and residents; however, it could be expensive and time consuming to undertake.

The two best options with the lowest costs and that meet the principles outlined in the Public Notice Regulation are publishing on the Islands Trust website and publishing on an Islands Trust social media page. These are recommended, however, Trust Council recognizes that there may be other conditions on the islands that may warrant a different method.

At its June 2025 meeting, Trust Council adopted Policy 4.1.16 Model Public Notice Bylaw. This contains the format for such a bylaw and recommends the use of the Islands Trust website and a social media account to post the notices. As these are recommendations, and each local trust committee must consider the reliability, suitability and accessibility of the form of notice for their islands, variation on the recommendation may be considered.

Proposed Bylaw No. 299 now requires Executive Committee approval prior to adoption.

RELEVANT POLICY(S):

- [Section 94 and Section 94.2 of the Community Charter](#)
- [Community Charter Public Notice Regulation](#)
- [Trust Council Policy 4.1.16 Model Public Notice Bylaw](#)

ALTERNATIVE

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

THAT the Executive Committee request that staff advise Galiano Island Local Trust Committee in writing that the Executive Committee considers that Galiano Island Local Trust Committee Bylaw No. 299, cited as "Galiano Island Local Trust Committee Public Notification Bylaw No. 299, 2025" is inconsistent or at variance with the Islands Trust Policy Statement for [INSERT REASONS], and advise the Galiano Island Local Trust Committee on steps needed to address the specified issues.

Submitted By:	Jas Chonk, Legislative Clerk	September 11, 2025
Concurrence:	Stefan Cermak, Director Planning Services	September 15, 2025

ATTACHMENTS

1. EC Submission Cover
2. EC General Checklist
3. Proposed Galiano Island LTC Bylaw No. 299



Local Trust Committee Bylaws
Submission for Executive committee Approval

Local Trust Committee: Galiano Island Local Trust Committee

Bylaw No.: GL-299

Bylaw Type: Administration Bylaw

Date of resolution referring bylaw to Executive Committee: 09-Sep-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

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: Jas Chonk

Status

Date Resolution Referred to Exective Committee: 09-Sep-2025

Reading: 09-Sep-2025

Third Reading

PROPOSED

GALIANO ISLAND LOCAL TRUST COMMITTEE PUBLIC NOTIFICATION BYLAW BYLAW NO. 299

A Bylaw to provide for an alternative means of publishing a public notice.

WHEREAS pursuant to section 94.2 of the Community Charter, the Galiano Island Local Trust Committee may adopt a Bylaw to provide an alternative means of publishing a public notice;

AND WHEREAS, pursuant to section 94.2(3) of the Community Charter and section 2 of the Public Notice Regulation, B.C. Reg. 52/2022, the Galiano Island Local Trust Committee considers the means of publication set by this Bylaw to be reliable, suitable for providing notices, and accessible;

NOW THEREFORE, the Galiano Island Local Trust Committee in open meeting assembled, enacts as follows:

1. This bylaw may be cited as "Galiano Island Local Trust Committee Public Notification Bylaw No. 299, 2025".
2. The means of publication for public notice requirements under the Community Charter, *Local Government Act*, or any other enactment may be given by the following methods:
 - (i) electronically by posting the notice on the Islands Trust website; and
 - (ii) electronically by posting the notice on Islands Trust's social media platform.

READ A FIRST TIME THIS 9TH DAY OF SEPTEMBER, 2025.

READ A SECOND TIME THIS 9TH DAY OF SEPTEMBER, 2025.

READ A THIRD TIME THIS 9TH DAY OF SEPTEMBER, 2025.

APPROVED BY THE EXECUTIVE COMMITTEE OF THE ISLANDS TRUST THIS
____ DAY OF _____, 20__

ADOPTED THIS ____ DAY OF _____, 20__

CHAIR

DEPUTY SECRETARY

Islands Trust Council Highlights September 16-18, 2025

The elected 26-member Islands Trust Council governs the Islands Trust. Trust Council comprises two local trustees from each of the 12 local trust areas and two municipal trustees from Bowen Island. Islands Trust Council meets quarterly to discuss and act on matters that affect the entire Islands Trust Area, including setting the annual budget; creating and monitoring a strategic plan; adopting the Policy Statement; and creating general policies.

The following is a list of highlights of Islands Trust Council's activities and decisions from its September 16-18, 2025 quarterly meeting. These highlights are not the official minutes; Islands Trust Council will adopt those at its [December 2-4, 2025](#) meeting being held in-person in Victoria, B.C.

Islands Trust Council Welcomed by Snuneymuxw Elder Geraldine Manson

Islands Trust Council was honoured to be welcomed by Elder Geraldine Manson who spoke to trustees about embracing life, the environment, and serving the citizens they represent.

Islands Trust Operational Review

Chief Administrative Officer Bronee verbally updated Islands Trust Council on the preliminary work done to date on the Islands Trust Operational Review project noting administrative and operational challenges.

Field trip to Gabriola Island Recycling Organization (GIRO) and Makerspace

Trustees and staff participated in a field trip to the Gabriola Island Makerspace hosted by Trustee Yates and GIRO Staff. Attendees toured the Gabriola Island Recycling Center and learned about creative ways to deal with textile waste.

Bylaw Compliance and Enforcement Policy Review - Draft Policy 5.5.1 and Manual

Islands Trust Council endorsed the draft Bylaw Compliance and Enforcement Policy 5.5.1 and Manual, which will be coming back to the December Islands Trust Council meeting for final adoption, following Islands Trust Council's request that Regional Planning Committee review specific language in the document.

Address by Doug S. White

Special Counsel to the Premier on Indigenous Reconciliation, Douglas S. White, K.C., J.D. whose Coast Salish name is Kwulasultun and whose Nuuchah-Nulth name is Tliishin, addressed Trust Council on the importance of reconciliation and partnership with First Nations in the Islands Trust Area. Mr. White urged Islands Trust to build meaningful, long-term relationships with local Indigenous Nations.

Heritage Conservation Act Transformation Project Advocacy

Islands Trust Council requested the Chair provide input on Phase 3 Engagement of the Heritage Conservation Act Transformation Project.

2022 Governance Report Recommendations

Islands Trust Council members reviewed and prioritized recommendations from the 2022 Governance Report elevating recommendations on leadership elections, multi-year planning, and trustee roles.

Follow Up Action Report

Trust Council

Chief Administrative Officer

Progress	Activity	Responsibility	Dates	Status
51%	1 That Trust Council direct Executive Committee to work with staff on a coordinated strategy and prepare a request that the Province revisit the provincial grant funding formula to the Islands Trust and further that Trust Council respond to Minister Kang to the effect that TC will revisit the request for a review of the Islands Trust mandate, governance, and structure and provide the Minister with an update.	Clare Frater Rueben Bronee	Meeting: 07-Mar-2023 Target: 19-Dec-2025	In Progress
50%	2 Staff to engage with the Province to analyse Section 7 of the Declaration on the Rights of Indigenous Peoples Act to see how it pertains to Islands Trust Council, Islands Trust Conservancy, the Local Trust Committees, and Bowen Island Municipality.	Rueben Bronee	Meeting: 25-Sep-2024 Target: 12-Dec-2025	In Progress
86%	3 Staff to explore options for the December 2025 and March 2026 Trust Council meetings to be held in the Trust Area.	Rueben Bronee	Meeting: 03-Dec-2024 Target: 18-Sep-2025	In Progress
0%	4 Staff to amend Trust Council's Strategic Plan by: a. replacing Key Initiative 2.3.2 'Design a plan to advocate to enhance community access to funding for housing in the Trust Area' with: 'Implement the Housing Strategic Action Plan.'	Rueben Bronee	Meeting: 16-Sep-2025 Target: 26-Sep-2025	In Progress
0%	5 Staff to include portions of the report dated August 14, 2025 prepared for the September 2025 Trust Council on the Housing Strategic Action Plan, specifically pages 115-117 of the September, 2025 agenda, in the next strategic planning session of Trust Council.	Rueben Bronee	Meeting: 17-Sep-2025 Target: 01-Nov-2026	In Progress

Follow Up Action Report

Trust Council

Director Legislative Services and Information Services

Progress	Activity	Responsibility	Dates	Status
0%	1 5.2.2 Review of Trust Council Policies - Undertake review and recommend updates and consolidation of policies. Bring one or more policies back to each Trust Council. Work with relevant director. Now with recommend - transfer to Governance Committee as the GC has this as a priority for 2025/26.	David Marlor	Meeting: 26-Sep-2023 Target: 12-Dec-2025	In Progress
75%	2 That Trust Council request Staff to prepare a draft amendment to the Trust Council Meeting Procedures Bylaw under Section 11 of the Islands Trust Act so that it also applies to all 13 local trust committees, and add amendments to require release of local trust committees' agenda outlines a minimum of two days before release date of full agenda. (COMPLETED) THAT Trust Council request staff to prepare a draft Local Trust Committee Development Procedures Bylaw under Section 11 of the Islands Trust Act that will establish standard procedures applicable to all local trust committees. (PENDING) THAT Trust Council request Staff to prepare a Public Notice Policy with a model Local Trust Committee Public Notice Bylaw, and a draft Trust Council Public Notice Bylaw (READY FOR ADOPTION)	David Marlor	Meeting: 07-Dec-2023 Target: 16-Sep-2025	In Progress
50%	3 Rename 'Islands Trust Council Goals' chart to 'Islands Trust Council Strategic Plan Goals' in the IT App and corresponding report. pending updates to ITApps, then code modification	David Marlor	Meeting: 24-Sep-2024 Target: 31-Dec-2025	In Progress
0%	4 Staff to update Islands Trust website by adding new updated Islands Trust policies 2.5.1, 2.3.1 and 2.4.1.	David Marlor	Meeting: 19-Jun-2025 Target: 31-Jul-2025	In Progress

Follow Up Action Report

Trust Council

Director Legislative Services and Information Services

Progress	Activity		Responsibility	Dates	Status
100%	5	Staff to schedule an electronic Committee of the Whole special meeting to review the draft Islands Trust code of conduct on Monday, November 17, 2025 at 9:00 a.m.	David Marlor	Meeting: 17-Sep-2025 Target: 26-Sep-2025	Completed
0%	6	Staff to complete all administrative tasks needed to finalize the approved Conference/Convention Attendee Reporting Template for inclusion as an attachment to Policy 6.12.1 - Trustee Training/Conference Attendance, along with the corresponding policy amendments required to incorporate the template.	David Marlor	Meeting: 17-Sep-2025 Target: 31-Oct-2025	In Progress
0%	7	Staff to provide an analysis of the position of secretary as per the 2022 Governance Report, and request for analysis on current roles and gaps needed to be filled (including Corporate Officer ie. Bowen).	David Marlor	Meeting: 18-Sep-2025 Target: 31-Oct-2025	In Progress

Follow Up Action Report

Trust Council

Director Legislative Services and Information Services

Progress	Activity	Responsibility	Dates	Status
100%	8 Staff to inform the Governance Committee that Trust Council request the Governance Committee to prioritize the following recommendations of the 2022 Governance Report: · recommendation 1 [Election of Trust Council leadership]; · recommendation 11 [adoption of comprehensive, multi-year planning document], and · recommendation 7 [helping trustees fulfil their roles], with the understanding that: - recommendation 3 [committee membership], - recommendation 4 [committee mandates], - recommendation 5 [roles of committees], and - recommendation 6 [helping trustees understand their roles] - recommendation 8 (secretary to Trust Council) and - recommendation 15 [Trustee Compensation] will be undertaken by staff as appropriate, and: · recommendation 12 [communications and engagement], · recommendation 13 [management alignment with Trust Council] and · recommendation 14 [exploiting the potential for synergy between Islands Trust Conservancy and Islands Trust] will be undertaken when prioritised by Trust Council.	David Marlor	Meeting: 18-Sep-2025 Target: 31-Oct-2025	Completed
100%	9 Staff to inform the Governance Committee that work not be undertaken any further on the following recommendations of the 2022 Governance Report: - recommendation 2 [number of committees and committee mandates]; - recommendation 10 [provincial representation]; and - recommendation 9 [First Nations representation].	David Marlor	Meeting: 18-Sep-2025 Target: 31-Oct-2025	Completed

Follow Up Action Report

Trust Council

Director of Planning Services

Progress	Activity	Responsibility	Dates	Status
49%	1 Staff to: a) evaluate the implications of a longer referral response window, and; b) consider how Trust Council and local trust committees (LTC's) might consult with First Nations to better understand what changes to the current referral process should be made to both improve communication and to further reconciliation, and report back to Trust Council.	Stefan Cermak	Meeting: 29-Jun-2023 Target: 04-Dec-2025	In Progress
65%	2 Staff to: 1. Solicit First Nations to get their feedback about the referral processes, concerns and new initiatives; 2. Develop a work plan that captures planned actions advancing from this Referrals to First Nations - Request for Decision; and 3. Include this initiative in the Draft 2025-2028 Strategic Plan and the amended Reconciliation Action Plan.	Stefan Cermak	Meeting: 26-Sep-2024 Target: 04-Dec-2025	In Progress
100%	3 Staff to implement the Islands Trust Housing Action Plan into the 2025-2028 Strategic Plan, and prioritize implementation of Actions 23, 24 and 26, with a focus on enabling Tiny Homes On Wheels in the Trust Area. (RPC resolution 2024-020)	Stefan Cermak	Meeting: 26-Sep-2024 Target: 19-Feb-2025	Completed
0%	4 Staff to refer the "health and safety issues" wording in the Bylaw and Compliance and Enforcement Policy 5.5.1 to the Regional Planning Committee for discussion for potential wording amendments based on the Ombudspersons recommendations.	Stefan Cermak	Meeting: 17-Sep-2025 Target: 24-Oct-2025	In Progress
0%	5 Staff to support the Chair in providing input to the Phase 3 Engagement on the Heritage Conservation Act Transformation Project.	Clare Frater Stefan Cermak	Meeting: 17-Sep-2025 Target: 14-Nov-2025	In Progress

Follow Up Action Report

Trust Council

Director, Financial and Employee Services

Progress	Activity	Responsibility	Dates	Status
100%	1 Staff to inform the Financial Planning Committee that Trust Council request Financial Planning Committee to return to Trust Council with recommendations on how to increase the application fees.	Julia Mobbs	Meeting: 18-Sep-2025 Target: 31-Oct-2025	Completed

Follow Up Action Report

Trust Council

Director, Trust Area Services

Progress	Activity	Responsibility	Dates	Status
85%	1 Policy Statement Amendment Project - Amend draft Bylaw No. 183 as directed by adopted resolutions. (ONGOING)	Clare Frater	Meeting: 21-Sep-2022 Target: 07-Sep-2026	In Progress
5%	2 Coordinate the provision of expert advice and training to the incoming Trust Council, early in the new term, on the theme of public engagement and consultation, building on lessons learned from the first three phases of Islands 2050 public engagement from 2019 - 2022.	Clare Frater	Meeting: 21-Sep-2022 Target: 31-Mar-2026	In Progress
51%	3 That Trust Council direct Executive Committee to work with staff on a coordinated strategy and prepare a request that the Province revisit the provincial grant funding formula to the Islands Trust and further that Trust Council respond to Minister Kang to the effect that TC will revisit the request for a review of the Islands Trust mandate, governance, and structure and provide the Minister with an update.	Clare Frater Rueben Bronee	Meeting: 07-Mar-2023 Target: 19-Dec-2025	In Progress
0%	4 Staff to report to the Executive Committee on options to support renewed advocacy with San Juan County and Indigenous Governing Bodies that is directed to our respective federal and state/provincial bodies on oil spill prevention in the Salish Sea.	Clare Frater	Meeting: 05-Dec-2024 Target: 19-Nov-2025	In Progress
85%	5 Staff to forward the approved Islands Trust audited financial statements for the year ended March 31, 2025 to the Minister of Housing and Municipal Affairs [submitted by way of The Annual Report].	Clare Frater	Meeting: 17-Jun-2025 Target: 30-Sep-2025	In Progress
100%	6 Staff to submit the approved Islands Trust 2024/25 Annual Report to the Minister of Housing and Municipal Affairs.	Clare Frater	Meeting: 17-Jun-2025 Target: 30-Sep-2025	Completed

Follow Up Action Report

Trust Council

Director, Trust Area Services

Progress	Activity	Responsibility	Dates	Status
0%	7 Staff to complete all administrative tasks associated with finalizing the approved proposed amendments to the Trust Council Communications Policy 6.10.2 to include branded clothing.	Clare Frater	Meeting: 17-Sep-2025 Target: 31-Oct-2025	In Progress
0%	8 Staff to support the Chair in providing input to the Phase 3 Engagement on the Heritage Conservation Act Transformation Project.	Clare Frater Stefan Cermak	Meeting: 17-Sep-2025 Target: 14-Nov-2025	In Progress
100%	9 Staff to inform the Executive Committee that Trust Council request Executive Committee and the Chair to write to Minister Boyle, and copy the office of the Premier, expressing appreciation for the presence and words of Doug S. White.	Clare Frater	Meeting: 18-Sep-2025 Target: 31-Oct-2025	Completed
0%	10 Staff to draft a letter for the signature of the Chair to the Minister of Housing and Municipal Affairs in response to item 6.3 correspondence on the September, 2025 agenda from the Friends of the Gulf Islands Society regarding their petition, conveying that the information has been received and Trust Council considers the protection of the environment as a core value.	Clare Frater	Meeting: 18-Sep-2025 Target: 31-Oct-2025	In Progress



REQUEST FOR DECISION

To: Executive Committee **For the Meeting of:** October 1, 2025
From: Executive Office **Date Prepared:** September 19, 2025
SUBJECT: Executive Committee 2026-27 Budget Request Amendment

RECOMMENDATION:

That Executive Committee amend its 2026/27 budget request for Executive Committee on local trust committee costs to \$31,000.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The revised amount is based on a correction to the data on current expenditures for Executive Committee travel to chair local trust committees.

1 PURPOSE:

To confirm Executive Committee's agreement to reduce the previously approved budget request for Executive Committee travel to chair local trust committees and revise the submission to Financial Planning Committee.

2 BACKGROUND:

At its September 3, 2025, Executive Committee approved its budget request to be forwarded to Financial Planning Committee for inclusion in the draft 2026/27 budget. This included a proposed increase in the budget for Executive Committee travel to chair local trust committees from \$30,600 in fiscal 2025/26 to \$40,000 for fiscal 2026/27.

The originally proposed increase was based on incorrect values for current year first quarter spending, leading to inflated budget projections for next fiscal year. Correct first quarter spending closely aligns with historical spending trends and projects a 2026/27 budget requirement of \$31,000. This assumes the standard number of regular LTC meetings next fiscal year, provides funding for one extra meeting (should projects or new trustee orientation require it), and includes a 2.5% inflationary factor.

As a result, staff recommend Executive Committee's budget request for 2026/27 be reduced to \$31,000.

For context, actual expenditures for the previous two years for this budget item were:
2023/24: \$ 25,965
2024/25: \$ 27,334

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: The revised amount is expected to be sufficient to support Executive Committee travel for local trust committees.

FINANCIAL: If approved as part of the 2026/27 budget and financial plan, these funds will be secured for the coming fiscal year.

POLICY: N/A .

IMPLEMENTATION/COMMUNICATIONS: Staff will update Executive Committee’s budget request accordingly and forward it to Financial Planning Committee for inclusion in the draft 2026/27 budget.

FIRST NATIONS: N/A.

OTHER: N/A.

4 **RELEVANT POLICY(S):** [Trust Council Policy 6.3.1 Budget Process](#)

5 **ATTACHMENT(S):** N/A

RESPONSE OPTIONS

Recommendation:

That Executive Committee amend its 2026/27 budget request for Executive Committee on local trust committee costs to \$31,000.

Alternative:

1. Executive Committee could opt leave its originally approved amount of \$40,000 in the budget request to Financial Planning Committee.

Prepared By: Rueben Bronee, CAO, September 19, 2025

REQUEST FOR DECISION

To: Executive Committee **For the Meeting of:** October 1, 2025
From: Executive Office **Date Prepared:** September 25, 2025
SUBJECT: Executive Committee 2026/27 Budget Requests

RECOMMENDATION:

1. That Executive Committee forward the following 2026/27 budget requests to Financial Planning Committee for inclusion in the draft 2026/27 budget, in addition to the budget requests forwarded on September 3, 2025:

- 1) \$125,950 for an auxiliary (temporary) Senior Policy Advisor staff position in Trust Area Services
- 2) \$37,000 for the Policy Statement Amendment Project
- 3) \$122,270 for a permanent Biologist within Planning Services.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The recommendation supports continuation and proper resourcing of Trust Council's Policy Statement Amendment Project, and provides continued direction on a temporary staff position created last fiscal for Trust Area Services. The recommendation for a permanent biologist is being advanced now so it can be considered for the first draft of the budget. Once the operational review project is complete, staff may have additional staff positions to recommend for future drafts of the 2026/27 budget. Additional business cases are still expected from Legislative and Information Services for a GIS Analyst position (permanent), a GIS co-op position (temporary), the Electronic Document Management Solution Project, and new trustee laptops. These were not prepared in time for this meeting and instead will be provided directly to Financial Planning Committee for its next meeting, marked as draft, and provided to Executive Committee for consideration at its October 29, 2025 meeting. Funding for basic election administration and communications is being included in the draft 2026/27 budget, as customary.

1 **PURPOSE:** To seek Executive Committee (EC) decision on its 2026/27 budget requests.

2 **BACKGROUND:**

Executive Committee is responsible for advancing budget requests for its areas of oversight, as part of the annual budget cycle.

On September 3, 2025 EC considered budget requests and passed the following motion:

That Executive Committee forward its 2026/27 budget requests to Financial Planning Committee for inclusion in the draft 2026/27 budget:

1. \$135,000 for Trust Council Meetings
2. \$20,000 for Trust Council Training and Conferences
3. \$6,000 for Trust Council Travel for Training
4. \$1,000 for Trust Council Chair Travel

5. \$6,500 for Executive Committee Meeting Expense
6. \$40,000 for Executive Committee on local trust committee costs
7. \$1,500 for Executive Committee Training and Conferences
8. \$1,000 for Executive Committee Travel for Training
9. \$15,000 for UBCM/AVICC Conventions
10. \$6,000 for History and Heritage Conservation Grants in Aid
11. \$15,000 for Planning Application Sponsorship
12. \$1,000 for NAPTEP Application Sponsorship
13. \$47,600 for Public Communications
14. \$50,000 for Reconciliation Action Plan Implementation
15. \$15,000 Policy Statement Amendment Project

The additional proposed items below are those for which business cases are required per Trust Council's budget guidelines for development of the 2026/27 draft budget. As noted in CAO comments above, additional business cases from Legislative and Information Services will be provided directly to Financial Planning Committee, marked as draft, and provided to Executive Committee for consideration at its October 29, 2025 meeting.

OPERATING ITEMS			
Potential funding request	Approved 2025/26 Budget	Proposed 2026/27 Budget	Notes
1. Auxiliary (temporary) Senior Policy Advisor, Trust Area Services	\$128,048	\$125,950	See business case for rationale.
2. Permanent Biologist within Planning Services	\$134,390 (grant funded)	\$122,270	See business case for rationale.
TRUST COUNCIL PROJECTS			
3. Policy Statement Amendment Project	\$53,500	\$37,000	Prior year actual spending: FY2022: \$129,819 FY2023: \$67,430 FY2024: \$12,213 FY2025: \$33,350 See business case for rationale.

IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL: Approval of these budget requests will support work associated with the named programs, and the requested staff positions will address critical staff capacity needs.

FINANCIAL: If approved as part of the 2026/27 budget and financial plan, these funds will be secured for the coming fiscal year.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Staff will forward EC's budget request to Financial Planning Committee for inclusion in the draft 2026/27 budget.

FIRST NATIONS RELATIONS: Funding the auxiliary Senior Policy Advisor position will free up resources in Trust Area Services for First Nations relations work and the position will also provide some support to the Conservancy's Five Year Plan engagement process.

OTHER: None.

3. RELEVANT POLICY: Trust Council [Policy 6.3.1 Budget Process](#)

4. ATTACHMENT(S):

1. Auxiliary Senior Policy Advisor 2026/27 Business Case and marked-up organization chart
2. Permanent Biologist 2026/27 Business Case and marked-up organization chart
3. Policy Statement Amendment Project 2026/27 Business Case

RESPONSE OPTIONS

1. That Executive Committee forward the following 2026/27 budget requests to Financial Planning Committee for inclusion in the draft 2026/27 budget, in addition to the budget requests forwarded on September 3, 2025:

- 1) \$125,950 for an auxiliary (temporary) Senior Policy Advisor staff position in Trust Area Services
- 2) \$37,000 for the Policy Statement Amendment Project
- 3) \$122,270 for a permanent Biologist within Planning Services.

Alternative: Executive Committee may pass alternate resolutions for budget requests.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date: Rueben Bronee, CAO, September 26, 2025



Islands Trust

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

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

TO BE COMPLETED BY INITIATOR

Requested by (*Committee or Operational Unit*):
Trust Area Services

Department:

Trust Area Services

Name of Request:

Auxiliary (temporary) Senior Policy Advisor position (1.0 FTE)

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

Value of Request, 2025/26: \$125,950* – base salaries & benefits, 12 months (assumes 2.25% salary increase as of April 1, 2025 and 2.5% increase as of April 1, 2026) * *assumes hiring Senior Policy Advisor (Grid 27) at mid-point in salary range.*

Current salary range \$ 83,072 - \$94,752

**Summary for Business
Case Insertion**

Salary + Benefits	\$125,950
Travel	-
Cell Phone	-
Computer - Laptop	-
Computer - Desktop	-
Standard software licenses	-
Training	-
Professional Fees	-
Overtime	-
TOTAL COST OF NEW POSITION in 1st year	\$125,950

Budget Source (select all that apply):

☐ **Specific Project Funding** (select all that apply)

☐ Third Party Contractors

☐ Staff Travel Expense

☐ Staff Overtime Expense

☐ New Staff Member – Temporary for project

☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)

☐ Permanent

☒ **Temporary**

Temp Duration: 1 year

☐ **Other – please describe:** _____

Date of Submission to Finance:	Funding Required for (date range): April 1, 2026-March 31, 2027
TIE TO ISLANDS TRUST GUIDING DOCUMENTS: <i>(Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.)</i> Continuing an auxiliary Senior Policy Advisor position in 2026-27 will support implementation of Trust Council's Strategic Plan and routine work such as legislative monitoring and implementation of agreements. The Trust Council 2026-27 Budget Guideline Assessment includes these guidelines: • That resource requests for new tax-funded personnel will only be considered where critical capacity issues can be clearly demonstrated, or where upfront investment will result in longer term savings as outlined in a business case. • That Trust Council direct that new personnel requests will include with the business case, a draft job description for the new position, as well as a depiction of where the position will reside in the organisational chart • That Trust Council establish a 2026/27 budget guideline that considers resourcing needs to update and implement the Reconciliation Action Plan (not yet drafted).	
ISSUE/OPPORTUNITY: <i>(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)</i> The permanent Senior Policy Advisor position is dedicated to the Policy Statement Amendment Project nearly full-time, as has been the case in recent years, and also has responsibility for preparing staff reports to Executive Committee for Bowen Island Municipal bylaws. This means that there is a critical lack of staff capacity to undertake the other regular duties that this position is responsible for, and this lack of capacity is expected to continue through 2026/27 if the Policy Statement Amendment Project is delivered as currently approved. With the current anticipated timeline of adoption in October, there will be continue to work project-related work through to March 2026 that includes communicating about the adoption of a new Policy Statement to all staff and referral agencies, support to planning staff for implementation of the new Policy Statement and development of business case(s) associated with continued implementation and consideration of future amendments per Trust Council direction in the strategic Plan to <i>Work with Indigenous Governing Bodies to co-design and implement future Policy Statement amendment review processes that ensure ongoing and more regular review and amendment of the Policy Statement.</i> The regular duties of the Senior Policy Advisor that are not resourced include implementing Trust Council/local trust committee advocacy communication and associated coordination activities, policy research/development, ongoing legislative monitoring and development of a quarterly report to Trust Council and Bowen Island Municipal Council, indicator reporting, agreement monitoring and development, organization of special Trust Council sessions, grants-in-aid program administration, drafting annual report content, and other activities assigned through the Strategic Plan or by resolution of Trust Council, Executive Committee or Trust Programs Committee. In addition, the Islands Trust Conservancy has been tasked by the Minister of Housing and Municipal Affairs with engaging with all	

First Nations to develop a new Five Year Plan for the Minister's approval in a manner that reflects the spirit of the UN Declaration on the Rights of Indigenous People.

In recent years, the Director of Trust Area Services (DTAS) has undertaken many of these duties in addition to her regular responsibilities (outside of regular work hours), and the Grants Manager has taken on legislative monitoring, and drafting of local trust committee advocacy letters and thank you letters to Trust Council delegates, as time permits within regular work hours. This informal backfill by the DTAS is not a reasonable or sustainable method of resourcing the work that has been displaced by the Policy Statement Amendment Project. In addition to supporting Trust Council, Executive Committee, and Council Committees, Directors are primarily responsible for leading and overseeing staff in their respective functional areas of work; for the DTAS, this includes 6 direct staff members in 6 functional areas. The DTAS has only two 'working' days a week available to perform all required duties of the role (after removing hours for annual leave entitlement, time spent in meetings with staff, time spent in public meetings (TC, EC, TPC, FPC, Conservancy Board) and a modest assumption of one training day per quarter. Trust Area Services also does not have a dedicated administrative assistant.

The DTAS leads strategic and operational work related to:

- communications
- annual report development
- education program delivery
- grants administration
- Reconciliation initiatives and agreement development
- indicator monitoring, including reporting on Census data
- Policy Statement amendment project, including Trust Area-wide engagement
- advocacy and inter-governmental relations
- oversight of Islands Trust Conservancy operations, including the project in 2025/26 to develop a new Five-Year Plan involving engagement with Indigenous Governing Bodies, and
- other duties.

The Grants Manager position (2 days/week) is no longer able to take on this work as the demand for grant-related support is on the rise and there is learning curve for the new staff person who started in June 2025. With shift in staffing for the permanent Conservancy Manager position, which requires more time from the Director of Trust Area Services to support the Conservancy, the current approach of trying to sustain the regular duties of the Senior Policy Advisor without sufficient resources risks staff burnout, lowered staff morale, and frustration by Trust bodies due to continuing requests for Trust Area Services support that cannot be accommodated.

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

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

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

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

Other projected results are as follows:

- Time for the Director of Trust Area Services to work on core Director duties, such as supporting the Policy Statement Amendment Project, developing departmental work plans associated with corporate planning, and developing relationships with Indigenous Governing Bodies
- Reduced timelines addressing questions from staff and trustees across the organisation
- Reduced timelines for initiatives assigned to Trust Area Services
- Reduced risk of staff burnout: This will greatly benefit the personal health of individual staff members, supporting increased engagement of staff with their work

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

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

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

Option 1: Hire a Temporary 1.0 FTE -recommended option

Benefits: As stated above in projected results/deliverables section

Risks: As stated above in risk assessment section

Financial implications: \$125,950

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

Option 2: Hire a temporary 0.5 FTE

Benefits: As above with reduced impact

Risks: Hiring a new staff resource to support the Trust Area Services team comes with very little, if any, risk to the organisation. Identified risks with hiring a new FTE would be those associated with the hiring of any position, such as the inability to find or retain suitable candidates. It may be more difficult to recruit a qualified candidate to a part-time position and the Director would have one more staff position to supervise without the benefit of full-time productivity from the position. With only a part-time position to support Senior Policy Advisor work, and a Director of Trust Area Services who cannot absorb additional projects, Trust Council will have to make decisions regarding prioritization of regular duties and may have difficult decisions associated with how to implement elements of its new Strategic Plan.

Financial implications: \$62,975

Resource requirements: Staff time to run hiring competition and train successful applicant in the role, and ongoing supervision. Director and CAO time to support Trust Council, Executive Committee and Trust Programs Committee decisions about how to scale current and future work requests to Trust Area Services to the resources available.

Option 3: Status Quo - No new staff resources

Benefits: No increase in costs

Risks: The organisation will not be properly supported to undertake many of the regular duties of Trust Area Services. There is risk of burnout if the Director of Trust Area Services continues to try to sustain her workload and the regular duties of the Senior Policy Advisor, as well as provide support to new staff. The unavailability of the Director to support staff throughout the organization will continue to impact morale and organizational cohesion. If existing staff require extended leave, the cost to fill a position is nearly doubled, as staff on leave are paid 75% - 100% of their base salary and any temporary hire to backfill would be paid 100% of that same salary as well. With no Senior Policy Advisor for regular duties and Strategic Plan initiatives, and a Director of Trust Area Services who cannot absorb additional work, Trust Council will need to make decisions about the feasibility of implementing elements of its new Strategic Plan and about the continuation of functions such as legislative monitoring, advocacy, intergovernmental coordination and other Trust Area Services functions.

Financial implications: None

Resource requirements: None, except Director and CAO time to support Trust Council, Executive Committee and Trust Programs Committee decisions about how to scale current and future work requests to Trust Area Services to the resources available.

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

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

Risks: Risk that no suitable contractor can be found or is not available, risk of incompleteness of contracts with contractors

Financial implications: \$50,000 - \$125,000. Contractor hourly rates are significantly higher than staff hourly rates.

Resource requirements: Director of Trust Area Services time to run procurement processes, identify and engage with suitable contractors, manage the projects, ensure effective collaboration and knowledge transfer, and manage associated financial approvals

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

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

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

Option 1: Hire a temporary one-year 1.0 FTE to the position of Senior Policy Advisor. This option addresses critical capacity issues in Trust Area Services and supports continuation of regular duties with additional staff time remaining to support some Strategic Plan project implementation.

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

Quantitative Discussion: Temporary one-year cost of \$125,950 for salaries and benefits. No funding is requested for equipment as existing equipment will be used and no training funds are requested as will be taken from the regular department budget. Savings may be realised by helping prevent potential future staff leaves and the need for paid leave and paid backfill. Savings may also be realised via reduced staff turnover due to reduced critical capacity issues in Trust Area Services, which affect the team as a whole.

Qualitative Discussion: Staff with appropriate work-life balance are more engaged, more productive, more invested in the workplace, and work better with others, which contributes to organisational success. Reduced turnover results in lower costs to the organisation by limiting costs associated with lost working hours, recruitment and training.

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

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

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

Assuming an Auxiliary Senior Policy Advisor is already hired and performance is satisfactory, the staff person can be extended through 2026/27. If the job does need to be posted, the Director would screen candidates and run interviews. Comprehensive training for the new staff member will be conducted over a period of 2-3 months, ensuring they are fully equipped to fulfil their role.

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

If a hiring process is required (i.e. auxiliary hire in 2026/27 is not continuing):

Pre-hiring activities:

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

Post-hiring activities:

- Director of Trust Area Services: Oversee and conduct training and orientation with new staff for a period of 2-3 months.
- Employee Services Coordinator: Process new hire paperwork, schedule and deliver basic new hire orientation and on-boarding sessions. Total time: 15 hours.
- Others across the organization: Provide orientation to other departments and relevant processes over the course of 1 week.

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

In the event this position is approved and a hiring process is needed, appropriate internal communications will be conducted to inform staff about hiring process. The competition would be advertised both internally within the organization and externally on platforms such as the BC Public

Service Agency job site and other relevant job portals, following standard hiring procedures. This approach ensures transparency and provides equal opportunities for potential candidates.

Requested by: Trust Area Services

Prepared by: Director, Trust Area Services/September 14, 2025

Reviewed by:

TITLE: SENIOR POLICY ADVISOR

CLASSIFICATION: 27

MINISTRY: ISLANDS TRUST

WORK UNIT: TRUST AREA SERVICES

MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING

SUPERVISOR TITLE: DIRECTOR, TRUST AREA SERVICES

SUPERVISOR POSITION #: 36525

PROGRAM

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

JOB OVERVIEW

The Senior Policy Advisor plays a key role in developing and implementing corporate advocacy positions and inter-governmental relations strategies that advance the provincial object of the Islands Trust, the goals and policies of the Islands Trust Policy Statement and the Islands Trust Council's Strategic Plan. In order to provide time-sensitive advice to elected officials on high-profile issues, the Senior Policy Advisor stays current with emerging issues and trends through environmental scanning and monitoring of key indicators, and by building and maintaining strong working relationships with key officials in federal, provincial, First Nation, and other local governments. In addition, the Senior Policy Advisor supports implementation of the Islands Trust Policy Statement and, as required, develops bylaw amendments for Trust Council consideration, facilitates community and stakeholder input, and reconciles community and agency issues. The Senior Policy Advisor also leads the delivery and administration of the Islands Trust Community Stewardship Awards program.

ACCOUNTABILITIES

- Leads, coordinates and/or undertakes minor and major Policy Statement bylaw amendment projects in accordance with the requirements of the *Islands Trust Act*, using a full suite of project management tools, including defining objectives, formulating terms of reference, managing contractors, staff and financial resources and ensuring project completion and evaluation.
- Develops and implements processes for stakeholder consultations for Policy Statement bylaw amendments, in accordance with the requirements of the *Islands Trust Act*, including defining policies or priorities, identifying stakeholder preferences and recommending responses to community concerns.
- Independently leads organization-wide scanning of environmental, social, economic, legal and political decisions and trends in Canada and Washington State, filtering information relevant to advancing the Islands Trust Object and Policy Statement objectives, and formulating strategic recommendations on proactive and innovative advocacy strategies, positions and action plans.
- Independently analyzes legal decisions and policy recommendations to determine risks, financial impacts or organizational implications for the Islands Trust and recommends responses or actions.
- Acquires and maintains a sophisticated understanding of external stakeholder/partner viewpoint(s), ensuring their views are considered during the development of advocacy and inter-governmental relation strategies and messages.

- With direction from political bodies, independently leads, coordinates and/or undertakes intergovernmental focused research to advance the Policy Statement using best practice, current academic research and industry trends.
- Provides professional and strategic advice to senior management on implications of options for responding to emerging environmental, social, economic, legal and political issues that are relevant to the elected 26-member Islands Trust Council's coordination and assistance role in the determination, implementation and carrying out of municipal, regional and improvement district and government of British Columbia policies for the preservation and protection of the trust area and its unique amenities and environment.
- Independently provides advice directly to public and closed meetings of the Executive Committee, other standing committees, the designated spokesperson of the Islands Trust and to individual elected officials, while avoiding risks created by offering hasty or insufficiently researched advice.
- Leads the management of inter-agency letters of understanding and protocol agreements, monitoring for compliance, reporting on status of agreements, identifying need for new agreements or revisions to existing ones, and working with staff in external agencies to improve compliance and draft new or revised documents.
- With direction from political bodies, independently represents the Islands Trust on inter-governmental/jurisdictional working groups and at inter-governmental and other external meetings ensuring that the image, credibility and positions of the Islands Trust are maintained.
- Independently builds and fosters relationships with a diverse range of key officials in federal, provincial, First Nation and local governments, both in Canada and Washington State, and in business or not-for-profit organizations to facilitate information sharing and partnership development.
- Exercises a high degree of judgement, tact and diplomacy in dealing with issues that may involve communication of information that could have a significant impact on the image and credibility of the Islands Trust, including responding to enquiries from the media and elected officials from other jurisdictions.
- Leads a team to administer the annual Islands Trust Community Stewardship Award program which encourages others to advance the objectives of the Islands Trust Policy Statement.
- Develops process to assess organizational priorities for indicator data, determines methodologies, collects and analyzes demographic, statistical, economic, environmental, and other data from a variety of sources, identifies deviations, problems or opportunities, utilizes and communicates findings.
- As part of the annual report process, drafts an executive summary of Policy Statement implementation achievements by all corporate bodies of the Islands Trust.
- At the request of elected officials and with minimal supervision, convenes special topic educational sessions and creates displays and presentations for public meetings of the Islands Trust Council.
- Independently recommends viable objectives and policy/program options to public meetings of Executive Committee to ensure consistency with Trust Council's strategic priorities – sometimes responding on-the-spot to new requests arising at public meetings.
- Participates in the development and evaluation of Trust Area-wide policies and services, and recommends improvements to senior management.
- Independently identifies resource and budget requirements for new initiatives or projects, develops budget requests for public consultation, conducts detailed cost-benefit analyses and makes recommendations that could lead to significant organizational commitments – financial and personnel.
- As needed, identifies, recruits, selects and manages contractors, auxiliaries and students.
- Independently manages contracts after establishing terms of reference, reviewing proposals and selecting successful bidders.

SELECTION CRITERIA

EDUCATION, TRAINING AND EXPERIENCE:

Requirements:

- Bachelor's degree in public administration, political science, social sciences, or other related fields such as geography, planning, or law.
- Experience with relevant legislation and policies applicable to land use planning in British Columbia;
- Experience with planning theory and best practices, particularly as they apply to rural community planning;
- A minimum of 5 years of progressively responsible experience in strategic policy development and implementation, including experience working directly with elected officials and external agencies.
- Experience conducting research and policy analysis with related public consultation; which may include analyzing, researching, planning, communicating, and delivering new programs.
- OR an equivalent combination of education, training and experience may be considered.

Preference may be given to candidates with the following experience:

- Experience working with teams and committees of elected officials on sensitive, high profile issues.
- Experience with inter-governmental and advocacy activities.
- Experience with land use planning and/or environmental management.
- BC local government experience;
- Experience working with First Nations on planning issues;
- Certified membership in the Canadian Institute of Planners;
- Experience leading an OCP review and processing complex rezoning applications.

KNOWLEDGE, SKILLS AND ABILITIES:

- Comprehensive understanding of the local government structure and function as well as strong familiarity with the political and administrative functioning of other levels of government.
- Knowledge of the process of developing policy and legislation within the BC and Canadian governments.
- Knowledge of social, environmental, economic and land use planning issues relevant to the Islands Trust Area.
- Knowledge and understanding of provincial and federal government Acts, regulations, and relevant policies, particularly the Islands Trust Act, the Islands Trust Policy Statement, the Local Government Act, and the Community Charter.
- Demonstrated ability to provide professional advice and recommendations in briefings and at meetings of elected officials
- Demonstrated ability to analyze complex policy and legislation initiatives or program reforms.
- Demonstrated ability to lead and manage high profile, complex projects, involving multiple stakeholders and multiple components.
- Demonstrated ability to develop expertise rapidly to fully understand project complexities.
- Demonstrated ability to create and foster successful working relationships with individuals representing federal, provincial and local governments, First Nations, business and non-profit agencies.
- Demonstrated ability to prepare briefing notes and official correspondence, often on short notice.

- Demonstrated ability to identify and analyze reputational, financial, legal and operational ramifications of proposed options and responses, leading to professional recommendations to elected officials and senior staff.
- Demonstrated ability to identify major public policy issues in Canada and the United States that may impact Islands Trust mandate or initiatives.
- Demonstrated ability to use initiative to respond appropriately to unanticipated issues with innovative solutions using strong business and political acumen.
- Demonstrated ability to use tact, diplomacy, judgment and discretion to communicate effectively with elected officials, senior staff in other agencies professionals in a way that enhances the employer's reputation.
- Demonstrated ability to develop and manage third party contracts including deliverables and cost accounting
- Demonstrated problem solving and analytical skills to support opportunities that cross political boundaries and to form linkages to leverage these opportunities.
- Must be flexible, adaptable and demonstrate the ability to work independently with minimal supervision to manage a diverse and rapidly evolving workload, showing initiative and good judgment.
- Superior oral and written communication skills, including negotiation.

Provisos:

- Possession and maintenance of a Class 5 BC Drivers' License.

WORK EXAMPLES

- Independently drafts policy, policy amendments, protocols, inter-agency agreements, briefing notes and decision documents, Chair correspondence, summaries of senior government legislative and policy changes, publications, presentations, graphic displays of statistics, public discussion papers, regulatory hearing submissions, and Policy Statement bylaw amendments, subject to review by senior management and approval by elected officials. Drafts resolutions for consideration at the annual Union of BC Municipalities convention. Organizes workshops and minister meetings at conventions and conferences. The public nature of these work products entails significant professional judgment to mitigate the risk of backlash from stakeholders, including possible legal action.

BEHAVIOURAL COMPETENCIES

Analytical Thinking is the ability to comprehend a situation by breaking it down into its components and identifying key or underlying complex issues. It implies the ability to systematically organize and compare the various aspects of a problem or situation, and determine cause-and-effect relationships ("if...then...") to resolve problems in a sound, decisive manner. Checks to ensure the validity or accuracy of all information.

Impact and Influence is the ability to influence, persuade, or convince others to adopt a specific course of action. It involves the use of persuasive techniques, presentations or negotiation skills to achieve desired results.

Information Seeking is driven by a desire to know more about things, people or issues. It implies going beyond the questions that are routine or required in the job. It may include "digging" or pressing for exact information; resolution of discrepancies by asking a series of questions; or less-focused environmental "scanning" for potential opportunities or miscellaneous information that may be of future use.

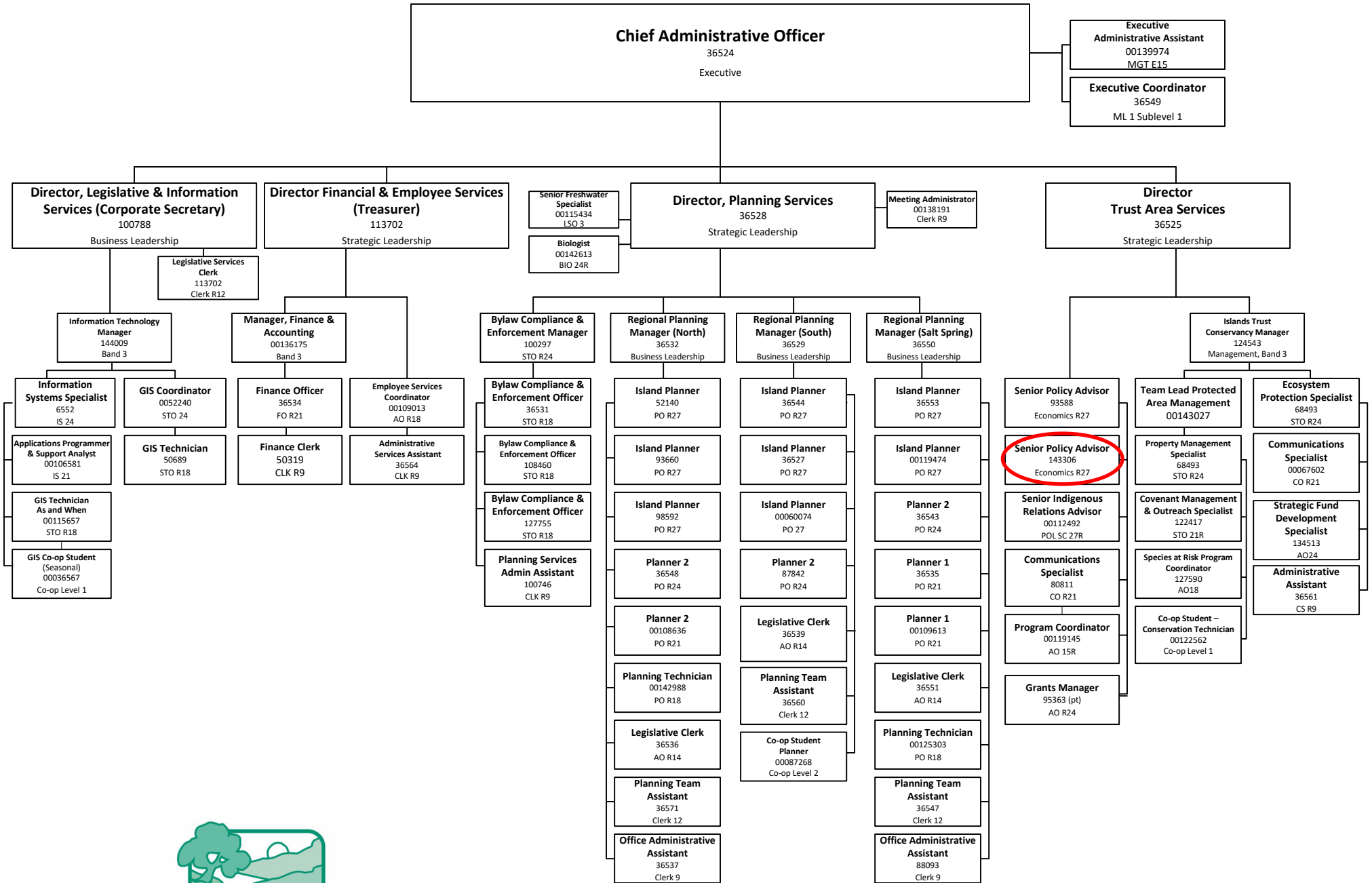
Organizational Awareness is the acumen to appreciate and the ability to use the power relationships in either one's own, or other, organization(s). This includes the ability to identify the real decision-makers and the individuals who can influence them; and to predict how new events or situations will affect individuals and groups within the organization.

Organizational Commitment is the ability and willingness to align one's own behaviour with the needs, priorities and goals of the organization, and to promote organizational goals to meet organizational needs. It also includes acting in accordance with organizational decisions and behaving with integrity.

INDIGENOUS RELATIONS BEHAVIOURAL COMPETENCIES

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

Islands Trust Staff Organization Chart





Budget Funding Request Short-Form Business Case

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

TO BE COMPLETED BY INITIATOR

Initiated by: Director, Planning Services	Budget Source (select all that apply): ☐ Specific Project Funding (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☒ New Staff Resources (see Staff Costing Tool) ☒ Permanent, Full-time ☐ Temporary, FT/PT Temp Duration: _____ ☐ Other – please describe: _____
Business Area: Planning Services	
Name of Request: Permanent Biologist - Planning Services (1.0 FTE) Value of Request, 2023/24: 122,270* – base salaries & benefits (Base salary range \$87,318 – \$96,596)	
Date of Funding Request Submission: September 3, 2025	Funding Required for (date range): April 1, 2026 – March 31, 2027 + annual ongoing
TIE TO ISLANDS TRUST GUIDING DOCUMENTS: <i>(Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.)</i> • Islands Trust Act, Section 3: The object of the Trust is “to preserve and protect the Trust Area and its unique amenities and environment for the benefit of residents... and of the Province generally.” • Trust Council Strategic Plan 2025–28: ○ 2.1.1, 2.1.2, 2.1.3 – Climate resilience and cumulative impacts. ○ 3.2.1–3.2.4 – Identify and monitor ecosystem health indicators. ○ 3.3.1 – Shoreline protection. ○ 4.1.1, 4.1.2 – First Nations engagement in stewardship. • Policy Statement: Directives on ecosystem protection, cumulative impacts, and reconciliation.	

- **Islands Trust Conservancy science priorities:** Ecosystem mapping, conservation analysis.
- **Local Trust Committee Work Programs:** Require ecological expertise to inform land use bylaws, OCP updates, and policy development.

A permanent Biologist directly advances these directives and ensures they are implemented consistently in planning work.

ISSUE/OPPORTUNITY:

The Trust currently relies on a temporary biologist (funded by ECCC until March 2026). This position has proven essential in:

- Supporting planners with ecological review outside their expertise.
- Ensuring consistent, science-based advice across the Trust Area.
- Reducing delays and confusion for applicants by clarifying ecological requirements.
- Strengthening relationships with First Nations and partner governments.

A permanent biologist within Planning Services will:

- Deliver on Trust Council's legislated preserve-and-protect mandate.
- Overcome critical capacity issues to directly implement Strategic Plan priorities (ecosystem health indicators, cumulative impacts, climate resilience, First Nations stewardship).
- Provide scientifically grounded advice on applications and bylaws, reducing reliance on costly consultants.
- Improve organizational efficiency, reduce risk, and increase public confidence.

Without a permanent biologist, planners will again shoulder ecological assessments without specialized training, applicants will face higher costs for private consultants, and the Trust risks weaker planning decisions, slower approvals, and diminished credibility. Without a permanent biologist, Planning Services will not have the professional expertise or capacity to deliver on some of Trust Council's strategic plan priorities.

PROJECTED RESULTS/DELIVERABLES:

Adding a permanent Biologist to the planning services team will result in the following benefits:

- Improved decision-making for LTCs and Trust Council.
- Stronger alignment with First Nations and intergovernmental partners.
- Consistent ecological review of planning applications, bylaws, and projects.
- Increased efficiency for planners (~150 hours/year saved).
- More equitable, predictable costs for applicants (less reliance on private consultants).
- Enhanced public trust in the Trust's ability to deliver on its legislated mandate.
- Overcome critical capacity to implement Strategic Plan.

RISK ASSESSMENT:

- In-house ecological expertise reduces the risk of legal challenges, ensures regulatory compliance (e.g., species at risk, riparian areas, marine habitats), and mitigates reputational risk.

ALTERNATIVES CONSIDERED:

Option 1: Hire permanent 1.0 FTE Biologist (Recommended)

- *Benefits:* Strategic alignment; institutional knowledge; consistent, equitable, science-based ecological expertise; efficiency gains (e.g. planner time saving)
- *Risks:* Increased operating budget in constrained year.
- *Financial implications:* \$122,270 annually,

- *Resource requirements:* Hiring and onboarding process.
- *Other:* Strong recruitment pool exists for this role; Improves applicant experience and public trust

Option 2: Part-time (0.5–0.6 FTE)

- *Benefits:* Reduced cost (~\$65,000–\$75,000/year).
- *Risks:* Recruitment challenges; reduced capacity; inability to meet demand
- *Financial implications:* ~50% of full cost, but less than 50% of impact
- *Resource requirements:* Similar hiring effort.
- *Other:* May create bottlenecks due to limited availability

Option 3: Do Nothing (no hire)

- *Benefits:* No new budget allocation.
- *Risks:* Planners continue ecological review outside expertise; slower processes; applicants face higher costs for private consultants; increased risk of weak or challenged decisions; reduced strategic alignment.
- *Financial implications:* \$0 direct cost, but hidden costs borne by applicants and staff capacity.
- *Resource requirements:* None.
- *Other:* Weakens credibility in delivering preserve and protect mandate.

CRITICAL SUCCESS FACTORS:

- Dedicated budget allocation for the FTE.
- Timely recruitment and onboarding.
- Ongoing integration of the biologist into planning workflows.
- Support from management and Trust Council for embedding ecological expertise as core capacity.
- If unmet, risks include weaker ecological review, reduced planner efficiency, and greater reputational/financial exposure.

RECOMMENDED OPTION:

Option 1: Hire a permanent 1.0 FTE Biologist in Planning Services.

This option provides consistent, science-based ecological expertise, improves efficiency, reduces risks, and supports both the Islands Trust Act mandate and Trust Council’s 2025–28 Strategic Plan.

COST/BENEFIT ANALYSIS:

Quantitative Discussion:

- *Annual cost:* \$122,270.
- *Planner efficiency:* Biologist reviews reports ~2x faster than planners, saving (\$8,000 value).
- *Risk avoidance:* Reduces likelihood of legal, reputational, or regulatory challenges (\$25,000–\$50,000+/case avoided).
- *Applicant costs:* Lower private consultant reliance (indirect public savings).

Qualitative Discussion:

- *Advances the legislated preserve and protect mandate.*
- *Builds trust with First Nations, partner governments, and the public.*
- *Provides consistent and equitable ecological expertise across the Trust Area.*
- *Strengthens the reputation of Islands Trust as a science-based planning authority.*
- *Retains institutional knowledge and continuity.*

Net Cost/Benefit: When avoided consultant fees and planner time are factored in, the effective “net new” cost of a permanent biologist could be closer to \$10,000–\$20,000/year — essentially budget neutral.

PURCHASING PROCEDURE:

No procurement process as this is not a procurement of goods or services, but a hiring of staff. A hiring process will be undertaken in accordance with standard PSA hiring practices, including: posting of job to external sources, collection and review of resumes, skill testing, interviews, reference and criminal record checks, offer letters, on boarding and training of new staff.

PROPOSED IMPLEMENTATION STRATEGY:

Hiring process initiated mid-March 2026 upon budget approval, screening and interviews in April 2026 with anticipated new hire start date in May 2026 – unless successful applicant is an in-house candidate.

STAFF RESOURCING:Pre-hiring activities:

- Director, Planning Services – draft job description for new staff (completed), screen applicant resumes, prepare and mark written assessment for applicants, conduct interviews, conduct reference checks, conduct offer – estimated 35 hours
- Employee Services Coordinator – administer job posting/resume collection/administer written assessments and interview scheduling, prepare offer letter, file for criminal record check – total 5 hours
- Interview Panellists (DPS + likely 2 others) – conduct interviews and post-interview discussions, 1.5 hours/interviewee per panellist.

Post-hiring activities:

- Director, Planning Services – training/orientation with new staff, 2-3 months
- Employee Services Coordinator – process new hire paperwork, schedule/deliver basic new hire orientation and on boarding sessions – total 15 hours
- Others across organisation – orientation to other departments and relevant processes – 1 week

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- Internal communication to staff upon approval.
- Position posted to BC PSA and external sites.
- Coordination with Islands Trust Conservancy to maximize cross-departmental value.
- Collaboration with First Nations to integrate ecological expertise in stewardship work.

Attachment:

- Job Profile, Biologist
- Organizational Chart

Director, Planning Services

Initiator Title

September 3, 2025

Date

Reviewed by Department Lead: Title

Date



Islands Trust

JOB PROFILE

Position # 00142613

Title:	Biologist	Classification:	Biologist 24
Ministry:	Islands Trust; Ministry of Municipal Affairs	Work Unit:	Planning Services
Supervisor Title:	Director, Planning Services	Supervisor Position #:	00036528

PROGRAM

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

JOB OVERVIEW

The purpose of this position is to enhance integration of biological information into land use decisions in the Islands Trust Area with an emphasis on ensuring that biological information and species at risk are more adequately considered and protected during decision-making, including with regards to development applications and bylaw development/amendment.

KEY ACCOUNTABILITIES

- Recommend land use and environmental policy for the preservation of ecosystems and mitigation of human impact for long range and special planning projects such as Official Community Plans, zoning bylaws, regional plans, and Island Trust Policy Statement implementation and amendment.
- Review and evaluate development applications, environmental assessments and other referrals in accordance with bylaws, policies and regulations and provide recommendations for ongoing monitoring for compliance with environmental and ecosystem protection.
- Develop report content for reports on development applications and specific assignments.
- Advise staff and public of matters relating to land use and environmental conservation and integrity.
- Assist Director of Planning Services or designate with environmental advice, mapping and technical information where required relating to ecosystems/species at risk.
- Coordinate and manage projects updating strategic biological information (e.g. eelgrass mapping, forest contiguity mapping, species at risk surveys).
- Support refinement/updating of computer models that inform the integration of values into major land use decisions.
- Develop interpretation criteria (e.g.: checklists, information sheets, etc.) for development permit areas and exemptions.
- Develop procedures to ensure staff are recommending actions identified within species at risk recovery plans.
- Develop and implement a training program for staff in interpreting ecosystem mapping layers.
- Develop long range education program for planners to increase knowledge, awareness and skills related to planning and managing for ecological values including biological, technical and regulatory advice.

Date: September 26, 2025

- Assist the Director of Planning Services or designate with relevant grant administration, reporting, and writing.
- Develops and promotes working relationships with internal and external partners, including First Nations/Indigenous Knowledge Holders, and government agencies to achieve program or project objectives regarding species at risk, ecosystem protection, and informed land use planning.

JOB REQUIREMENTS

EDUCATION, TRAINING AND EXPERIENCE:

- Degree in biological sciences or equivalent
- Registration in good standing with the BC College of Applied Biologists
- Minimum of 3 years of increasingly responsible professional environmental management experience
- Minimum of 1 year experience in conducting environmental monitoring and assessments

Provisos:

- Valid B.C. driver's licence, or ability to obtain a valid B.C. driver's license within 3 months of hire
- Successful completion a criminal records check.

Preference may be given to candidates with the following:

- Professional research and reporting of species at risk in the Islands Trust Area
- Experience enhancing integration of biological information into land use decisions
- One or more years' experience working for/with local governments to ensure that species at risk are more adequately considered and protected during decision-making
- One or more years' experience in project management
- One or more years' experience working with First Nation governments and/or Indigenous Peoples
- One or more years' experience in providing training
- Experience with public engagement, and/or communications
- Registered, or eligible, as a Registered Professional Planner (RPP/CIPP)

BEHAVIOURAL COMPETENCIES:

Planning, Organizing and Coordinating involves proactively planning, establishing priorities and allocating resources. It is expressed by developing and implementing increasingly complex plans. It also involves monitoring and adjusting work to accomplish goals and deliver to the organization's mandate.

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

Engaging External Partners identifies and involves external stakeholders in order to foster long term partnerships.

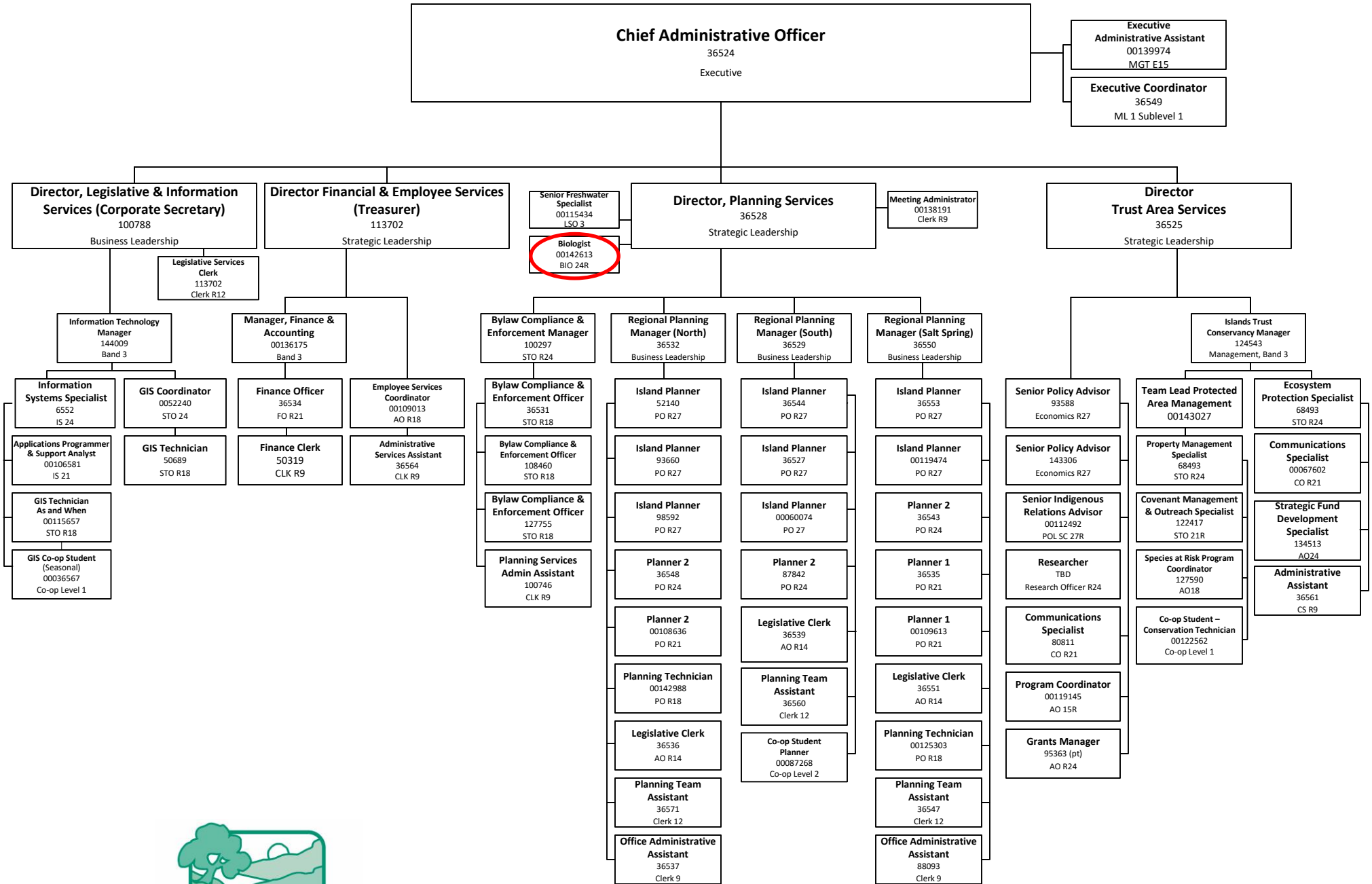
Expertise includes the motivation to expand and use technical knowledge or to distribute work-related information to others.

INDIGENOUS RELATIONS BEHAVIOURAL COMPETENCY:

Sustained Learning and Development means continually increasing your ability to build and maintain respectful and effective relationships with Aboriginal people. Central to this competency is appreciating that there are many other cultural understandings of knowledge and ways of working that have legitimacy and deserve respect – and therefore require our continual learning and development, including direct exposure to cultural and community ways. It includes an eagerness to continually reflect upon and assess your own level of cultural agility and competence, self-

awareness, and expertise. It means being willing to learn in new and different ways and appreciating how diverse ways of thinking and acting can ensure the success of the BC Public Service in supporting Aboriginal self-determination.

Islands Trust Staff Organization Chart





Islands Trust

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

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

TO BE COMPLETED BY INITIATOR

Requested by (*Committee or Operational Unit*):

Executive Committee

Department:

Trust Area Services

Name of Request:

Policy Statement Amendment Project (PSAP)

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

2026/27: \$37,000
Future years: To be determined based on development of Policy Statement Implementation Plan

Budget Source (select all that apply):

☒ **Specific Project Funding** (select all that apply)

☒ Third Party Contractors

☐ Staff Travel Expense

☐ Staff Overtime Expense

☐ New Staff Member – Temporary for project

☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)

☐ Permanent

☐ Temporary

Temp Duration: _____

☒ **Other – please describe:** Communications
(graphic design, messaging, advertising, printing)

Date of Submission to Finance:

Fall 2025

Funding Required for (date range):

April 1, 2026 – March 31, 2027

TIE TO ISLANDS TRUST GUIDING DOCUMENTS: (*Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.*)

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

[Strategic Plan 2025–2028](#): *Strategic Direction 1.1*: Update and adopt a new Policy Statement.

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

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

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

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

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

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

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

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

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

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

month engagement window between August 2025 and February 2026.

- Confident decision-making by Trust Council and its committees assigned to work on the Policy Statement; and
- Additional special meetings of Trust Council/Committee of the Whole as required.

This risk will be mitigated by:

Trust Council struggles to address recommended revisions based on the referral responses of Indigenous Governing Bodies.

- Staff reviewing referral responses and entering discussions with Indigenous Governing Bodies as soon as referral responses are received and communicating potential challenges to Trust Council at the earliest opportunity; and
- Providing adequate resources to fund timely Indigenous Governing Body participation in the project

This risk will be mitigated by:

Approval of the Policy Statement Bylaw by the Minister of Municipal Affairs is delayed.

- Providing the Minister with a complete and clear record of engagement with Indigenous Governing Bodies and other agencies; and
- Staying in regular contact with Ministry staff to keep them apprised of developments on the project.

Option 1: \$37,000

\$7,000: Implementation of revised Communications Strategy (primary costs are design and printing of What we Heard report, Policy Statement document and print ads)

\$10,000: Legal services

\$20,000: Funding to support Indigenous Governing Bodies' involvement in the project.

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

Option 2: \$17,000

\$7,000: Implementation of revised Communications Strategy (primary costs are design and printing of What we Heard report, Policy Statement document and print ads)

\$10,000: Legal services

\$0: Funding to support Indigenous Governing Bodies' involvement in the project.

- **Benefits:** Lower up-front cost

- **Risks:** Project timeline may be compromised due to lack of engagement by Indigenous Governing Bodies
- **Financial implications:** \$17,000
- **Resource requirements:** Majority of a full-time policy advisor position with assistance from communications specialist, senior Indigenous relations advisor and administrative support, with support from Director, Trust Area Services.

Option 3: \$27,000

\$7,000: Implementation of revised Communications Strategy (primary costs are design and printing of What we Heard report, Policy Statement document and print ads)

\$0: Legal services

\$20,000: Funding to support Indigenous Governing Bodies' involvement in the project.

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

Option 3: \$30,000

\$0: Implementation of revised Communications Strategy

\$10,000: Legal services

\$20,000: Funding to support Indigenous Governing Bodies' involvement in the project.

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

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

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

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

Option 1: \$37,000

\$7,000: Implementation of revised Communications Strategy (primary costs are design and printing of What we Heard report, Policy Statement document and print ads)

\$10,000: Legal services

\$20,000: Funding to support Indigenous Governing Bodies' involvement in the project.

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

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

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

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

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

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

Project expenditures will be in accordance with:

- Islands Trust Procurement Policy 6.5.3
- Islands Trust Legal Services Access and Management Policy 6.9.2

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

2026/27 – Year 1:

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

Future years:

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

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

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

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

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

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

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

Change management will be undertaken via proposed updates to the approved project charter and workplan.

Communications are guided by a communications strategy. This project will be managed by the Executive Committee

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

Requested by: Executive Committee

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

Reviewed by : Clare Frater, Director, Trust Area Services/September 24, 2025

BRIEFING

To: Executive Committee **For the Meeting of:** October 1, 2025

From: Director, Legislative and Information Services **Date Prepared:** September 18, 2025

SUBJECT: Increases in Information Services Budgets for FY2027

PURPOSE: to provide information on proposed expenditure increases in Information Services budget for FY 2027.

BACKGROUND:

The information Services budget has increased from Fiscal year (FY) 2026 **\$478,400** to FY2027 **\$531,800**, an increase of **\$53,400**. The table below will provide the specific changes, and the rationale for those changes:

Description	FY26	DRAFT FY27	Change	Rationale	Discretionary	Business Case
Trustee Hardware and Software						
New laptops and software for trustees	\$-	\$32,400	\$32,400	Provide up to 15 laptops and software for in-coming trustees after election.	Yes	Yes
SUB TOTAL	\$-	\$32,400	\$32,400			
Hardware						
UPS Batteries	\$3,000	\$13,000	\$10,000	Uninterrupted Power Supplies life expire – replacements required.	No	No
Sonic Wall routers	\$-	\$3,800	\$3,800	Firewall – life expired – require replacement	No	No
Other	\$123,785	\$41,500	(\$82,285)	Staff laptops and computer rotational replacement and unplanned hardware replacement budget same as last year; projects undertaken last year and not required this year.	No	No
SUB TOTAL	\$126,785	\$58,300	(\$68,485)			
Software One-time License Purchases						
Windows Server 2025 Licenses	\$-	\$50,000	\$50,000	Licenses required for all servers that have software coming to end of life; this is to replace multiple server software with the newer version.	No	No
SUB TOTAL	\$-	\$50,000	\$50,000			
Software Support and Licensing – on-going						

Description	FY26	DRAFT FY27	Change	Rationale	Discretionary	Business Case
Sonic Wall	\$-	\$8000	\$8000	Firewall and antivirus and malware protection – five-year support	No	No
Cityview and Bluebeam	\$51,382	\$56,500	\$5,118	Increase in annual costs and addition of bylaw enforcement module	No	No
Software: Canva Pro, Adobe, Foxit	\$8,000	\$10,400	\$2,400	Productivity software for staff. Foxit is used by all staff, Canva and Adobe for communication and graphic design. Increase is inflation and, in case of Foxit a change in, how the licensing is being provided.	Yes*	No
File Cloud	\$2,500	\$4,000	\$1,500	Secure document sharing software that will replace FTP server and Webdav. Currently deployed for ITC field staff, deployment to rest of organization this fiscal (FY2026).	No	No
Solarwinds	\$4200	\$6,500	\$2,300	Helpdesk ticketing system. This is crucial to Information Services for managing help requests. Expanded by one license to Fresh Water Specialist to manage requests.	Yes**	No
ESRI	\$20,000	\$28,000	\$8,000	Software MapIT ad GIS runs on. Increase in annual costs and upgrade required for our GIS services.	No	No
Other	\$121,290	\$82,610	(\$38,680)	Information and GIS services support, support for on-going departmental work, finance and meeting software		
SUB TOTAL	\$204,772	\$222,790	\$18,018			
Tech Support						
BASS	n/a	\$10,000	\$10,000	Required upgrade to SAGE – our accounting system	No	No
CAORDA	n/a	\$8,000	\$8,000	Website support- required to maintain the website throughout the year	No	No
Server upgrades	\$5,000	\$26,000	\$21,000	Replace servers coming to the end of their life.	No	No
General equipment life cycle	n/a	\$3,800	\$3,800	General computer system equipment upgrades	No	No
Network upgrades	n/a	\$2,800	\$2,800	Required upgrades to the network undertaken every few years to ensure it is maintained.	No	No
Trustee laptops - imaging	n/a	\$2,200	\$2,200	Time required to prepare laptops for new trustees after the election.	Yes	Yes
Other	\$116,800	\$89,000	(\$27,800)	Tech support for other projects		
SUB TOTAL	\$121,800	\$141,800	\$20,000			
Meeting and tech supplies	\$25,000	\$26,500	\$1,500	Technical support for meetings, and tech supplies	No	No
GRAND TOTAL	\$478,400	\$531,800	\$53,400			

**** Some of the software is optional; however, other options are just as expensive or more so. Foxit is required for redacting FOI requests.**

Departmental Request with Information Services Component

The following are the Information technology component of departmental budgets requests for FY 2026/27.

EDM Software – File Hold	\$-	\$46,500	<i>\$46,500</i>	Electronic Document Management Software – business case provided.	Yes	Yes
EDM Software - Support	\$-	\$8,500	<i>\$8,500</i>	Annual support for File Hold Electronic Document Management system	Yes	Yes
ITC Management Software	\$5,000	\$15,000	<i>\$10,000</i>	Management software annual costs higher than originally planning in FY2026 business case.	Yes	Yes

ATTACHMENT(S):

None

FOLLOW-UP:

As requested by Executive Committee in relation to items marked as optional. This report will be forwarded to the Financial Planning Committee for its information.

Prepared By: Director, Legislative and Information Services

Reviewed By/Date: Chief Administrative Officer/September 16, 2025

REQUEST FOR DECISION

To: Executive Committee **For the Meeting of:** October 1, 2025
From: Executive Office **Date Prepared:** September 19, 2025
SUBJECT: Trustee Onboarding Working Group

RECOMMENDATION:

THAT Executive Committee ask staff to establish a Trustee Onboarding Working Group of up to five trustees to serve in an advisory capacity for improvements to onboarding and orientation of trustees following the 2026 Trust Council election.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: Staff have initiated planning for improvements to the content and design of the onboarding and orientation program for a new Trust Council. The input of a small group of current trustees will prove valuable in helping inform that work.

1 PURPOSE:

To seek Executive Committee's approval to establish a working group, under the oversight of Executive Committee, that will work with staff in an advisory capacity to inform planning for Trust Council onboarding and orientation.

2 BACKGROUND:

A new Islands Trust Council will be elected during the October 17, 2026 Local General Elections. In preparation for this, staff have begun the required operational planning. This includes reviewing and considering updates to the approach and content used to onboard elected trustees to their roles in the period following their swearing-in.

Members of the current Trust Council have indicated there is potential for improvement to the approach and content used following the last election. The 2022 Governance Review Report also recommended improvements, including:

- **Recommendation 6:** Prior to standing for election, Trustee candidates should have the benefit of a briefing that provides a full description of what the job entails.
- **Recommendation 7:** To help Trustees fulfill their role, post-election briefings and workshops should be held, covering both procedural and substantive matters integral to their duties at Trust Council.

At its September 2025 meeting, Trust Council identified recommendation 7 as a priority and endorsed staff undertaking work in response to recommendation 6 as appropriate. Already planned work will have staff address both these recommendations as part of the operational work required to prepare the election.

The proposed working group is intended to help inform this work by providing trustee advice for consideration in the preparation of:

- Information made publicly available in advance of the election to help inform prospective candidates of the role, responsibilities and expectations of elected trustees.
- An updated onboarding and orientation program for the newly elected Trust Council.

The approach of using a working group allows for a less structured and more flexible way to engage with a small group of trustees outside of structured committee meetings. The working group would function solely in an advisory capacity and have no decision-making or directive authority. Any actions requiring formal approval or decisions would be brought by staff to Executive Committee and/or Trust Council as appropriate. Staff will provide updates to Executive Committee, Governance Committee and Trust Council on the progress of the onboarding work and advice from the working group as part of regular reporting processes.

It is recommended the working group be comprised of no more than five trustees. If more than five trustees volunteer to participate, appointment to the working group will be decided by the Chair of Trust Council. The working group will meet on an ad hoc basis as determined by staff. It is expected the working group will be in place from early November 2025 to no later than the end of April 2026.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: The working group will support work already planned to be undertaken by staff as part of Islands Trust's operational preparations for the 2026 election. Staff will report to Executive Committee and Trust Council on that work as appropriate.

FINANCIAL: There is no additional budget required to support the working group. Participating trustees will receive no additional remuneration for participation in the working group, and all meetings will be virtual.

POLICY: N/A .

IMPLEMENTATION/COMMUNICATIONS: If approved, staff will prepare a communication from the Chair to all trustees inviting their participation in the working group.

FIRST NATIONS: N/A.

OTHER: N/A.

4 **RELEVANT POLICY(S):** Trust Council [Policy 6.3.1 Budget Process](#).

5 **ATTACHMENT(S):** N/A

RESPONSE OPTIONS

Recommendation:

That Executive Committee ask staff to establish a Trustee Onboarding Working Group of up to five trustees to serve in an advisory capacity for improvements to onboarding and orientation of trustees following the 2026 Trust Council election.

Alternative:

1. No working group is established and staff will consult with Executive Committee on election preparations as needed.

Prepared By: Rueben Bronee, CAO, September 19, 2025

Active Projects Report

Executive Committee

1. *Requests to Minister for review of Islands Trust and increased Provincial funding (Strategic Plan Initiative 1.3.1)*

Activity:

Advance the following requests to the Province and develop advocacy and education strategies to support these:

- a) the Provincial review of the governance structure to enable reconciliation and better support Islands Trust's mandate; and
- b) request for increased Provincial funding.

(Minister denied the request for a review for the balance of this Council term in his April 28, 2025 letter.)

Responsible

Rueben Bronee

Dates

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

2. *Finish and adopt Islands Trust Policy Statement in accordance with project work plans (Strategic Plan key initiative 1.1.1)*

Activity:

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

Responsible

Clare Frater

Dates

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

3. *Update and implement Reconciliation Action Plan (Strategic Plan 5.1.1)*

Activity:

Initiation timeline: Updating to begin in Summer 2025

Responsible

Clare Frater

Dates

Rec'd: 02-Sep-2020
Target: 31-Mar-2025

Active Projects Report

Executive Committee

4. *Guide the development and implementation of the Islands Trust Strategic Plan. New Strategic Plan approved by Trust Council March 2025.*

Activity:

Implementation underway.

Responsible

Rueben Bronee

Dates

Rec'd: 03-May-2023

Target: 31-Mar-2025

Future Projects Report

Executive Committee

1. *Pay Transparency Report Submission & Posting*

The Pay Transparency Act became law on May 11, 2023. Under the legislation, beginning in 2026, Islands Trust must prepare and submit a Pay Transparency Report by November 1 annually. These reports must be posted publicly on the Islands Trust website.

Responsible

Date Received

Julia Mobbs

11-May-2023

2. *Improve bylaw enforcement policies and procedures to be administratively fair, reasonable and transparent with the aim of restoring public confidence (Strategic Plan Initiative 1.2.3) (joint with RPC)*

RPC endorsed Policy 5.5.1 and Best Practice Manual amendments. Referred to Trust Council for endorsement.

Responsible

Date Received

Stefan Cermak

12-Mar-2025

3. *Explore new engagement models (virtual and in person forums) to reach more community members (Strategic Plan Initiative 1.2.2)*

Initiation timeline TBD

Responsible

Date Received

Clare Frater

12-Mar-2025

4. *Review all Trust Council and local trust committee agreements and where appropriate, amend, combine or rescind (Strategic Plan Initiative 1.2.6)*

Initiation timeline: 2026/27: (May 2023 EC asked for priority to Ministry of Transportation and Infrastructure)

Responsible

Date Received

Clare Frater

12-Mar-2025

Rueben Bronee

5. *Design a plan to advocate to enhance community access to funding for housing in the Trust Area (Strategic Plan Initiative 2.3.2)*

Initiation timeline: Priority for this Council term

Responsible

Date Received

Clare Frater

12-Mar-2025

Future Projects Report

Executive Committee

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

Future Projects Report

Executive Committee

12. <i>Implement activities assigned by the future Reconciliation Action Plan (2025-2028) implementation plan (To be assigned by TC) (Strategic Plan Initiative 5.1.5)</i>	Responsible	Date Received
To be determined. Staff is drafting new Reconciliation Action Plan and associated implementation plan for Trust Council approval.	Rueben Bronee	12-Mar-2025
13. <i>Implement activities assigned by the Freshwater Sustainability Strategy (2022-2032) implementation plan (To be assigned by TC) (Strategic Plan Initiative 2.1.3)</i>	Responsible	Date Received
To be determined. Regional Planning Committee is developing a Freshwater Sustainability Strategy Implementation Plan for Trust Council approval.	Clare Frater	12-May-2025