



Executive Committee

Revised Agenda

Date: Wednesday, November 19, 2025
Time: 9:15 a.m.
Location: Islands Trust - Victoria Boardroom
200 - 1627 Fort Street, Victoria, BC

| | Pages |
|---|--------------|
| 1. CALL TO ORDER | |
| 2. TERRITORIAL ACKNOWLEDGEMENT | |
| 3. APPROVAL OF AGENDA | |
| 3.1 Introduction of New Items | |
| 3.2 Approval of Agenda | |
| 3.2.1 Agenda Context Notes | 6 - 6 |
| 4. RISE AND REPORT DECISIONS FROM PREVIOUSLY CLOSED MEETING | |
| Nothing to report. | |
| 5. ADOPTION OF MINUTES | |
| For review and adoption. | |
| 5.1 Draft Executive Committee Meeting Minutes of October 29, 2025 | 7 - 14 |
| 6. FOLLOW UP ACTION LIST AND UPDATES | |
| 6.1 Follow Up Action List/Director/CAO Updates | 15 - 23 |
| 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 | Mayne Island Local Trust Committee – Bylaws 194 and 195 - Request for Decision | 24 - 57 |
| | <ol style="list-style-type: none"> 1. THAT the Islands Trust Executive Committee approve Mayne Island Local Trust Committee Bylaw No. 194, cited as “Mayne Island Official Community Plan Bylaw No. 144, 2007, Amendment No. 1, 2024” in accordance with Section 27 of the <i>Islands Trust Act</i>. 2. THAT the Islands Trust Executive Committee approve Mayne Island Local Trust Committee Bylaw No. 195, cited as “Mayne Island Land Use Bylaw No. 146, 2008, Amendment No. 1, 2024” in accordance with Section 27 of the <i>Islands Trust Act</i>. | |
| 7.2 | Salt Spring Island Local Trust Committee - Bylaw No. 543 - Request for Decision | 58 - 74 |
| | <ol style="list-style-type: none"> 1. THAT the Islands Trust Executive Committee approve Salt Spring Island Local Trust Committee Bylaw No. 543, cited as “Salt Spring Island Land Use Bylaw No. 355, 1999, Amendment No. 2, 2025” in accordance with Section 27 of the <i>Islands Trust Act</i>. | |
| 7.3 | Salt Spring Island Local Trust Committee – Bylaw No. 544 & 545 - Request for Decision | 75 - 93 |
| | <ol style="list-style-type: none"> 1. THAT the Islands Trust Executive Committee approve Salt Spring Island Local Trust Committee Bylaw No. 545, cited as “Salt Spring Island Land Use Bylaw No. 355, 1999, Amendment No. 3, 2024” in accordance with Section 27 of the <i>Islands Trust Act</i>. 2. THAT the Islands Trust Executive Committee approve Salt Spring Island Local Trust Committee Bylaw No. 544, cited as “Salt Spring Island Official Community Plan Bylaw No. 434, 2008, Amendment No. 1, 2025” in accordance with Section 27 of the <i>Islands Trust Act</i>. | |
| 8. | CLOSED MEETING | |
| | <p>THAT the meeting be closed to the public subject to Sections 90(1)(c)(g) and (i) of the Community Charter in order to consider matters related to labour relations or other employee relations, litigation or potential litigation affecting the municipality; the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and that staff attend the meeting.</p> | |
| 9. | TRUST COUNCIL MEETING PREPARATION | |
| | <p>All items under this heading are for review and forwarding to December's Trust Council Quarterly meeting agenda.</p> | |
| 9.1 | Executive | |
| | 9.1.1 Chief Administrative Officer Quarterly Report | 94 - 95 |
| | 9.1.2 Provincial Review and Funding Requests - Request for Decision | 96 - 98 |
| | 9.1.3 2025 Operational Review Report Recommendations - Briefing | 99 - 170 |
| | 9.1.4 Proposed 2026/27 Trust Council Meeting Schedule - Request for Decision | 171 - 176 |
| 9.2 | Planning Services | |

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| 9.2.1 | Director of Planning Services Quarterly Report | 177 - 181 |
| 9.2.2 | Short Term Rental Accommodations Act Discussion - Session Outline | 182 - 182 |
| 9.3 | Financial and Employee Services | |
| 9.3.1 | Director of Financial and Employee Services Quarterly Report | 183 - 186 |
| 9.3.2 | September 30, 2025 Financial Report - Request for Decision | 187 - 197 |
| 9.4 | Trust Area Services | |
| 9.4.1 | Director of Trust Area Services Quarterly Report | 198 - 203 |
| 9.4.2 | Request for Trust Council Sponsorship of Natural Area Protection Tax Exemption Program (NAPTEP) Application Fee - Request for Decision | 204 - 208 |
| 9.4.3 | San Juan County Joint Session Outline | 209 - 210 |
| 9.4.4 | Policy Statement Amendment Project (PSAP) – Project Charter and Project Update - Request for Decision | 211 - 230 |
| 9.4.5 | <i>Response to Financial Planning Committee Resolution: 2026/27 Islands Trust Conservancy Budget Request - Briefing</i> | 231 - 232 |
| 9.5 | Legislative and Information Services | |
| 9.5.1 | Director of Legislative and Information Services Quarterly Report | 233 - 235 |
| 9.6 | December Trust Council Delegation Applications | |
| 9.6.1 | Friends of the Gulf Islands Society Delegation Application | 236 - 236 |
| | See Context Notes | |
| | <i>9.6.1.1 Friends of the Gulf Islands Society Delegation Presentation and Accompanying Material</i> | 237 - 256 |
| 9.7 | Draft December Trust Council Agenda | |
| | See Appendix A and Context Notes | |
| 9.8 | Draft December Trust Council 3-day Schedule | 257 - 257 |
| | See Context Notes | |
| 10. | EXECUTIVE COMMITTEE PROJECTS | |
| 10.1 | Trust Council Initiated | |
| 10.1.1 | Executive | |
| 10.1.2 | Trust Area Services | |

| | | |
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| 10.1.2.1 | Association of Vancouver Island and Coastal Communities/Union of BC Municipalities Resolution Selection Process (Annual Item) - Request for Decision | 258 - 273 |
|-----------------|---|-----------|

THAT the Executive Committee direct staff to e-mail trustees and staff requesting suggestions for topic(s) for the Islands Trust resolution(s) for the 2026 AVICC/UBCM conventions.

10.1.3 Planning Services

10.1.4 Financial and Employee Services

10.1.5 Legislative and Information Services

10.1.5.1 Vacancy on Governance Committee - Verbal

Director Marlor to speak

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

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|-----------------|--|-----------|
| 10.2.4.1 | Enhanced Mental Health Benefits for Trustees - Request For Decision | 274 - 278 |
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10.2.5 Legislative and Information Services

11. NEW BUSINESS

11.1 Executive/Trust Council

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)

| | | |
|-------------|--|-----------|
| 12.1 | Association of Vancouver Island and Coastal Communities 2026 Call for Nominations | 279 - 280 |
| | For review and consideration of forwarding to December's Trust Council Quarterly Meeting agenda. | |

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| 12.2 | 2025-11-17 J Harper - Land Costs | 281 - 281 |
| | For review and forwarding to December's Trust Council Quarterly Meeting agenda. | |

| Agenda No. | From | Context Notes |
|------------|-----------------------|--|
| 8.6.1 | Executive Coordinator | The Friends of the Gulf Islands Society submitted their delegation application, noting that their accompanying required presentation material would be provided at a later time. If the presentation is received before 9:00 a.m. on Wednesday, November 19 th it will be included as a late item on this agenda. |
| 8.7 | Executive Coordinator | Following the meeting, all agenda items carried forward from Item 8, <i>Trust Council Meeting Preparation</i> , to the December Trust Council Quarterly Meeting agenda will be included in this item. |
| 8.8 | Executive Coordinator | Following the meeting, the 3-day schedule agenda item numbering will be updated to reflect agenda items forwarded to the Trust Council agenda during the meeting, including any other changes or requests approved by Executive Committee. |



Executive Committee

Minutes of a Regular Meeting

Date: Wednesday, October 29, 2025
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

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
Joe Elliott, Senior Indigenous Relations Advisor
Alexandra Trifonidis, Executive Coordinator

Members of the public present: One member of the public was present.

1. CALL TO ORDER

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

2. TERRITORIAL ACKNOWLEDGEMENT

Chair Patrick welcomed back staff returning from the British Columbia General Employees' Union (BCGEU) strike and acknowledged that the meeting was being held in traditional territory of many Coast Salish First Nations.

Remarks were made regarding the Quw'utsun Nation's public statement of October 27, 2025, responding to misleading information circulating about their Aboriginal title case filing.

Thoughts and condolences were expressed for Jamaica in light of the hurricane that had travelled through the Caribbean yesterday.

3. APPROVAL OF AGENDA

3.1 Introduction of New Items

DRAFT

The following additions to the agenda were presented for consideration:

- 5.2 Draft Executive Committee Meeting Minutes of October 1, 2025
- 10.1.5.1.1 Business Case for Planner Co-op Student (Level 2)

3.2 Approval of Agenda

By general consent the agenda was approved, as amended.

3.2.1 Agenda Context Notes

By general consent the Agenda Context Notes were received for information.

4. RISE AND REPORT DECISIONS FROM PREVIOUSLY CLOSED MEETING

No report was provided.

5. ADOPTION OF MINUTES / RESOLUTION WITHOUT MEETING

5.1 EC-RWM-2025-03 Cancel October 15th Executive Committee Special Meeting

By general consent EC-RWM-2025-03 was received for information.

5.2 Draft Executive Committee Meeting Minutes of October 1, 2025

By general consent the Executive Committee minutes of October 1, 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.

The Chief Administrative Officer shared an update on the BCGEU strike action.

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.

Vice-Chair Elliott shared at this time she will not continue to chair Lasqueti Island Local Trust Committee meetings in-person until a safer venue for all attendees (trustees, staff and members of the public) is found to hold the meetings.

6.3 Islands Trust Conservancy Liaison Update

The Islands Trust Conservancy liaison provided an update.

7. BYLAWS FOR APPROVAL CONSIDERATION

7.1 Bowen Island Municipality – Official Community Plan Amendment Bylaw No. 671 - Request For Decision

DRAFT

The Director of Planning spoke to the Request For Decision, noting that it is coming to the Committee for final approval.

EC-2025-133

It was MOVED and SECONDED,

that Executive Committee approve Bylaw No. 671, cited as "Bowen Island Municipality Official Community Plan Bylaw No. 282, 2010 Amendment Bylaw No. 671, 2024" pursuant to Section 38 of the *Islands Trust Act*.

CARRIED

7.2 Gabriola Island Local Trust Committee - Proposed Bylaw No. 323 – Repeal of Meeting Procedures Bylaw - Request For Decision

The Director of Planning spoke to the Request For Decision, noting it is an administrative bylaw that the Committee had seen many of in the past.

EC-2025-134

It was MOVED and SECONDED,

that the Islands Trust Executive Committee approve Gabriola Island Local Trust Committee Bylaw No. 323, cited as "Gabriola Island Local Trust Committee Meeting Procedures Repeal Bylaw No. 323, 2025" in accordance with Section 27 of the *Islands Trust Act*.

CARRIED

7.3 Hornby Island Local Trust Committee - Proposed Bylaw No. 179 – Repeal of Meeting Procedures Bylaw - Request For Decision

EC-2025-135

It was MOVED and SECONDED,

that the Islands Trust Executive Committee approve Hornby Island Local Trust Committee Bylaw No. 179, cited as "Hornby Island Local Trust Committee Meeting Procedures Repeal Bylaw No. 179, 2025" in accordance with Section 27 of the *Islands Trust Act*.

CARRIED

8. TRUST COUNCIL MEETING PREPARATION

8.1 Executive

8.1.1 Draft December Trust Council 3-day Schedule

The Chief Administrative Officer introduced a new addition to the meeting, Brodie Guy, Chief Executive Officer of the Island Coastal Economic Trust, and noted the potential for him to facilitate a training session for Trust Council on Tuesday evening.

The Committee reviewed the schedule, and discussion ensued regarding:

- Minister Boyle's attendance

DRAFT

- Extending an invitation to the Islands Trust Conservancy Board members
- The topic of discussion for the San Juan County joint session

8.1.2 Draft 2026/27 Executive Committee and Trust Council Meeting Schedule - Request For Decision

The Chief Administrative Officer presented the item.

Discussion ensued on:

- the format (in-person versus electronic) of the July 29, 2026 meeting; and,
- budgetary considerations.

EC-2025-136

It was MOVED and SECONDED,

that Executive Committee adopt the meeting dates and formats as set out in the proposed 2026/27 Executive Committee meeting schedule.

CARRIED

EC-2025-137

It was MOVED and SECONDED,

that Executive Committee request staff prepare a Request for Decision for Trust Council to approve their 2026/27 meeting schedule.

CARRIED

- 8.2 Planning Services - None**
- 8.3 Financial and Employee Services - None**
- 8.4 Trust Area Services - None**
- 8.5 Legislative and Information Services - None**

9. COMMITTEE OF THE WHOLE MEETING PREPARATION

9.1 Draft November 17, 2025 Islands Trust Council Committee of the Whole Agenda

The Chief Administrative Officer spoke to the draft agenda, which the Committee then reviewed.

Staff spoke to the following items:

- Clarification was provided regarding the reason for holding a closed session
- Next steps were outlined for proposed changes or amendments to the Code of Conduct.
- It was noted that Trust Council requested this work be undertaken.
- Funding for the participation of the lawyer for the meeting is being provided through a Local Government Management Association (LGMA) grant.

DRAFT

- The inclusion of cultural safety within the Code of Conduct was discussed.
- Staff spoke to the province's proposed new legislation for a mandatory code of conduct for municipalities.

The Committee recessed for break at 10:29 a.m. and returned at 10:41 a.m.

10. EXECUTIVE COMMITTEE PROJECTS

10.1 Trust Council Initiated

10.1.1 Executive - None

10.1.2 Trust Area Services - None

10.1.3 Planning Services - None

10.1.4 Financial and Employee Services - None

10.1.5 Legislative and Information Services

10.1.5.1 Executive Committee 2026/27 Information Services Budget Requests - Request For Decision

The Director of Legislative and Information Services spoke to the Request For Decision, noting that the business cases had been presented in draft form to the Financial Planning Committee and were now before the Committee for approval, for inclusion in the draft Islands Trust 2026/27 budget.

Discussion ensued on:

- Cost, use, warranty and software for laptops

Clarity on the details of the Records Management Electronic Document Management project was provided by staff, including the projected project timeline and legislative requirements and standards. Discussion ensued.

EC-2025-138

It was MOVED and SECONDED,

that Executive Committee recommend to Trust Council the following 2026/27 budget requests for inclusion in the draft 2026/27 budget, in addition to the budget requests forwarded on September 3, 2025 and October 1, 2025:

- \$55,000 for Records Management Electronic Document Management (EDM);
- \$70,329 for GIS Analyst; and
- \$24,220 for GIS Co-op.

CARRIED

DRAFT

Discussion on laptops was picked up again.

EC-2025-139

It was MOVED and SECONDED,

that Executive Committee recommend to Trust Council the following 2026/27 budget request for inclusion in the draft 2026/27 budget, in addition to the budget requests forwarded on September 3, 2025 and October 1, 2025:

- \$32,400 for Laptops for in-coming trustees, as amended.

CARRIED

Vice-Chair Maude Opposed

10.5.1.1.1 Business Case for Planner Co-op Student (Level 2)

The Director of Planning Services spoke to the item.

The Committee reviewed the business case and discussion ensued on the inclusion or exclusion of the additional funds needed for a new laptop.

EC-2025-140

It was MOVED and SECONDED,

that Executive Committee recommend to Trust Council the following 2026/27 budget request for inclusion in the draft 2026/27 budget, in addition to the budget requests forwarded on September 3, 2025 and October 1, 2025:

- \$26,440 for a Planner Co-op Student (Level 2).

CARRIED

10.2 Executive Committee Initiated - None

11. NEW BUSINESS

11.1 Executive/Trust Council - None

11.2 Trust Area Services

11.2.1 Union of British Columbia Municipalities (UBCM) Grant Payments

EC-2025-141

It was MOVED and SECONDED,

that the Executive Committee authorize the Union of British Columbia Municipalities to make all future grant payments by direct deposit.

CARRIED

- 11.3 Planning Services** - None
- 11.4 Financial and Employee Services** - None
- 11.5 Legislative and Information Services**

11.5.1 Appointment of Deputy Secretary – Salt Spring Island Office - Request For Decision

The Director of Legislative and Information Services reviewed the Request For Decision with the Committee, noting there is a deputy secretary for each of the Islands Trust offices and that, once a new person is appointed, the former appointment becomes null.

EC-2025-142

It was MOVED and SECONDED,

that the Executive Committee appoint Legislative Clerk, Britt Holowaty, as Deputy Secretary for the Salt Spring Island Office.

CARRIED

12. CORRESPONDENCE - None

13. WORK PROGRAM

13.1 Review and amendment of current work program

A question was raised regarding whether Item 1 on the Work Program would go to Trust Council to determine if it is still required.

Staff reminded the Committee that, at the last Executive Committee meeting, it had been decided that the item would be forwarded to Trust Council for discussion.

By general consent the work program was received for information.

14. NEXT MEETING

The next Executive Committee meeting will take place in-person at the Islands Trust Victoria Office on Wednesday, November 19, 2025 at 9:15 a.m.

15. CLOSED MEETING

The Chair indicated that a rise and report will be made at the next scheduled meeting, if necessary.

EC-2025-143

It was MOVED and SECONDED,

that the meeting be closed to the public subject to Sections 90(1)(a)(c) and (i) of the Community Charter in order to consider matters related to personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the Islands Trust or another position appointed by the Islands Trust; labour relations or other employee relations; and, the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and that staff attend the meeting.

The meeting was closed to the public at 11:33 a.m. and reopened at 1:48 p.m.

By general consent item 9.1 was forwarded to Trust Council.

16. ADJOURNMENT

By general consent the meeting adjourned at 1:50 p.m.

Laura Patrick, Chair

CERTIFIED CORRECT:

Alexandra Trifonidis, Executive Coordinator and Recorder

Meeting 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: 13-Mar-2026 | In Progress |
| 100% | 2 Staff to prepare a Request for Decision for Trust Council to approve their 2026/27 meeting schedule. | Rueben Bronee | Meeting: 29-Oct-2025 Target: 11-Nov-2025 | Completed |

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: 08-Dec-2026 | 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 |
| 100% | 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 (completed October 10 and October 28) - 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 (Planned for November 17). | David Marlor | Meeting: 05-Feb-2025 Target: 02-Dec-2025 | Completed |

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: 03-Mar-2026 | In Progress |
| 49% | 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: 03-Mar-2026 | In Progress |
| 100% | 6 Staff to forward the November 17, 2025 Committee of the Whole agenda to Trust Council. | David Marlor | Meeting: 29-Oct-2025 Target: 10-Nov-2025 | Completed |
| 0% | 7 Staff to amend the Islands Trust Council Meeting Procedures Bylaw No. 101 to reflect the fact that the Islands Trust is unable to proceed with its first Trust Council meeting of a new term until Bowen Island Municipality formally appoints two Bowen Island Municipality Councilors as Islands Trust Trustees, which occurs in the first couple weeks of November. | David Marlor | Meeting: 29-Oct-2025 Target: 11-Nov-2025 | In Progress |

Follow Up Action Report

Executive Committee

Director of Planning Services

| Progress | Activity | Responsibility | Dates | Status |
|----------|---|---------------------------------------|---|-------------|
| 66% | <p>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.</p> | <p>Clare Frater Stefan Cermak</p> | <p>Meeting: 29-Jun-2023 Target: 31-Mar-2026</p> | In Progress |
| 100% | <p>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.</p> | Stefan Cermak | <p>Meeting: 06-Aug-2025 Target: 11-Nov-2025</p> | Completed |
| 0% | <p>3 Staff to forward the Short Term Rental Accommodation - Principal Residence Opt-In Update Briefing to all local trust committees.</p> | Stefan Cermak | <p>Meeting: 03-Sep-2025 Target: 15-Sep-2025</p> | In Progress |
| 100% | <p>4 Staff to inform BIM that Executive Committee approved Bylaw No. 671, cited as "Bowen Island Municipality Official Community Plan Bylaw No. 282, 2010 Amendment Bylaw No. 671, 2024" pursuant to Section 38 of the <i>Islands Trust Act</i>.</p> | Stefan Cermak | <p>Meeting: 29-Oct-2025 Target: 31-Oct-2025</p> | Completed |

Follow Up Action Report

Executive Committee

Director of Planning Services

| Progress | Activity | Responsibility | Dates | Status |
|----------|---|----------------|---|-----------|
| 100% | <p>5 Staff to inform the Northern office staff that Executive Committee:</p> <ul style="list-style-type: none"> -approved Gabriola Island Local Trust Committee Bylaw No. 323, cited as "Gabriola Island Local Trust Committee Meeting Procedures Repeal Bylaw No. 323, 2025" in accordance with Section 27 of the <i>Islands Trust Act</i>. -approved Hornby Island Local Trust Committee Bylaw No. 179, cited as "Hornby Island Local Trust Committee Meeting Procedures Repeal Bylaw No. 179, 2025" in accordance with Section 27 of the <i>Islands Trust Act</i>. | Stefan Cermak | Meeting: 29-Oct-2025 Target: 31-Oct-2025 | Completed |

Director, Financial and Employee Services

| Progress | Activity | Responsibility | Dates | Status |
|----------|--|-----------------------------|---|-------------|
| 51% | <p>1 Staff to add to a future EC agenda: Honoraria for Indigenous elders providing welcomes or presentations at local trust committee meetings.</p> | Clare Frater Julia Mobbs | Meeting: 20-Dec-2023 Target: 18-Feb-2026 | In Progress |
| 100% | <p>2 Staff to convey to Trust Council the following budget requests for inclusion in the 2026/27 draft Islands Trust Budget:</p> <ul style="list-style-type: none"> - \$55,000 for Records Management Electronic Document Management (EDM); - \$70,329 for GIS Analyst; - \$24,220 for GIS Co-op; - \$32,400 for Laptops for in-coming trustees; and, - \$26,440 for a Planner Co-op Student (Level 2). | Julia Mobbs | Meeting: 29-Oct-2025 Target: 11-Nov-2025 | Completed |

Follow Up Action Report

Executive Committee

Director, Trust Area Services

| Progress | Activity | Responsibility | Dates | Status |
|----------|--|-------------------------------|---|-------------|
| 0% | 1 Investigate options for policies or policy updates for formal opportunities for First Nations presentations and engagement at Trust Council meetings. | Clare Frater David Marlor | Meeting: 07-Oct-2021 Target: 08-Dec-2026 | 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: 31-Mar-2026 | 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: 18-Feb-2026 | 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: 17-Dec-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: 30-Jan-2026 | 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: 17-Dec-2025 | In Progress |
| 86% | 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: 20-Feb-2026 | 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: 15-Sep-2026 | 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: 30-Apr-2026 | 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 |
|----------|---|----------------|---|-------------|
| 0% | <p>16 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.</p> | Clare Frater | Meeting: 18-Sep-2025 Target: 21-Nov-2025 | In Progress |

Follow Up Action Report

Executive Committee

Senior Indigenous Relations Advisor

| Progress | Activity | Responsibility | Dates | Status |
|----------|--|--|--|-------------|
| 0% | <p>1 Staff to put on a future Executive Committee meeting agenda for Executive Committee to consider:</p> <p>"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. "</p> | <p>Clare Frater</p> <p>Joe Elliott</p> | <p>Meeting: 18-Jun-2024</p> <p>Target: 17-Dec-2025</p> | In Progress |
| 86% | <p>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.</p> | <p>Clare Frater</p> <p>Joe Elliott</p> | <p>Meeting: 14-May-2025</p> <p>Target: 20-Feb-2026</p> | In Progress |
| 15% | <p>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.</p> | <p>Clare Frater</p> <p>Joe Elliott</p> | <p>Meeting: 14-May-2025</p> <p>Target: 15-Sep-2026</p> | In Progress |
| 80% | <p>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.</p> | <p>Clare Frater</p> <p>Joe Elliott</p> | <p>Meeting: 14-May-2025</p> <p>Target: 30-Apr-2026</p> | In Progress |
| 2% | <p>5 Staff to develop a protocol agreement in cooperation with Tsawout First Nation for Trust Council's consideration.</p> | <p>Clare Frater</p> <p>Joe Elliott</p> | <p>Meeting: 14-May-2025</p> <p>Target: 31-Mar-2026</p> | In Progress |



REQUEST FOR DECISION

LOCAL TRUST COMMITTEE BYLAW SUBMISSION

File No.: 3900-04-08
MA-RZ-2023.2 (CRD)

DATE OF MEETING: November 19, 2025
TO: Islands Trust Executive Committee
FROM: Narissa Chadwick, Island Planner
SUBJECT: Mayne Island Local Trust Committee – Bylaws 194 and 195

RECOMMENDATION

1. **THAT the Islands Trust Executive Committee approve Mayne Island Local Trust Committee Bylaw No. 194, cited as “Mayne Island Official Community Plan Bylaw No. 144, 2007, Amendment No. 1, 2024” in accordance with Section 27 of the *Islands Trust Act*.**
2. **THAT the Islands Trust Executive Committee approve Mayne Island Local Trust Committee Bylaw No. 195, cited as “Mayne Island Land Use Bylaw No. 146, 2008, Amendment No. 1, 2024” in accordance with Section 27 of the *Islands Trust Act*.**

DIRECTORS COMMENTS

Mayne Island Local Trust Committee has referred Bylaws 194 and 195 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

None

Financial

None

Policy

There are no potential conflicts with Islands Trust policies, or compliance with such policies resulting from the recommendation.

Implementation/Communications

Communication to **Mayne Island Local Trust Committee** regarding the Executive Committee decision by **December 10, 2025**.

Other

None

PURPOSE

Mayne Island Local Trust Committee Bylaw No. Bylaw 194 cited as “Mayne Island Official Community Plan Bylaw No. 144, 2007, Amendment No. 1, 2024”, and Bylaw 195 cited as “Mayne Island Land Use Bylaw No. 146, 2008, Amendment No. 1, 2024” respond to and application made by the CRD to rezone the property to Park zoning.

The Capital Regional District (CRD) acquired the 27-hectare St. John Point property in 2017 in partnership with the Mayne Island Conservancy Society. Following a comprehensive management planning process from 2018 to 2019, including ecological studies and public engagement, the CRD developed the St. John Point Regional Park Management Plan, which will guide park management for the next 15 years.

The property is currently split zoned Agricultural and Rural with the Agricultural portion being in the Agricultural Land Reserve. In order to develop the Park Entrance Hub in the northwest corner of the property (a 0.07 ha area currently zoned Agricultural and previously disturbed having been the location of a dwelling featuring a park entrance sign, visitor kiosk, expanded 20-vehicle parking lot, bicycle rack, and pump-out toilet) the CRD sought and received approval from the Agricultural Land Commission (ALC) for non-farm use before proceeding with rezoning.

Bylaw 195 includes site specific zoning for the portion of the lot that is in the Agricultural land reserve from A to A(a) in order to accommodate the park hub. Bylaw 195 also changes the portion of the lot zoned Rural (R) to Resource Conservation (RC). Bylaw 194 changes the land use designation from Rural (R) to Resource Conservation (RC).

Issues Relating To Provincial Interest

ALC feedback to initially proposed bylaws is reflected in the Bylaw 195. Feedback from the ALC indicated that “As the Commission's approval was specific to a 0.07 ha area of the ALR portion of the Subject Property, ALC staff object to the redesignation of the entire ALR portion of the Subject Property to the A(a) zone” as had been initially proposed. ALC staff requested that the A(a) zone only be applied to the portion of the Subject Property that was approved for non-farm use.

Issues Relating To First Nation Interest

There were no direct concerns coming out of the referral of bylaws to First Nations. The WASANC Leadership Council responded to the referral sent to them by the CRD. They indicated that they are not opposed to the rezoning, however they have expressed interest in working with the CRD to monitor the development of the “park entrance hub” and play and oversight role related to other work being undertaken in the park.

Issues Relating To Resources and Enforcement

There are no concerns related to staff resources or funding for enforcement.

Public Comments

No public comments to the Executive Committee on this bylaw have been received.

Staff Comments

Staff recommends:

1. ***THAT the Islands Trust Executive Committee approve Mayne Island Local Trust Committee Bylaw No. 194, cited as “Mayne Island Official Community Plan Bylaw No. 144, 2007, Amendment No. 1, 2024” in accordance with Section 27 of the Islands Trust Act.***
2. ***THAT the Islands Trust Executive Committee approve Mayne Island Local Trust Committee Bylaw No. 195, cited as “Mayne Island Land Use Bylaw No. 146, 2008, Amendment No. 1, 2024” in accordance with Section 27 of the Islands Trust Act.***

KEY ISSUES/CONCEPTS

- Once the Bylaw has been approved Islands Trust staff will encourage the CRD to continue engagement on management plans and protection of cultural heritage with the WASANC Leadership Council and First Nations governments in the area.

RELEVANT POLICY

- Section 27 of the *Islands Trust Act*
- Islands Trust Policy Statement Directive Policies
- Islands Trust Policy 1.3.i [Policy Statement Implementation Policy]

ALTERNATIVE

1. Determine that the bylaw is contrary to the Islands Trust Policy Statement:

THAT the Executive Committee request that staff advise Mayne Island Local Trust Committee in writing that the Executive Committee considers that Bylaw No. 194, cited as “Mayne Island Official Community Plan Bylaw No. 144, 2007, Amendment No. 1, 2024” and Bylaw No. 195, cited as “Mayne Island Land Use Bylaw No. 146, 2008, Amendment No. 1, 2024” is contrary to or at variance with the Islands Trust Policy Statement for [INSERT REASONS], and advise the Mayne Island Local Trust Committee on steps needed to address the specified issues.

| | | |
|---------------|---|-------------------|
| Submitted By: | Narissa Chadwick, Island Planner | November 5, 2025 |
| Concurrence: | Stefan Cermak, Director Local Planning Services | November 13, 2025 |

ATTACHMENTS

1. EC Submission Cover
2. Bylaw Submission Checklist
3. Bylaw Referrals Report
4. Islands Trust Policy Statement Directives Only Checklist
5. EC Policy Checklist
6. Bylaw No. 194
7. Bylaw No. 195
8. First Nations follow-up Tracking



Local Trust Committee Bylaws
Submission for Executive committee Approval

Local Trust Committee: Mayne Island Local Trust Committee

Bylaw No.: MA-194

Bylaw Type: Official Community Plan Bylaw

Date of resolution referring bylaw to Executive Committee: 29-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 _____



Local Trust Committee Bylaws
Submission for Executive committee Approval

Local Trust Committee: Mayne Island Local Trust Committee

Bylaw No.: MA-195

Bylaw Type: Land Use Bylaw

Date of resolution referring bylaw to Executive Committee: 29-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 _____

Trust Area: Mayne Island Local Trust Committee

Type: Official Community Plan Bylaw

Bylaw No.: MA-194

Application No.: MA-RZ-2023.2

Trust Initiated: No

Proofread By:

Clerk: Yes
Planner: Yes

Technical Staff: No

First Reading Date: 28-Apr-2025

Bylaw Sent to Referrals: Yes
Date Proposed Bylaw to Web: 28-Apr-2025

Resolutions:

Resolution Waiving Public Hearing: No
Resolution Authorizing Public Hearing: Yes
Resolution to Proceed no Further Date:

Secretary Signature Block:

Secretary's Signature: Chonk, Jas

Date: 10-Sep-2025

File complete and ready for Public review: Yes

Public Hearings:

Location: Mayne Island Agricultural Hall
Proofread By: Chonk, Jas

Legal Paper: Gulf Island Driftwood
First Publish Date:

Second Publish Date:

Alternate Paper: The Mayneliner/Alea Printers
First Publish Date: 01-Sep-2025

Second Publish Date:

Mailout Date: 10-Sep-2025
Second Reading Date: 28-Jul-2025

Delivery Notices: 10-Sep-2025
Date Public Hearing Held: 29-Sep-2025
Third Reading Date: 29-Sep-2025

Trust Area: Mayne Island Local Trust Committee

Type: Land Use Bylaw

Bylaw No.: MA-195

Application No.: MA-RZ-2023.2

Trust Initiated: No

Proofread By:

Clerk: Yes
Planner: Yes

Technical Staff: No

First Reading Date: 28-Apr-2025

Bylaw Sent to Referrals: Yes
Date Proposed Bylaw to Web: 28-Apr-2025

Resolutions:

Resolution Waiving Public Hearing: No
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Delivery Notices: 10-Sep-2025
Date Public Hearing Held: 29-Sep-2025
Third Reading Date: 29-Sep-2025



Referrals: Bylaw MA-194

| Agency | Sent | Received |
|---|-------------|-------------|
| <p>Agricultural Land Commission</p> <p><i>Rm. 133 4940 Canada Way: Nicole Mak</i></p> <p><i>Comment:</i> Thank you for the opportunity to provide comment on the rezoning of PID: 002-918-790 (the "Subject Property"). The Subject Property is located partially within the ALR, as such, ALC staff comments will focus on the ALR portion of the Subject Property and Bylaw No. 195. Based on the information provided, Islands Trust proposes redesignating the ALR portion of the Subject Property from Agriculture (A) to Agriculture zone a (A(a) which permits resource conservation use, 1 entrance sign, parking area for 20 vehicles, 1 pump out toilet building, 1 bicycle rack, 1 visitor information kiosk. By Resolution #457/2024 (attached), the Commission approved the construction of a new park entrance and parking lot over a 0.07 ha area. The parking lot/entrance area was to include a park entrance sign, bike rack, pump out toilet building, and visitor information kiosk. As the Commission's approval was specific to a 0.07 ha area of the ALR portion of the Subject Property, ALC staff object to the redesignation of the entire ALR portion of the Subject Property to the A(a) zone. ALC staff request that the A(a) zone only be applied to the portion of the Subject Property that was approved for non-farm use.</p> | 28-May-2025 | 19-Jun-2025 |
| <p>Capital Regional District - All Referrals Aggie Chan and Jessica Arnet</p> <p><i>625 Fisgard Street: Aggie Chan</i></p> <p><i>Comment:</i> Parks, Recreation & Maintenance Services (Formerly Regional Parks) - Regional Parks of the CRD is the applicant. No additional comments. Housing, Planning & Protective Services (Formerly Regional Strategic Planning) - No comments</p> | 28-May-2025 | 17-Jul-2025 |
| <p>Cowichan Tribes</p> <p><i>Chief and Council: Tracey Flemming</i></p> <p><i>Comment:</i> Thank you for referring proposed Bylaws 194 and 195 regarding St. John Point Park. At this time, Cowichan Tribes defers this matter to local First Nation(s). That said, we advise that expanding recreational access in parks may conflict with the protection of Cowichan Tribes' (and other First Nations') protected Aboriginal rights. For instance, such development could impact harvesting rights, cultural sites, or disturb archaeological sites - of which there are many across Mayne Island and other Gulf Islands. > while at this time we are deferring on this referral it is within our broader area of special interest and as such by no means does our decision imply that we don't have Aboriginal interests in Mayne as we do- the decision to defer applies to this site at this time. > further to Emery's important 2nd point: we do wish to further note that, as we have seen elsewhere, the creation of additional parks in our areas of interest that lead to increased recreational opportunities have the very strong potential to negatively impact Cowichan Tribes members' ability to exercise their rights whether as expressed as cultural practices or otherwise - especially in the absence of a strategic parks management plan at the Island Trust level. Just a note and to which I wanted to further elaborate on for yourself and Narissa.</p> | 28-May-2025 | 29-May-2025 |
| <p>Galiano Island Local Trust Committee</p> <p><i>200 - 1627 Fort Street: Jas Chonk</i></p> <p><i>Comment:</i> Interests unaffected by bylaw.</p> | 28-May-2025 | 08-Jul-2025 |
| <p>Halalt First Nation</p> | 28-May-2025 | |



Referrals: Bylaw MA-194

| Agency | Sent | Received |
|---|-------------|-------------|
| <p><i>Chief and Council:</i> Jack Smith</p> <p><i>Comment:</i></p> | | |
| <p>Lyackson First Nation</p> <p><i>Chief and Council:</i> Linda Aidnell</p> <p><i>Comment:</i></p> | 28-May-2025 | |
| <p>Mayne Island Fire Rescue Service</p> <p><i>Mayne Island Fire Rescue:</i> Katherine Somerville</p> <p><i>Comment:</i></p> | 28-May-2025 | |
| <p>Ministry of Municipal Affairs and Housing</p> <p><i>Planning and Land Use Management:</i> All referrals to this email cc to Kris Nichols; Nikysha Chow, Alicia Smith</p> <p><i>Comment:</i> The Ministry will provide formal comment only on Bylaw No. 194, as it proposes to amend the Mayne Island Official Community Plan. I understand this amendment would change a portion of the land use designation on Lot B, Section 1, Mayne Island, Cowichan District, Plan 2501 from Rural (R) to Resource Conservation (RC), to support the CRD's Parks Management Plan for St. John Point Park. The Ministry supports the conservation of parkland and recognizes the community and ecological benefits of protecting natural areas. While the redesignation of land from Rural (R) to Resource Conservation (RC) results in a modest reduction to the overall supply of residential-designated land on Mayne Island, we acknowledge that this site-given its status as a regional park-is unlikely to contribute to future housing development. We encourage continued consideration of Mayne Island's long-term housing needs as part of broader land use planning efforts. Please note that any comments provided at this stage are intended to support bylaw development and should not be interpreted as fettering the Minister of Housing and Municipal Affairs' consideration of the bylaw when it is formally submitted for approval. When the final bylaw is referred to the Minister of Housing and Municipal Affairs for review, please ensure the submission package includes a record of comments from all interest holders, including First Nations, and information on how the Islands Trust responded to each comment.</p> | 28-May-2025 | 03-Jun-2025 |
| <p>Ministry of Transportation and Infrastructure</p> <p><i>Ministry of Transportation and Infrastructure:</i> Owen Page</p> <p><i>Comment:</i> The Ministry of Transportation and Transit (MoTT) has received and reviewed your referral dated May 29, 2025 for Bylaw No. 194 (OCP) and Bylaw No. 195 (LUB) is to facilitate the rezoning of St. John Point Park on Mayne Island (LOT B, SECTION 1, MAYNE ISLAND, COWICHAN DISTRICT, PLAN 2501) to support the CRD Parks Management Plan. The property does not fall within Section 52 of the Transportation Act and will not require Ministry of Transportation and Transit formal approval. The Ministry has no objections to the proposed Zoning Bylaw.</p> | 28-May-2025 | 30-May-2025 |
| <p>North Pender Island Local Trust Committee</p> <p><i>Islands Trust:</i> Jas Chonk</p> <p><i>Comment:</i> Interests Unaffected by Bylaw.</p> | 28-May-2025 | 25-Jul-2025 |
| <p>Pauquachin First Nation</p> | 28-May-2025 | 29-May-2025 |



Referrals: Bylaw MA-194

| Agency | Sent | Received |
|--|-------------|-------------|
| <p>9010 West Saanich Road: Darlene Henry</p> <p><i>Comment:</i> Pauquachin First Nation is in receipt of the referral for: Mayne Island LTC Bylaws 194/195 This area appears to be on/in an area that Pauquachin First Nation would recognize as being outside our title and governance areas. As such, I would categorize this as a Level 1 rights area for Pauquachin First Nation. Level 1 identifies that the project appears to be wholly within another First Nations title and Governance area. Our interests in this area would be limited to Trade, First Nations Government-to-Government and inter-community relationships, but not necessarily Title and governing authorities, which would be Pauquachin First Nation's highest S.35 interests and would require high end of the Haida spectrum consultation. Given this assessment we would defer to the First Nation(s) whose traditional territory this project lies within or is affected by the project. Should Pauquachin First Nation identify greater interests in the future we retain the right to revise this assessment. However, at this time, we defer to any Nation(s) whose title and governing authorities are directly affected.</p> | | |
| <p>Penelakut Tribe</p> <p><i>Box 360: Denise James</i></p> <p><i>Comment:</i></p> | 28-May-2025 | |
| <p>Saturna Island Local Trust Committee</p> <p><i>200 - 1627 Fort Street: Jas Chonk</i></p> <p><i>Comment:</i> Interests Unaffected by Bylaw.</p> | 28-May-2025 | 24-Jul-2025 |
| <p>Semiahmoo First Nation</p> <p><i>16049 Beach Rd: Chief & Council</i></p> <p><i>Comment:</i></p> | 28-May-2025 | |
| <p>Snuneymuxw First Nation</p> <p><i>668 Centre Street: Desiree Thomas</i></p> <p><i>Comment:</i></p> | 28-May-2025 | |
| <p>Stz'uminus First Nation</p> <p><i>12611A Trans Canada Hwy: Chenoa Akey</i></p> <p><i>Comment:</i></p> | 28-May-2025 | |
| <p>Tsartlip First Nation</p> <p><i>PO Box 70: Dave Elliott</i></p> <p><i>Comment:</i></p> | 28-May-2025 | |
| <p>Tsawout First Nation</p> <p><i>PO Box 121, 7725 Tetayut Road: Neesha Nandhra</i></p> <p><i>Comment:</i> Thank you for your referral to Tsawout First Nation regarding your project on our traditional territory. Due to the nature and location of your project we will defer our comments to the local Nations. If the scope of your project changes, please contact us so we can ensure that our Nation's best interests continue to be protected.</p> | 28-May-2025 | 30-May-2025 |
| <p>Tsawwassen First Nation</p> <p><i>1926 Tsawwassen Drive: Victoria Williams</i></p> | 28-May-2025 | |



Referrals: Bylaw MA-194

| Agency | Sent | Received |
|--|-------------|-------------|
| <i>Comment:</i> | | |
| Tseycum First Nation 1210 Totem Lane: Chief Tanya Jimmy <i>Comment:</i> | 28-May-2025 | |
| Tsuubaaasatx First Nation <i>Tsuubaaasatx Referrals:</i> Monty Horton <i>Comment:</i> Ts'uubaa-asatx Nation is in receipt of the referral for: Mayne Island LTC Bylaws 194/195 This area appears to be on/in an area that Ts'uubaa-asatx Nation would recognize as being outside our title and governance areas. As such, I would categorize this as a Level 1 rights area for Ts'uubaa-asatx Nation. Level 1 identifies that the project appears to be wholly within another First Nations title and Governance area. Our interests in this area would be limited to Trade, First Nations Government-to-Government and inter-community relationships, but not necessarily Title and governing authorities, which would be Ts'uubaa-asatx Nation's highest S.35 interests and would require high end of the Haida spectrum consultation. Given this assessment we would defer to the First Nation(s) whose traditional territory this project lies within or is affected by the project. Should Ts'uubaa-asatx Nation identify greater interests in the future we retain the right to revise this assessment. However, at this time, we defer to any Nation(s) whose title and governing authorities are directly affected. | 28-May-2025 | 29-May-2025 |
| WSANEC Leadership Council <i>WSANEC Leadership Council Society:</i> Laurie Whitehead | 28-May-2025 | |



Referrals: Bylaw MA-195

| Agency | Sent | Received |
|---|-------------|-------------|
| <p>Agricultural Land Commission</p> <p><i>Rm. 133 4940 Canada Way: Nicole Mak</i></p> <p><i>Comment:</i> Thank you for the opportunity to provide comment on the rezoning of PID: 002-918-790 (the "Subject Property"). The Subject Property is located partially within the ALR, as such, ALC staff comments will focus on the ALR portion of the Subject Property and Bylaw No. 195. Based on the information provided, Islands Trust proposes redesignating the ALR portion of the Subject Property from Agriculture (A) to Agriculture zone a (A(a) which permits resource conservation use, 1 entrance sign, parking area for 20 vehicles, 1 pump out toilet building, 1 bicycle rack, 1 visitor information kiosk. By Resolution #457/2024 (attached), the Commission approved the construction of a new park entrance and parking lot over a 0.07 ha area. The parking lot/entrance area was to include a park entrance sign, bike rack, pump out toilet building, and visitor information kiosk. As the Commission's approval was specific to a 0.07 ha area of the ALR portion of the Subject Property, ALC staff object to the redesignation of the entire ALR portion of the Subject Property to the A(a) zone. ALC staff request that the A(a) zone only be applied to the portion of the Subject Property that was approved for non-farm use.</p> | 28-May-2025 | 19-Jun-2025 |
| <p>Capital Regional District - All Referrals Aggie Chan and Jessica Arnet</p> <p><i>625 Fisgard Street: Aggie Chan</i></p> <p><i>Comment:</i> Parks, Recreation & Maintenance Services (Formerly Regional Parks) - Regional Parks of the CRD is the applicant. No additional comments. Housing, Planning & Protective Services (Formerly Regional Strategic Planning) - No comments</p> | 28-May-2025 | 17-Jul-2025 |
| <p>Cowichan Tribes</p> <p><i>Chief and Council: Tracey Flemming</i></p> <p><i>Comment:</i> Thank you for referring proposed Bylaws 194 and 195 regarding St. John Point Park. At this time, Cowichan Tribes defers this matter to local First Nation(s). That said, we advise that expanding recreational access in parks may conflict with the protection of Cowichan Tribes' (and other First Nations') protected Aboriginal rights. For instance, such development could impact harvesting rights, cultural sites, or disturb archaeological sites - of which there are many across Mayne Island and other Gulf Islands. > while at this time we are deferring on this referral it is within our broader area of special interest and as such by no means does our decision imply that we don't have Aboriginal interests in Mayne as we do- the decision to defer applies to this site at this time. > further to Emery's important 2nd point: we do wish to further note that, as we have seen elsewhere, the creation of additional parks in our areas of interest that lead to increased recreational opportunities have the very strong potential to negatively impact Cowichan Tribes members' ability to exercise their rights whether as expressed as cultural practices or otherwise - especially in the absence of a strategic parks management plan at the Island Trust level. Just a note and to which I wanted to further elaborate on for yourself and Narissa.</p> | 28-May-2025 | 29-May-2025 |
| <p>Galiano Island Local Trust Committee</p> <p><i>200 - 1627 Fort Street: Jas Chonk</i></p> <p><i>Comment:</i> Interests unaffected by bylaw.</p> | 28-May-2025 | 08-Jul-2025 |
| <p>Halalt First Nation</p> | 28-May-2025 | |



Referrals: Bylaw MA-195

| Agency | Sent | Received |
|---|-------------|-------------|
| <p><i>Chief and Council:</i> Jack Smith</p> <p><i>Comment:</i></p> | | |
| <p>Lyackson First Nation</p> <p><i>Chief and Council:</i> Linda Aidnell</p> <p><i>Comment:</i></p> | 28-May-2025 | |
| <p>Mayne Island Fire Rescue Service</p> <p><i>Mayne Island Fire Rescue:</i> Katherine Somerville</p> <p><i>Comment:</i></p> | 28-May-2025 | |
| <p>Ministry of Municipal Affairs and Housing</p> <p><i>Planning and Land Use Management:</i> All referrals to this email cc to Kris Nichols; Nikysha Chow, Alicia Smith</p> <p><i>Comment:</i> The Ministry will provide formal comment only on Bylaw No. 194, as it proposes to amend the Mayne Island Official Community Plan. I understand this amendment would change a portion of the land use designation on Lot B, Section 1, Mayne Island, Cowichan District, Plan 2501 from Rural (R) to Resource Conservation (RC), to support the CRD's Parks Management Plan for St. John Point Park. The Ministry supports the conservation of parkland and recognizes the community and ecological benefits of protecting natural areas. While the redesignation of land from Rural (R) to Resource Conservation (RC) results in a modest reduction to the overall supply of residential-designated land on Mayne Island, we acknowledge that this site-given its status as a regional park-is unlikely to contribute to future housing development. We encourage continued consideration of Mayne Island's long-term housing needs as part of broader land use planning efforts. Please note that any comments provided at this stage are intended to support bylaw development and should not be interpreted as fettering the Minister of Housing and Municipal Affairs' consideration of the bylaw when it is formally submitted for approval. When the final bylaw is referred to the Minister of Housing and Municipal Affairs for review, please ensure the submission package includes a record of comments from all interest holders, including First Nations, and information on how the Islands Trust responded to each comment.</p> | 28-May-2025 | 03-Jun-2025 |
| <p>Ministry of Transportation and Infrastructure</p> <p><i>Ministry of Transportation and Infrastructure:</i> Owen Page</p> <p><i>Comment:</i> The Ministry of Transportation and Transit (MoTT) has received and reviewed your referral dated May 29, 2025 for Bylaw No. 194 (OCP) and Bylaw No. 195 (LUB) is to facilitate the rezoning of St. John Point Park on Mayne Island (LOT B, SECTION 1, MAYNE ISLAND, COWICHAN DISTRICT, PLAN 2501) to support the CRD Parks Management Plan. The property does not fall within Section 52 of the Transportation Act and will not require Ministry of Transportation and Transit formal approval. The Ministry has no objections to the proposed Zoning Bylaw.</p> | 28-May-2025 | 30-May-2025 |
| <p>North Pender Island Local Trust Committee</p> <p><i>Islands Trust:</i> Jas Chonk</p> <p><i>Comment:</i> Interests Unaffected by Bylaw.</p> | 28-May-2025 | 25-Jul-2025 |
| <p>Pauquachin First Nation</p> | 28-May-2025 | 29-May-2025 |

Referrals: Bylaw MA-195

| Agency | Sent | Received |
|--|-------------|-------------|
| <p><i>9010 West Saanich Road: Darlene Henry</i></p> <p><i>Comment: Pauquachin First Nation is in receipt of the referral for: Mayne Island LTC Bylaws 194/195 This area appears to be on/in an area that Pauquachin First Nation would recognize as being outside our title and governance areas. As such, I would categorize this as a Level 1 rights area for Pauquachin First Nation. Level 1 identifies that the project appears to be wholly within another First Nations title and Governance area. Our interests in this area would be limited to Trade, First Nations Government-to-Government and inter-community relationships, but not necessarily Title and governing authorities, which would be Pauquachin First Nation's highest S.35 interests and would require high end of the Haida spectrum consultation. Given this assessment we would defer to the First Nation(s) whose traditional territory this project lies within or is affected by the project. Should Pauquachin First Nation identify greater interests in the future we retain the right to revise this assessment. However, at this time, we defer to any Nation(s) whose title and governing authorities are directly affected.</i></p> | | |
| <p>Penelakut Tribe</p> <p><i>Box 360: Denise James</i></p> <p><i>Comment:</i></p> | 28-May-2025 | |
| <p>Saturna Island Local Trust Committee</p> <p><i>200 - 1627 Fort Street: Jas Chonk</i></p> <p><i>Comment: Interests Unaffected by Bylaw.</i></p> | 28-May-2025 | 24-Jul-2025 |
| <p>Semiahmoo First Nation</p> <p><i>16049 Beach Rd: Chief & Council</i></p> <p><i>Comment:</i></p> | 28-May-2025 | |
| <p>Snuneymuxw First Nation</p> <p><i>668 Centre Street: Desiree Thomas</i></p> <p><i>Comment:</i></p> | 28-May-2025 | |
| <p>Stz'uminus First Nation</p> <p><i>12611A Trans Canada Hwy: Chenoa Akey</i></p> <p><i>Comment:</i></p> | 28-May-2025 | |
| <p>Tsartlip First Nation</p> <p><i>PO Box 70: Dave Elliott</i></p> <p><i>Comment:</i></p> | 28-May-2025 | |
| <p>Tsawout First Nation</p> <p><i>PO Box 121, 7725 Tetayut Road: Neesha Nandhra</i></p> <p><i>Comment: Thank you for your referral to Tsawout First Nation regarding your project on our traditional territory. Due to the nature and location of your project we will defer our comments to the local Nations. If the scope of your project changes, please contact us so we can ensure that our Nation's best interests continue to be protected.</i></p> | 28-May-2025 | 30-May-2025 |
| <p>Tsawwassen First Nation</p> <p><i>1926 Tsawwassen Drive: Victoria Williams</i></p> | 28-May-2025 | |



Referrals: Bylaw MA-195

| Agency | Sent | Received |
|--|-------------|-------------|
| <i>Comment:</i> | | |
| Tseycum First Nation 1210 Totem Lane: Chief Tanya Jimmy <i>Comment:</i> | 28-May-2025 | |
| Tsuubaaasatx First Nation <i>Tsuubaaasatx Referrals:</i> Monty Horton <i>Comment:</i> Ts'uubaa-asatx Nation is in receipt of the referral for: Mayne Island LTC Bylaws 194/195 This area appears to be on/in an area that Ts'uubaa-asatx Nation would recognize as being outside our title and governance areas. As such, I would categorize this as a Level 1 rights area for Ts'uubaa-asatx Nation. Level 1 identifies that the project appears to be wholly within another First Nations title and Governance area. Our interests in this area would be limited to Trade, First Nations Government-to-Government and inter-community relationships, but not necessarily Title and governing authorities, which would be Ts'uubaa-asatx Nation's highest S.35 interests and would require high end of the Haida spectrum consultation. Given this assessment we would defer to the First Nation(s) whose traditional territory this project lies within or is affected by the project. Should Ts'uubaa-asatx Nation identify greater interests in the future we retain the right to revise this assessment. However, at this time, we defer to any Nation(s) whose title and governing authorities are directly affected. | 28-May-2025 | 29-May-2025 |
| WSANEC Leadership Council <i>WSANEC Leadership Council Society:</i> Laurie Whitehead | 28-May-2025 | |



Islands Trust

POLICY STATEMENT DIRECTIVES ONLY CHECK LIST

Bylaw and File No: MA-BL-194

The following symbols in the table indicate:

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

Explanatory notes are added in bold and italics text

Part III Policies for Ecosystem Preservation and Protection

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

| | | |
|------------|--------------|---|
| | 3.4 | Coastal and Marine Ecosystems |
| N/A | 3.4.4 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the protection of sensitive coastal areas |
| N/A | 3.4.5 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the planning for and regulation of development in coastal regions to protect natural coastal processes |

PART IV: Policies for the Stewardship of Resources

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

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

PART V: Policies for Sustainable Communities

| CONSISTENT | NO. | DIRECTIVE POLICY |
|------------|------------|--|
| | 5.1 | Aesthetic Qualities |
| N/A | 5.1.3 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the protection of views, scenic areas and distinctive features contributing to the overall visual quality and scenic value of the Trust Area. |
| | 5.2 | Growth and Development |
| N/A | 5.2.3 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address policies related to the aesthetic, environmental and social impacts of development. |
| N/A | 5.2.4 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address any potential growth rate and strategies for growth management that ensure that land use is compatible with preservation and protection of the environment, natural amenities, resources and community character. |
| N/A | 5.2.5 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address means for achieving efficient use of the land base without exceeding any density limits defined in their official community plans. |
| N/A | 5.2.6 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification of areas hazardous to development, including areas subject to flooding, erosion or slope instability, and strategies to direct development away from such hazards. |

| | | |
|-----|------------|--|
| | 5.3 | Transportation and Utilities |
| N/A | 5.3.4 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the development of a classification system of rural roadways, including scenic or heritage road designations, in recognition of the object of the Islands Trust. |
| N/A | 5.3.5 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the impacts of road location, design, construction and systems. |
| N/A | 5.3.6 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the designation of areas for the landing of emergency helicopters. |
| N/A | 5.3.7 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the development of land use patterns that encourage establishment of bicycle paths and other local and inter-community transportation systems that reduce dependency on private automobile use. |
| | 5.4 | Disposal of Waste |
| N/A | 5.4.4 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification of acceptable locations for the disposal of solid waste. |

| CONSISTENT | NO. | DIRECTIVE POLICY |
|------------|------------|---|
| | 5.5 | Recreation |
| N/A | 5.5.3 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the prohibition of destination gaming facilities such as casinos and commercial bingo halls. |
| N/A | 5.5.4 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the location and type of recreational facilities so as not to degrade environmentally sensitive areas, and the designation of locations for marinas, boat launches, docks and anchorages so as not to degrade sensitive marine or coastal areas. |
| N/A | 5.5.5 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification of sites providing safe public access to beaches, the identification and designation of areas of recreational significance, and the designation of locations for community and public boat launches, docks and anchorages. |
| N/A | 5.5.6 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification and designation of areas for low impact recreational activities and discourage facilities and opportunities for high impact recreational activities. |
| N/A | 5.5.7 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the planning for bicycle, pedestrian and equestrian trail systems. |
| | 5.6 | Cultural and Natural Heritage |
| N/A | 5.6.2 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification, protection, preservation and enhancement of local heritage. |
| N/A | 5.6.3 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the preservation and protection of the heritage value and character of historic coastal settlement patterns and remains. |
| | 5.7 | Economic Opportunities |

| | | |
|------------------------------------|---|--|
| N/A | 5.7.2 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address economic opportunities that are compatible with conservation of resources and protection of community character. |
| | 5.8 | Health and Well-being |
| N/A | 5.8.6 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address their community's current and projected housing requirements and the long-term needs for educational, institutional, community and health-related facilities and services, as well as the cultural and recreational facilities and services |
| POLICY STATEMENT COMPLIANCE | | |
| ✓ | COMPLIANCE WITH TRUST POLICY | |
| | NOT IN COMPLIANCE WITH TRUST POLICY for the following reasons: | |

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: 29-Sep-2025

Reading:

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)

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Checklist Key:

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- 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: 29-Sep-2025

Reading:

PROPOSED

MAYNE ISLAND LOCAL TRUST COMMITTEE BYLAW NO. 194

A BYLAW TO AMEND MAYNE ISLAND OFFICIAL COMMUNITY PLAN BYLAW NO. 144, 2007

The Mayne Island Local Trust Committee in open meeting assembled enacts as follows:

1. CITATION

This Bylaw may be cited for all purposes as “Mayne Island Official Community Plan Bylaw No. 144, 2007, Amendment No. 1, 2024”.

2. SCHEDULES

Mayne Island Official Community Plan Bylaw No. 144, 2007 is amended as shown on Schedule 1, attached to and forming part of this bylaw.

3. SEVERABILITY

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

| | | | | |
|---|------------------|--------|-----------|--------|
| READ A FIRST TIME THIS | 28 TH | DAY OF | APRIL | 2025. |
| READ A SECOND TIME THIS | 28 TH | DAY OF | JULY | 2025. |
| PUBLIC HEARING HELD THIS | 29 TH | DAY OF | SEPTEMBER | 2025. |
| READ A THIRD TIME THIS | 29 TH | DAY OF | SEPTEMBER | 2025. |
| APPROVED BY THE EXECUTIVE COMMITTEE OF THE ISLANDS TRUST THIS | _____ | DAY OF | _____ | 20____ |
| APPROVED BY THE MINISTER OF MUNICIPAL AFFAIRS THIS | _____ | DAY OF | _____ | 20____ |
| ADOPTED THIS | _____ | DAY OF | _____ | 20____ |

CHAIR

SECRETARY

**MAYNE ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 194**

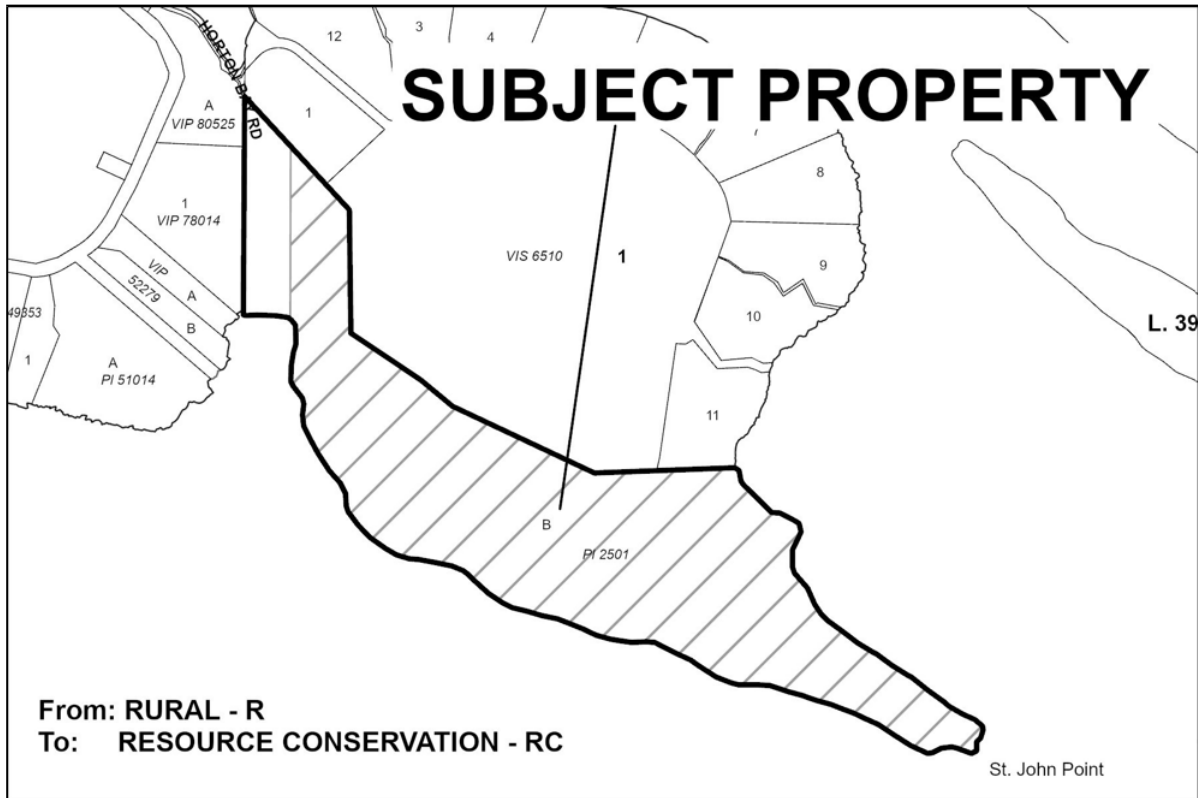
SCHEDULE 1

The Mayne Island Official Community Plan No. 144, 2007, is amended as follows:

1. By amending Schedule B by changing a portion of the land use designation on the Lot B, Section 1, Mayne Island, Cowichan District, Plan 2501 from Rural (R) to Resource Conservation (RC) land designation as shown on Plan No 1, which is attached to and forms part of this bylaw.

MAYNE ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 194

Plan No.1



PROPOSED

MAYNE ISLAND LOCAL TRUST COMMITTEE BYLAW NO. 195

A BYLAW TO AMEND MAYNE ISLAND LAND USE BYLAW NO. 146, 2008

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

1. Citation

This bylaw may be cited for all purposes as “Mayne Island Land Use Bylaw No. 146, 2008, Amendment No. 1, 2024”.

2. Mayne Island Local Trust Committee Bylaw No. 146, cited as “Mayne Island Land Use Bylaw No. 146, 2008,” is amended as follows:

2.1 5.7 Agricultural (A) Zone is amended by inserting the title “Site Specific Regulations” followed by “(12) The following table denotes locations where, despite or in addition to the regulations in this Section, specific regulations apply. In the first column, the zone abbreviation and the lower-case letter reference the notation on the zoning map. The second column describes the location where the specific regulations cited in column three apply:”

2.2 The following table is added to “5.7 (12)”:

| Column 1 | Column 2 | Column 3 |
|--------------------|---|---|
| Site-Specific Zone | Location Description | Site Specific Regulation |
| A (a) | Lot B, Section 1, Mayne Island, Cowichan District, Plan 2501 St. John Point Park | In addition to the uses permitted in 5.7 (1) the following uses are permitted: <ul style="list-style-type: none">- resource conservation use- 1 entrance sign- parking area for 20 vehicles- 1 pump out toilet building- 1 bicycle rack- 1 visitor information kiosk |

Information note: The uses permitted in A(a) are permitted over 0.07 ha of the property in accordance with the conditional Agricultural Land Commission approval (ALC Resolution 457/2024).

2.3 Schedule “B” – Zoning Map, is amended by changing a portion of the zoning classification of Lot B, Section 1, Mayne Island, Cowichan District, Plan 2501 from Rural (R) to Resource Conservation (RC) and from Agricultural (A) to Agricultural (A (a)) as shown on the Plan No.1, which is attached to and forms part of this bylaw, and by making such alterations to Schedule “B” to Bylaw No. 146 as are required to effect this change.

3. SEVERABILITY

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

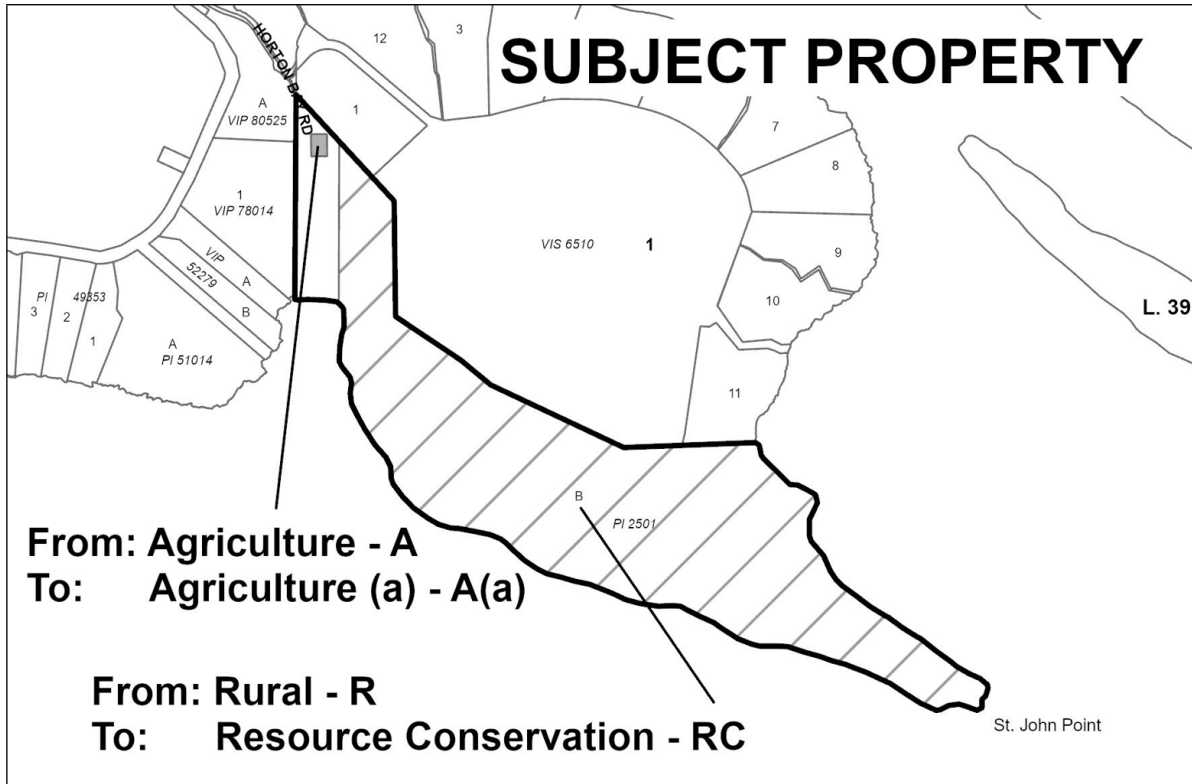
| | | | | |
|---|------------------|--------|-----------|--------|
| READ A FIRST TIME THIS | 28 TH | DAY OF | APRIL | 2025. |
| READ A SECOND TIME THIS | 28 TH | DAY OF | JULY | 2025. |
| PUBLIC HEARING HELD THIS | 29 TH | DAY OF | SEPTEMBER | 2025. |
| READ A THIRD TIME THIS | 29 TH | DAY OF | SEPTEMBER | 2025. |
| APPROVED BY THE EXECUTIVE COMMITTEE OF THE ISLANDS TRUST THIS | _____ | DAY OF | _____ | 20____ |
| ADOPTED THIS | _____ | DAY OF | _____ | 20____ |

CHAIR

SECRETARY

MAYNE ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 195

Plan No. 1



First Nation Engagement

Referral of: Mayne Bylaws 194 and 195

Re: MA-RZ-2023.2 (CRD)

First Nation: Cowichan Tribes

| Date | Comment/Action | Initial |
|---------------|---|----------------|
| May 28, 2025 | Sent Referral | JC |
| May 29, 2025 | <p>Thank you for referring proposed Bylaws 194 and 195 regarding St. John Point Park. At this time, Cowichan Tribes defers this matter to local First Nation(s).</p> <p>That said, we advise that expanding recreational access in parks may conflict with the protection of Cowichan Tribes' (and other First Nations') protected Aboriginal rights. For instance, such development could impact harvesting rights, cultural sites, or disturb archaeological sites - of which there are many across Mayne Island and other Gulf Islands.</p> <p>> while at this time we are deferring on this referral it is within our broader area of special interest and as such by no means does our decision imply that we don't have Aboriginal interests in Mayne as we do- the decision to defer applies to this site at this time.</p> <p>> further to Emery's important 2nd point: we do wish to further note that, as we have seen elsewhere, the creation of additional parks in our areas of interest that lead to increased recreational opportunities have the very strong potential to negatively impact Cowichan Tribes members' ability to exercise their rights whether as expressed as cultural practices or otherwise - especially in the absence of a strategic parks management plan at the Island Trust level. Just a note and to which I wanted to further elaborate on for yourself and Narissa.</p> | JC |
| Sept 17, 2025 | Sent Follow-up Email in regards to Public Hearing. | JC |

First Nation: Halalt

| Date | Comment/Action | Initial |
|---------------|--|----------------|
| May 28, 2025 | Sent Referral | JC |
| Sept 17, 2025 | Sent Follow-up Email in regards to Public Hearing. | JC |

First Nation: Lyackson

| Date | Comment/Action | Initial |
|---------------|--|----------------|
| May 28, 2025 | Sent Referral | JC |
| Sept 17, 2025 | Sent Follow-up Email in regards to Public Hearing. | JC |

First Nation: Pauquachin First Nation

| Date | Comment/Action | Initial |
|---------------|---|----------------|
| May 28, 2025 | Sent Referral | JC |
| May 29, 2025 | Pauquachin First Nation is in receipt of the referral for: Mayne Island LTC Bylaws 194/195 This area appears to be on/in an area that Pauquachin First Nation would recognize as being outside our title and governance areas. As such, I would categorize this as a Level 1 rights area for Pauquachin First Nation. Level 1 identifies that the project appears to be wholly within another First Nations title and Governance area. Our interests in this area would be limited to Trade, First Nations Government-to-Government and inter-community relationships, but not necessarily Title and governing authorities, which would be Pauquachin First Nation's highest S.35 interests and would require high end of the Haida spectrum consultation. Given this assessment we would defer to the First Nation(s) whose traditional territory this project lies within or is affected by the project. Should Pauquachin First Nation identify greater interests in the future we retain the right to revise this assessment. However, at this time, we defer to any Nation(s) whose title and governing authorities are directly affected. | JC |
| Sept 17, 2025 | Sent Follow-up Email in regards to Public Hearing. | JC |

First Nation: Penelakut Tribe

| Date | Comment/Action | Initial |
|---------------|--|----------------|
| May 28, 2025 | Sent Referral | JC |
| Sept 17, 2025 | Sent Follow-up Email in regards to Public Hearing. | JC |

First Nation: Semiahmoo

| Date | Comment/Action | Initial |
|---------------|--|----------------|
| May 28, 2025 | Sent Referral | JC |
| Sept 17, 2025 | Sent Follow-up Email in regards to Public Hearing. | JC |

First Nation: Snuneymuxw

| Date | Comment/Action | Initial |
|---------------|--|----------------|
| May 28, 2025 | Sent Referral | JC |
| Sept 17, 2025 | Sent Follow-up Email in regards to Public Hearing. | JC |

First Nation: Stz'uminus

| Date | Comment/Action | Initial |
|---------------|--|----------------|
| May 28, 2025 | Sent Referral | JC |
| Sept 17, 2025 | Sent Follow-up Email in regards to Public Hearing. | JC |

First Nation: Ts'uubaa-asatx (Lake Cowichan)

| Date | Comment/Action | Initial |
|---------------|---|----------------|
| May 28, 2025 | Sent Referral | JC |
| May 29, 2025 | <p>Ts'uubaa-asatx Nation is in receipt of the referral for: Mayne Island LTC Bylaws 194/195.</p> <p>This area appears to be on/in an area that Ts'uubaa-asatx Nation would recognize as being outside our title and governance areas. As such, I would categorize this as a Level 1 rights area for Ts'uubaa-asatx Nation. Level 1 identifies that the project appears to be wholly within another First Nations title and Governance area. Our interests in this area would be limited to Trade, First Nations Government-to-Government and inter-community relationships, but not necessarily Title and governing authorities, which would be Ts'uubaa-asatx Nation's highest S.35 interests and would require high end of the Haida spectrum consultation.</p> <p>Given this assessment we would defer to the First Nation(s) whose traditional territory this project lies within or is affected by the project. Should Ts'uubaa-asatx Nation identify greater interests in the future we retain the right to revise this assessment. However, at this time, we defer to any Nation(s) whose title and governing authorities are directly affected.</p> | JC |
| Sept 17, 2025 | Sent Follow-up Email in regards to Public Hearing. | JC |

First Nation: Tsartlip First Nation

| Date | Comment/Action | Initial |
|---------------|--|----------------|
| May 28, 2025 | Sent Referral | JC |
| Sept 17, 2025 | Sent Follow-up Email in regards to Public Hearing. | JC |

First Nation: Tsawout First Nation

| Date | Comment/Action | Initial |
|---------------|--|----------------|
| May 28, 2025 | Sent Referral | JC |
| May 30, 2025 | Thank you for your referral to Tsawout First Nation regarding your project on our traditional territory. Due to the nature and location of your project we will defer our comments to the local Nations. If the scope of your project changes, please contact us so we can ensure that our Nation's best interests continue to be protected. | JC |
| Sept 17, 2025 | Sent Follow-up Email in regards to Public Hearing. | JC |

First Nation: Tsawwassen First Nation

| Date | Comment/Action | Initial |
|---------------|--|----------------|
| May 28, 2025 | Sent Referral | JC |
| Sept 17, 2025 | Sent Follow-up Email in regards to Public Hearing. | JC |

First Nation: Tseycum First Nation

| Date | Comment/Action | Initial |
|---------------|--|----------------|
| May 28, 2025 | Sent Referral | JC |
| Sept 17, 2025 | Sent Follow-up Email in regards to Public Hearing. | JC |

Non-Agency Referrals

First Nation: WSANEC Leadership Council

| Date | Comment/Action | Initial |
|---------------|--|----------------|
| May 28, 2025 | Sent Referral | JC |
| Sept 17, 2025 | Sent Follow-up Email in regards to Public Hearing. | JC |

Z:\10 Leg & Reg\3900 Bylaws\04 LTC OCP & LUB - Proposed (P)\08 MA\BL 194 - OCP - AMD - MA-RZ-2023.2 (CRD)\FN Responses\MA-BLS-194-195_FN-Followup-tracking.docx



DATE OF MEETING: November 19, 2025

TO: Islands Trust Executive Committee

FROM: Oluwashogo Garuba, Planner 2

SUBJECT: Salt Spring Island Local Trust Committee – Bylaw No. 543

RECOMMENDATION

1. **THAT the Islands Trust Executive Committee approve Salt Spring Island Local Trust Committee Bylaw No. 543, cited as “Salt Spring Island Land Use Bylaw No. 355, 1999, Amendment No. 2, 2025” in accordance with Section 27 of the *Islands Trust Act*.**

DIRECTORS COMMENTS

Salt Spring Island Local Trust Committee (SS LTC) has referred Bylaw No. 543 to the Executive Committee for approval under Section 27 of the *Islands Trust Act*. Staff recommends that the Executive Committee approve the bylaws as it is not contrary to or at variance to the Islands Trust Policy Statement.

IMPLICATIONS OF RECOMMENDATION

Organizational

None

Financial

None

Policy

SS LTC have determined that Bylaw 543 is consistent with the Islands Trust Policy Statement Directives Only Checklist.

Implementation/Communications

Communication to Salt Spring Island Local Trust Committee regarding the Executive Committee decision by November 19, 2025.

First Nations

Communications to First Nations will be sent informing them if and when the LTC adopts the proposed bylaws.

Islands Trust Conservancy Board Referral:

The application was not referred to the Islands Trust Conservancy Board as neither the property or neighbouring property has a conservation covenant on it.

Other

None

PURPOSE

The purpose of Salt Spring Island Local Trust Committee Proposed Bylaw No. 543, cited as “Salt Spring Island Land Use Bylaw No. 355, 1999, Amendment No. 2, 2025” (Attachment 5) is to:

- rezone the property located at 210 & 220 Kanaka Road to permit public works facility as a principal use in a proposed new Community Facility 3 (CF3) zone,
- rezone the subject property to Community Facility 3 (CF3), both within the Agriculture Land Reserve (ALR)
- and include land use definition for “*public works facility*” in the Salt Spring Island Land Use Bylaw No. 355, 1999 (LUB).

BACKGROUND

Salt Spring Island Local Trust Committee Bylaw No. 543

Proposed Bylaw No. 543 was given First and Second Readings on September 11, 2025. The Salt Spring Island Local Trust Committee (SS LTC) determined that the proposed bylaws are not contrary to, nor at variance with, the *Islands Trust Policy Statement Directives Only Checklist* (see Attachment 4).

Referrals were sent to government agencies, organizations, and First Nations in March 2025. A Community Information Meeting was held on October 15, 2025, followed by a Public Hearing on October 16, 2025. Notice of public hearing was published in the Driftwood on October 1, 2025. The proposed bylaws received Third Reading on November 6, 2025.

Issues Relating to Provincial Interest and Other Agency Interest

Bylaw Nos. 543 was referred to the following agencies in March 2025:

Regional Agencies

- Capital Regional District
- CRD – SSI Building Inspection
- SSI Advisory Planning Commission
- SSI Agricultural Advisory Planning Commission

Non-Agency Referrals

- BC Ambulance Service
- RCMP

- SSI Fire-Rescue
- Salt Spring Island Coast Salish Society

Staff received the following referral responses:

- CRD: Approval recommended for reasons outlined below: Providing adequate park maintenance facilities and storage are supported by the 2019 SSI Parks and Recreation Strategic Plan with a strategy to “invest in our capacity to deliver excellent service” by “Reviewing current maintenance service levels and assess the need for equipment, facilities and resource capacity to deliver a sustainable level of excellent service”.
- Agricultural Land Commission: no objection to the proposed amendment
- Galiano Island Local Trust Committee: Interests Unaffected.
- Mayne Island Local Trust Committee: Interests Unaffected.
- North Pender Island Local Trust Committee: Interests Unaffected.
- Thetis Island Local Trust Committee: Interests Unaffected.
- Cowichan Valley Regional District: Interests Unaffected.
- SSI Advisory Planning Committee: recommended to proceed subject to the following recommendations:
 - Design requirements are added to ensure minimal impact of lighting and provide vegetation screening.
 - The Official Community Plan is updated to guide future public work uses outside of residential neighbourhoods.
- SSI Agricultural Advisory Planning Committee: recommended to proceed

Issues Relating to First Nation Interest

The proposed Bylaws were referred to Cowichan Tribes, Halalt First Nation, Lyackson First Nation, Malahat First Nation, Pauquachin First Nation, Penelakut Tribe, Semiahmoo First Nation, Stzuminus First Nation, Tsartlip First Nation, Tsawout First Nation, Tsawwassen First Nation, Snuneymuxw First Nation, Tseycum First Nation and Tsu’uubaa-asatx Nations for comment.

The following referral responses were received:

- Pauquachin First Nation: Defer to directly affected Nations.
- Ts'uubaa-asatx First Nation: Defer to directly affected Nations
- Tsawwassen First Nation: No concerns at this time, however all copies of interim and final reports have been requested.

Issues Relating to Resources and Enforcement

None

Public Comments

Executive Committee has not received any public comments concerning this application at the time of this briefing’s publication.

Staff Comments

The Executive Committee is being asked to approve Salt Spring Island Local Trust Committee Bylaw No. 543 cited as “Salt Spring Island Land Use Bylaw No. 355, 1999, Amendment No. 2, 2025” in accordance with Section 27 of the *Islands Trust Act*.

Based on the foregoing, the recommendations on page 1 are supported as:

- The proposed bylaw has been determined to be consistent with the Islands Trust Policy Statement by the LTC.
- First Nation referrals were completed and no concerns were raised.
- Agency referrals were completed.
- Statutory processes have been completed.

RELEVANT POLICY

- Section 27 of the *Islands Trust Act*
- Islands Trust Policy Statement Directive Policies
- Islands Trust Policy 1.3.i [Policy Statement Implementation Policy]

ALTERNATIVE

1. Determine that the bylaw is contrary to the Islands Trust Policy Statement:

THAT the Executive Committee request that staff advise Salt Spring Island Local Trust Committee in writing

- *that the Executive Committee considers that Bylaw No. 543, cited as “Salt Spring Island Land Use Bylaw No. 355, 1999, Amendment No. 2, 2025” is contrary to or at variance with the Islands Trust Policy Statement for [INSERT REASONS], and advise the Salt Spring Island Local Trust Committee on steps needed to address the specified issues.*

| | | |
|---------------|--|-------------------|
| Submitted By: | Oluwashogo Garuba, Planner 2 | November 6, 2025 |
| Concurrence: | Stefan Cermak, Director, Planning Services | November 13, 2025 |

ATTACHMENTS

1. EC Submission Cover
2. Bylaw EC Policy Checklist
3. Bylaw Referrals Report
4. Islands Trust Policy Statement Directives Only Checklist
5. Bylaw No. 543



Local Trust Committee Bylaws
Submission for Executive committee Approval

Local Trust Committee: Salt Spring Island Local Trust Committee

Bylaw No.: SS-543

Bylaw Type: Official Community Plan Bylaw

Date of resolution referring bylaw to Executive Committee: 6-Nov-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: Rob Pingle

Status

Date Resolution Referred to Exective Committee: 6-Nov-2025

Reading:



Referrals: Bylaw SS-543

| Agency / First Nation | Sent | Received |
|--|---------------|---------------|
| Cowichan Tribes Comments: | 31 March 2025 | |
| Halalt First Nation Comments: | 31 March 2025 | |
| Lyackson First Nation Comments: | 31 March 2025 | |
| Pauquachin First Nation Comments: defer to any Nation(s) whose title and governing authorities are directly affected. | 31 March 2025 | 16 April 2025 |
| Penelakut Tribe Comments: | 31 March 2025 | |
| Semiahmoo First Nation Comments: | 31 March 2025 | |
| Stz'uminus First Nation Comments: | 31 March 2025 | |
| Ts'uubaa-Asatx First Nation Comments: defer to any Nation(s) whose title and governing authorities are directly affected | 31 March 2025 | 2 April 2025 |
| Tsartlip First Nation Comments: | 31 March 2025 | |
| Tsawout First Nation Comments: | 31 March 2025 | |
| Tsawwassen First Nation Comments: No concerns regarding this file | 31 March 2025 | 6 June 2025 |
| Tseycum First Nation Comments: | 31 March 2025 | |
| Agricultural Land Reserve Comments: no objection to the proposed amendment | 31 March 2025 | 27 May 2025 |

| Agency / First Nation | Sent | Received |
|--|---------------|---------------|
| BC Assessment Authority Comments: | 31 March 2025 | |
| Front Counter BC Comments: | 31 March 2025 | |
| Capital Regional District Comments: Approval Recommended for Reasons Outlined Below Providing adequate park maintenance facilities and storage are supported by the 2019 SSI Parks and Recreation Strategic Plan with a strategy to “invest in our capacity to deliver excellent service” by “Reviewing current maintenance service levels and assess the need for equipment, facilities and resource capacity to deliver a sustainable level of excellent service” | 31 March 2025 | 7 May 2025 |
| Salt Spring Advisory Planning Commission Comments: | 31 March 2025 | |
| Salt Spring Agricultural Advisory Planning Commission Comments: | 31 March 2025 | |
| BC Ambulance Service Comments: | 31 March 2025 | |
| RCMP Comments: | 31 March 2025 | |
| Salt Spring Fire Rescue Comments: | 31 March 2025 | |
| Salt Spring Island Coast Salish Society Comments: | 31 March 2025 | |
| Galiano Island Local Trust Committee Comments: Interests Unaffected by Bylaw | 31 March 2025 | 8 April 2025 |
| Mayne Island Local Trust Committee Comments: Interests Unaffected by Bylaw | 31 March 2025 | 28 April 2025 |
| North Pender Island Local Trust Committee Comments: Interests Unaffected by Bylaw | 31 March 2025 | 30 May 2025 |
| Thetis Island Local Trust Committee Comments: Interests Unaffected by Bylaw | 31 March 2025 | 4 June 2025 |
| Cowichan Valley Regional District Comments: Interests Unaffected by Bylaw | 31 March 2025 | 1 April 2025 |



ISLANDS TRUST POLICY STATEMENT DIRECTIVES ONLY CHECKLIST

File No.: PLRZ20240188 | Bylaw No: 543
210 & 220 Kanaka Road (PID: 003-915-255
003-915-204)

PURPOSE

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

POLICY STATEMENT

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

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

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

DIRECTIVES ONLY CHECKLIST

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

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

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

PART III: POLICIES FOR ECOSYSTEM PRESERVATION AND PROTECTION

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

PART IV: POLICIES FOR THE STEWARDSHIP OF RESOURCES

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

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

PART V: POLICIES FOR SUSTAINABLE COMMUNITIES

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

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

| | |
|-----|---|
| | POLICY STATEMENT COMPLIANCE |
| ✓ | <i>In compliance with Trust Policy</i> |
| N/A | <i>Not in compliance with Trust Policy for the following reasons:</i> |

**SALT SPRING ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 543**

A BYLAW TO AMEND SALT SPRING ISLAND LAND USE BYLAW, 1999

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

1. Citation

This bylaw may be cited for all purposes as “Salt Spring Island Land Use Bylaw, 1999, Amendment No. 2, 2025”.

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

2.1 Section 1.1 – Definitions, Sub-section 1.1.1 is amended by adding the following new definition:

“**public works facility**” means the use of land, buildings or structures for the maintenance, repair or storage of vehicles, equipment and materials that are used solely for the provision, maintenance or repair of public infrastructure, transit buses and vehicles in general and houses operational or administrative functions for the general benefit of the island on which it is located.

2.2 Section 9.4 – COMMUNITY FACILITIES ZONES, is amended by deleting the word “and” and adding the words “and Community Facilities 3” as follows:

The regulations in the tables in this Section apply to land in the Community Facilities 1 (CF1), Community Facilities 2 (CF2) and Community Facilities 3 (CF3) *zones* as indicated by the column headings.

2.3 Section 9.4 – COMMUNITY FACILITIES ZONES, Subsection 9.4.1, is amended by inserting column CF3 in the table as follows:

| | CF1 | CF2 | CF3 |
|---|-----|-----|-----|
| Principal Uses, Buildings and Structures | | | |
| <i>Public schools, pre-schools and child day care centres.</i> | ● | | |
| Libraries | ● | | |
| <i>Churches</i> | ● | | |
| <i>Community halls</i> | ● | | |
| <i>Public hospitals, clinics and health care facilities</i> | ● | | |
| <i>Non-commercial active outdoor recreation</i> | ● | | |
| <i>Non-commercial indoor recreation facilities</i> | ● | | |
| <i>Service club buildings</i> | ● | | |
| Performing and visual art centres, including <i>accessory sales</i> | ● | | |
| Collection of recyclable materials | ● | ● | |
| Sorting and <i>temporary</i> storage of recyclable materials | | ● | |
| Collection of <i>municipal solid waste</i> | | ● | |

| | | | |
|---|---|---|---|
| Sorting and <i>temporary</i> storage of <i>municipal storage waste</i> | | • | |
| Liquid waste treatment | | • | |
| <i>Public service uses</i> | | • | |
| <i>Public works facility</i> | | | • |
| Accessory Uses | | | |
| <i>Intermittent retail sales and retail services accessory to a principal use</i> | • | • | • |
| <i>Residential unit accessory to a principal use</i> | | | • |

2.4 Section 9.4 – COMMUNITY FACILITIES ZONES, Subsection 9.4.2 is amended by inserting column CF3 in the table as follows:

| | CF1 | CF2 | CF3 |
|--|-----|-----|-----|
| Lot Coverage and Floor Area | | | |
| Maximum combined <i>lot coverage</i> of all <i>buildings and structures</i> (per cent) | 25 | 25 | 25 |
| Setbacks | | | |
| Despite Subsection 4.3.1, the following <i>lot line</i> setbacks apply for the specific <i>zone</i> indicated: | | | |
| Minimum <i>rear lot line</i> setback abutting <i>commercial</i> or general employment <i>zone</i> (metres) | 3.0 | * | N/A |
| Minimum <i>interior side lot line</i> abutting non- <i>commercial</i> or non-general employment <i>zone</i> (metres) | 7.5 | 7.5 | N/A |
| Minimum <i>interior side lot line</i> setback abutting <i>commercial</i> or general employment <i>zone</i> (metres) | * | 7.5 | N/A |
| Minimum <i>exterior side lot line</i> setback (metres) | * | 7.5 | 0.0 |

* indicates the provisions of Section 4.3 apply.

2.5 Section 9.4 – COMMUNITY FACILITIES ZONES, Subsection 9.4.3 (1), is amended by deleting the word “and” and inserting the words “and Community Facility 3” before the as follows:

- (1) The regulations in this Subsection apply to the *subdivision* of land under the Land Title Act or the Strata Property Act for land in the Community Facility 1, Community Facility 2 and Community Facility 3 *Zones*.

2.6 Section 9.4 – COMMUNITY FACILITIES ZONES, Subsection 9.4.3, is amended by inserting column CF3 into the table as follows:

| | CF1 | CF2 | CF3 |
|--|-----|-----|-----|
| Minimum Lot Areas, Water Supply and Sewage Treatment Servicing Requirements | | | |
| Minimum area of an individual <i>lot</i> that may be created through <i>subdivision</i> , provided each <i>lot</i> has an individual on-site sewage treatment system and an adequate supply of <i>potable water</i> (ha) | 1 | 1 | N/A |
| Minimum area of an individual <i>lot</i> that may be created through <i>subdivision</i> , provided each lot has a connection to a <i>community sewage collection system</i> and a <i>community water system</i> (ha) | 0.2 | 0.2 | N/A |

2.7 Section 9.4 – COMMUNITY FACILITIES ZONES is amended by adding a new Subsection 9.4.5 as follows:

9.4.5 Special Provisions

- (1) The following special provisions apply to the Community Facility Zone 3 (CF3) zone:
 - (a) Despite Section 4.3, no *building or structure* other than a *pumphouse, public utility structure* or underground utility may be constructed within the following setbacks from lot lines or road access easements:
 - Setback from *front lot line*: 0m
 - Setback from *rear lot line*: 0m
 - Setback from *interior side lot line*: 0m
 - Setback from *exterior side lot line*: 0m.
 - (b) The maximum number of *residential* unit accessory to a *principal use* is one (1) per lot.

2.8 Schedule “A” – Zoning Map is amended by changing the zoning classification of PARCEL A (DD 3625131) OF LOT 1, SECTION 2, RANGE 3 EAST, NORTH SALT SPRING ISLAND, COWICHAN DISTRICT, PLAN 17333 and LOT 1, SECTION 2, RANGE 3 EAST, NORTH SALT SPRING ISLAND, COWICHAN DISTRICT, PLAN 17333, EXCEPT PARCEL A (DD 3625131) THEREOF from Agriculture 1 (A1) and Residential 2 (R2) respectively to Community Facility 3 (CF3), as shown on Plan No. 1 attached to and forming part of this bylaw, and by making such alterations to Schedule “A” to Bylaw No. 355 as are required to effect this change.

3. SEVERABILITY

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

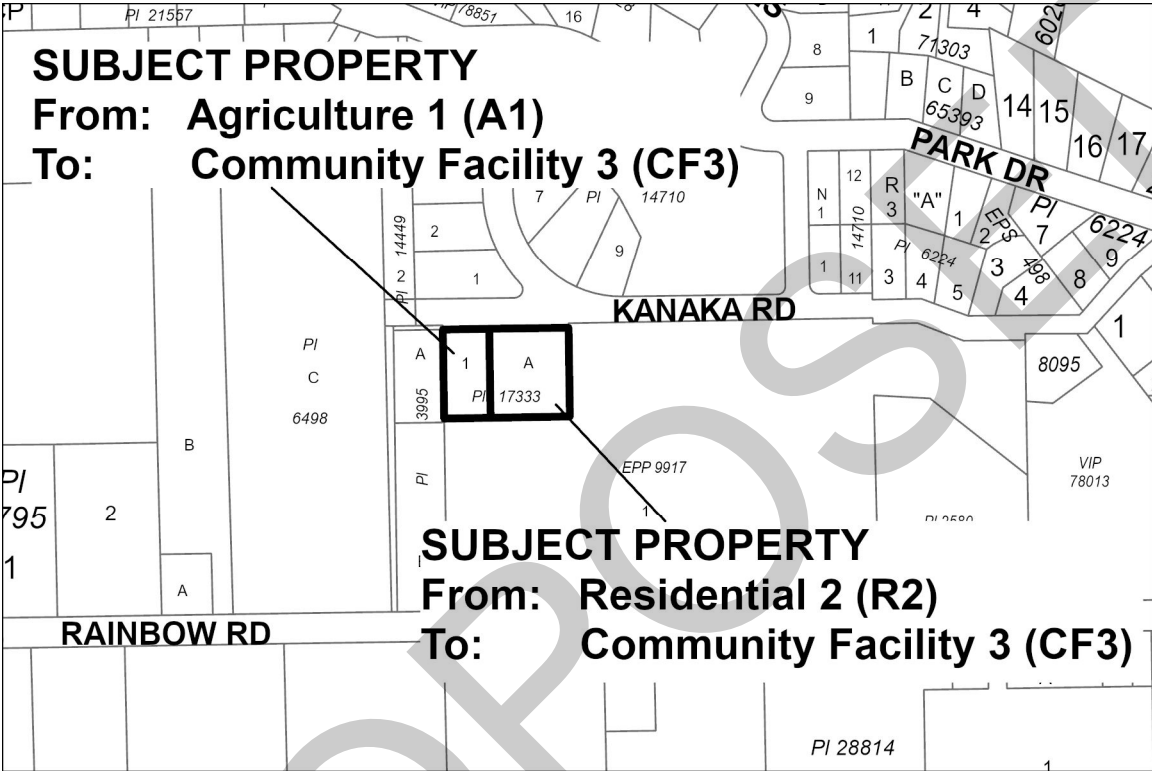
| | | | | |
|---|-------|--------|-----------|--------|
| READ A FIRST TIME THIS | 11TH | DAY OF | SEPTEMBER | 2025 |
| READ A SECOND TIME THIS | 11TH | DAY OF | SEPTEMBER | 2025 |
| PUBLIC HEARING HELD THIS | 16TH | DAY OF | OCTOBER | 2025 |
| READ A THIRD TIME THIS | 6TH | DAY OF | NOVEMBER | 2025 |
| APPROVED BY THE EXECUTIVE COMMITTEE OF THE ISLANDS TRUST THIS | _____ | DAY OF | _____ | 20____ |
| ADOPTED THIS | _____ | DAY OF | _____ | 20____ |

CHAIR

SECRETARY

SALT SPRING ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 543

Plan No. 1



PROPOSED



REQUEST FOR DECISION

LOCAL TRUST COMMITTEE BYLAW SUBMISSION

File No.: 3900-04: SS-BL-544 & 545

DATE OF MEETING: November 19, 2025

TO: Islands Trust Executive Committee

FROM: Oluwashogo Garuba, Planner 2

SUBJECT: Salt Spring Island Local Trust Committee – Bylaw No. 544 & 545

RECOMMENDATION

1. **THAT the Islands Trust Executive Committee approve Salt Spring Island Local Trust Committee Bylaw No. 545, cited as “Salt Spring Island Land Use Bylaw No. 355, 1999, Amendment No. 3, 2024” in accordance with Section 27 of the *Islands Trust Act*.**
2. **THAT the Islands Trust Executive Committee approve Salt Spring Island Local Trust Committee Bylaw No. 544, cited as “Salt Spring Island Official Community Plan Bylaw No. 434, 2008, Amendment No. 1, 2025” in accordance with Section 27 of the *Islands Trust Act*.**

DIRECTORS COMMENTS

Salt Spring Island Local Trust Committee (SS LTC) has referred Bylaw No. 544 & 545 to the Executive Committee for approval under Section 27 of the *Islands Trust Act*. Staff recommends that the Executive Committee approve the bylaws as it is not contrary to or at variance to the Islands Trust Policy Statement.

IMPLICATIONS OF RECOMMENDATION

Organizational

None

Financial

None

Policy

SS LTC have determined that Bylaw 544 & 545 is consistent with the Islands Trust Policy Statement Directives Only Checklist.

Implementation/Communications

Communication to Salt Spring Island Local Trust Committee regarding the Executive Committee decision by November 19, 2025.

First Nations

Communications to First Nations will be sent informing them if and when the LTC adopts the proposed bylaws.

Islands Trust Conservancy Board Referral:

The application was not referred to the Islands Trust Conservancy Board as neither the property or neighbouring property has a conservation covenant on it.

Other

None

PURPOSE

The purpose of Salt Spring Island Local Trust Committee Proposed Bylaw No. 545, cited as “Salt Spring Island Land Use Bylaw No. 355, 1999, Amendment No. 3, 2024” (Attachment 5) and Salt Spring Island Local Trust Committee Proposed Bylaw No. 544 cited as “Salt Spring Island Official Community Plan Bylaw No. 434, 2008, Amendment No. 1, 2025” (Attachment 6), is to rezone the property located at 248 Upper Ganges Road to make lawful the General Employment operation – boat and equipment repair and personal services – a hair salon currently operating as a home-based business.

BACKGROUND

Salt Spring Island Local Trust Committee Bylaw No. 544 & 545

Proposed Bylaw Nos. 544 and 545 were given First and Second Readings on April 10, 2025. The Salt Spring Island Local Trust Committee (SS LTC) determined that the proposed bylaws are not contrary to, nor at variance with, the *Islands Trust Policy Statement Directives Only Checklist* (see Attachment 4). Referrals were sent to government agencies, organizations, and First Nations in April 2025. A Community Information Meeting was held on October 14, 2025, followed by a Public Hearing on October 16, 2025. Notice of public hearing was published in the Driftwood on October 1, 2025. The proposed bylaws received Third Reading on October 16, 2025.

Issues Relating to Provincial Interest and Other Agency Interest

Bylaw Nos. 544 & 545 was referred to the following agencies in April 2025:

Regional Agencies

- Capital Regional District
- CRD – SSI Building Inspection
- SSI Advisory Planning Commission

Non-Agency Referrals

- BC Ambulance Service
- RCMP
- SSI Fire-Rescue
- Salt Spring Island Coast Salish Society

Staff received the following referral responses:

- RCMP: The RCMP have no issue with this change.
- Galiano Island Local Trust Committee: Interests Unaffected.
- Mayne Island Local Trust Committee: Interests Unaffected.
- North Pender Island Local Trust Committee: Interests Unaffected.
- Thetis Island Local Trust Committee: Interests Unaffected.
- Cowichan Valley Regional District: Interests Unaffected.
- SSI Advisory Planning Committee: concerned about the impact of using water from the Madrona Creek for commercial use as the subject property has a licence to use the water up to 500 gallon per day for domestic use.

Issues Relating to First Nation Interest

The proposed Bylaws were referred to Cowichan Tribes, Halalt First Nation, Lyackson First Nation, Malahat First Nation, Pauquachin First Nation, Penelakut Tribe, Semiahmoo First Nation, Stzuminus First Nation, Tsartlip First Nation, Tsawout First Nation, Tsawwassen First Nation, Snuneymuxw First Nation, Tseycum First Nation and Tsu'uubaa-asatx Nations for comment.

The following referral responses were received:

- Pauquachin First Nation: Defer to directly affected Nations.
- Ts'uubaa-asatx First Nation: Defer to directly affected Nations
- Tsawwassen First Nation: No concerns at this time, however all copies of interim and final reports have been requested.
- Snuneymuxw First Nation: Interests deferred.
- Malahat First Nation: concerned with changes regarding development permits for land especially with notifying nearby Nations. The notification to Nations still needs to be in place even in areas that are developed due to historical oversight of First Nations presence.

Issues Relating to Resources and Enforcement

None

Public Comments

Executive Committee has not received any public comments concerning this application at the time of this briefing's publication.

Staff Comments

The Executive Committee is being asked to approve

- Salt Spring Island Local Trust Committee Bylaw No. 545 cited as "Salt Spring Island Land Use Bylaw No. 355, 1999, Amendment No. 3, 2025" and
- Salt Spring Island Local Trust Committee Proposed Bylaw No. 544 cited as "Salt Spring Island Official Community Plan Bylaw No. 434, 2008, Amendment No. 1, 2025"

in accordance with Section 27 of the *Islands Trust Act*.

Based on the foregoing, the recommendations on page 1 are supported as:

- The proposed bylaws have been determined to be consistent with the Islands Trust Policy Statement by the LTC.
- First Nation referrals were completed and no concerns were raised.
- Agency referrals were completed.
- Statutory processes have been completed.

RELEVANT POLICY

- Section 27 of the *Islands Trust Act*
- Islands Trust Policy Statement Directive Policies
- Islands Trust Policy 1.3.i [Policy Statement Implementation Policy]

ALTERNATIVE

1. **Determine that the bylaw is contrary to the Islands Trust Policy Statement:**

THAT the Executive Committee request that staff advise Salt Spring Island Local Trust Committee in writing

- *that the Executive Committee considers that Bylaw No. 545, cited as “Salt Spring Island Land Use Bylaw No. 355, 1999, Amendment No. 3, 2025” is contrary to or at variance with the Islands Trust Policy Statement for [INSERT REASONS], and advise the Salt Spring Island Local Trust Committee on steps needed to address the specified issues.*
- *That the Executive Committee considers that Bylaw No. 544, cited as “Salt Spring Island Official Community Plan Bylaw No. 434, 2008, Amendment No. 1, 2025” is contrary to or at variance with the Islands Trust Policy Statement for [INSERT REASONS], and advise the Salt Spring Island Local Trust Committee on steps needed to address the specified issues.*

| | | |
|---------------|--|-------------------|
| Submitted By: | Oluwashogo Garuba, Planner 2 | October 27, 2025 |
| Concurrence: | Stefan Cermak, Director, Planning Services | November 13, 2025 |

ATTACHMENTS

1. EC Submission Cover
2. Bylaw EC Policy Checklist
3. Bylaw Referrals Report
4. Islands Trust Policy Statement Directives Only Checklist
5. Bylaw No. 544
6. Bylaw No. 545



Local Trust Committee Bylaws
Submission for Executive committee Approval

Local Trust Committee: Salt Spring Island Local Trust Committee

Bylaw No.: SS-544

Bylaw Type: Official Community Plan Bylaw

Date of resolution referring bylaw to Executive Committee: 16-Oct-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: Rob Pingle

Status

Date Resolution Referred to Exective Committee: 16-Oct-2025

Reading:

Referrals: Bylaw SS-544 & SS-545



| Agency / First Nation | Sent | Received |
|--|---------------|---------------|
| Cowichan Tribes Comments: | 15 April 2025 | |
| Halalt First Nation Comments: | 15 April 2025 | |
| Lyackson First Nation Comments: | 15 April 2025 | |
| Malahat Nation Comments: With the amendment of the OCP, Malahat Nation is concerned with changes regarding development permits for land especially with notifying nearby Nations. The notification to Nations still needs to be in place even in areas that are developed due to historical oversight of First Nations presence. | 15 April 2025 | 16 June 2025 |
| Pauquachin First Nation Comments: Defer to the First Nation(s) whose traditional territory fronts this area. | 15 April 2025 | 16 April 2025 |
| Penelakut Tribe Comments: | 15 April 2025 | |
| Semiahmoo First Nation Comments: | 15 April 2025 | |
| Snuneymuxw First Nation Comments: defers comment | 15 April 2025 | 25 April 2025 |
| Stz'uminus First Nation Comments: | 15 April 2025 | |
| Ts'uubaa-Asatx First Nation Comments: Defer to the First Nation(s) whose traditional territory fronts this area | 15 April 2025 | 16 April 2025 |
| Tsartlip First Nation Comments: | 15 April 2025 | |
| Tsawout First Nation Comments: | 15 April 2025 | |

| Agency / First Nation | Sent | Received |
|---|---------------|---------------|
| Tsawwassen First Nation Comments: No concerns regarding this file | 15 April 2025 | 16 June 2025 |
| Tseycum First Nation Comments: | 15 April 2025 | |
| BC Assessment Authority Comments: | 15 April 2025 | |
| Front Counter BC Comments: | 15 April 2025 | |
| CRD Comments: | 15 April 2025 | |
| BC Ambulance Service Comments: | 15 April 2025 | |
| Front Counter BC Comments: | 15 April 2025 | |
| RCMP Comments: no issue with this change | 15 April 2025 | 15 April 2025 |
| Salt Spring Fire Rescue Comments: | 15 April 2025 | |
| Salt Spring Island Coast Salish Society Comments: | 15 April 2025 | |
| Galiano Island Local Trust Committee Comments: Interests Unaffected by Bylaw | 15 April 2025 | 3 June 2025 |
| Mayne Island Local Trust Committee Comments: Interests Unaffected by Bylaw | 15 April 2025 | 27 May 2025 |
| North Pender Island Local Trust Committee Comments: Interests Unaffected by Bylaw | 15 April 2025 | 30 May 2025 |
| Thetis Island Local Trust Committee Comments: Interests Unaffected by Bylaw | 15 April 2025 | 4 June 2025 |
| Cowichan Valley Regional District Comments: Interests Unaffected by Bylaw | 15 April 2025 | 15 April 2025 |



ISLANDS TRUST POLICY STATEMENT DIRECTIVES ONLY CHECKLIST

File No.: SS-RZ-2019.1
Bylaw No. 544 & 545
248 Upper Ganges Rd

PURPOSE

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

POLICY STATEMENT

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

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

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

DIRECTIVES ONLY CHECKLIST

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

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

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

PART III: POLICIES FOR ECOSYSTEM PRESERVATION AND PROTECTION

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

PART IV: POLICIES FOR THE STEWARDSHIP OF RESOURCES

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

| | | |
|-----|---------------|---|
| | 4.3 | Wildlife and Vegetation |
| | 4.4 | Freshwater Resources |
| ✓ | 4.4.2 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address measures that ensure neither the density nor intensity of land use is increased in areas which are known to have a problem with the quality or quantity of the supply of freshwater, water quality is maintained, and existing, anticipated and seasonal demands for water are considered and allowed for. |
| ✓ | 4.4.3 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address measures that ensure water use is not to the detriment of in-stream uses |
| | 4.5 | Coastal Areas and Marine Shorelands |
| N/A | 4.5.8 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the needs and locations for marine dependent land uses. |
| N/A | 4.5.9 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the compatibility of the location, size and nature of marinas with the ecosystems and character of their local planning areas. |
| N/A | 4.5.10 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the location of buildings and structures so as to protect public access to, from and along the marine shoreline and minimize impacts on sensitive coastal environments. |
| N/A | 4.5.11 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address opportunities for the sharing of facilities such as docks, wharves, floats, jetties, boat houses, board walks and causeways. |
| | 4.6 | Soils and Other Resources |
| N/A | 4.6.3 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the protection of productive soils. |

PART V: POLICIES FOR SUSTAINABLE COMMUNITIES

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

| | | |
|-----|--------------|---|
| | 5.5 | Recreation |
| N/A | 5.5.3 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the prohibition of destination gaming facilities such as casinos and commercial bingo halls. |
| N/A | 5.5.4 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the location and type of recreational facilities so as not to degrade environmentally sensitive areas, and the designation of locations for marinas, boat launches, docks and anchorages so as not to degrade sensitive marine or coastal areas. |
| N/A | 5.5.5 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification of sites providing safe public access to beaches, the identification and designation of areas of recreational significance, and the designation of locations for community and public boat launches, docks and anchorages. |
| N/A | 5.5.6 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification and designation of areas for low impact recreational activities and discourage facilities and opportunities for high impact recreational activities. |
| N/A | 5.5.7 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the planning for bicycle, pedestrian and equestrian trail systems. |
| | 5.6 | Cultural and Natural Heritage |
| N/A | 5.6.2 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification, protection, preservation and enhancement of local heritage. |
| N/A | 5.6.3 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the preservation and protection of the heritage value and character of historic coastal settlement patterns and remains. |
| | 5.7 | Economic Opportunities |
| ✓ | 5.7.2 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address economic opportunities that are compatible with conservation of resources and protection of community character. |
| | 5.8 | Health and Well-being |
| N/A | 5.8.6 | Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address their community's current and projected housing requirements and the long-term needs for educational, institutional, community and health-related facilities and services, as well as the cultural and recreational facilities and services. |

| | |
|-----|---|
| | POLICY STATEMENT COMPLIANCE |
| ✓ | <i>In compliance with Trust Policy</i> |
| N/A | <i>Not in compliance with Trust Policy for the following reasons:</i> |

PROPOSED

SALT SPRING ISLAND LOCAL TRUST COMMITTEE BYLAW NO. 544

A BYLAW TO AMEND SALT SPRING ISLAND OFFICIAL COMMUNITY PLAN BYLAW NO. 434, 2008

The Salt Spring Island Local Trust Committee enacts in open meeting assembled as follows:

1. CITATION

This Bylaw may be cited for all purposes as “Salt Spring Island Official Community Plan Bylaw No. 434, 2008, Amendment No. 1, 2025”.

2. SCHEDULES

Salt Spring Island Official Community Plan No. 434, cited as “Salt Spring Island Official Community Plan Bylaw No. 434, 2008” is amended as shown on Schedule 1, attached to and forming part of this bylaw.

3. SEVERABILITY

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

| | | | | |
|--|-------|--------|-----------|--------|
| READ A FIRST TIME THIS | 10th | DAY OF | APRIL | 2025 |
| READ A SECOND TIME THIS | 11th | DAY OF | SEPTEMBER | 2025 |
| PUBLIC HEARING HELD THIS | 16th | DAY OF | OCTOBER | 2025 |
| READ A THIRD TIME THIS | 16th | DAY OF | OCTOBER | 2025 |
| APPROVED BY THE EXECUTIVE COMMITTEE OF THE ISLANDS TRUST THIS | _____ | DAY OF | _____ | 20____ |
| APPROVED BY THE MINISTER MUNICIPAL AFFAIRS AND HOUSING THIS | _____ | DAY OF | _____ | 20____ |
| ADOPTED THIS | _____ | DAY OF | _____ | 20____ |

Chair

Secretary

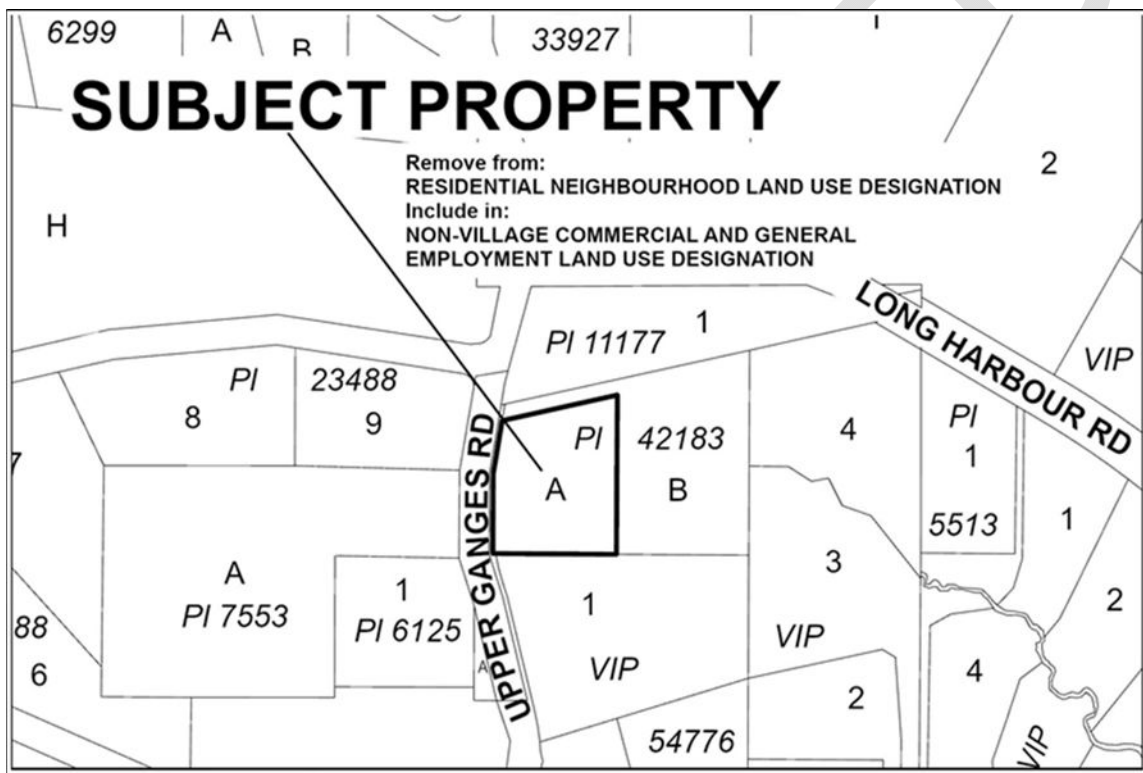
SALT SPRING ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 544

SCHEDULE 1

Schedule "A", Volume 2 is amended as follows:

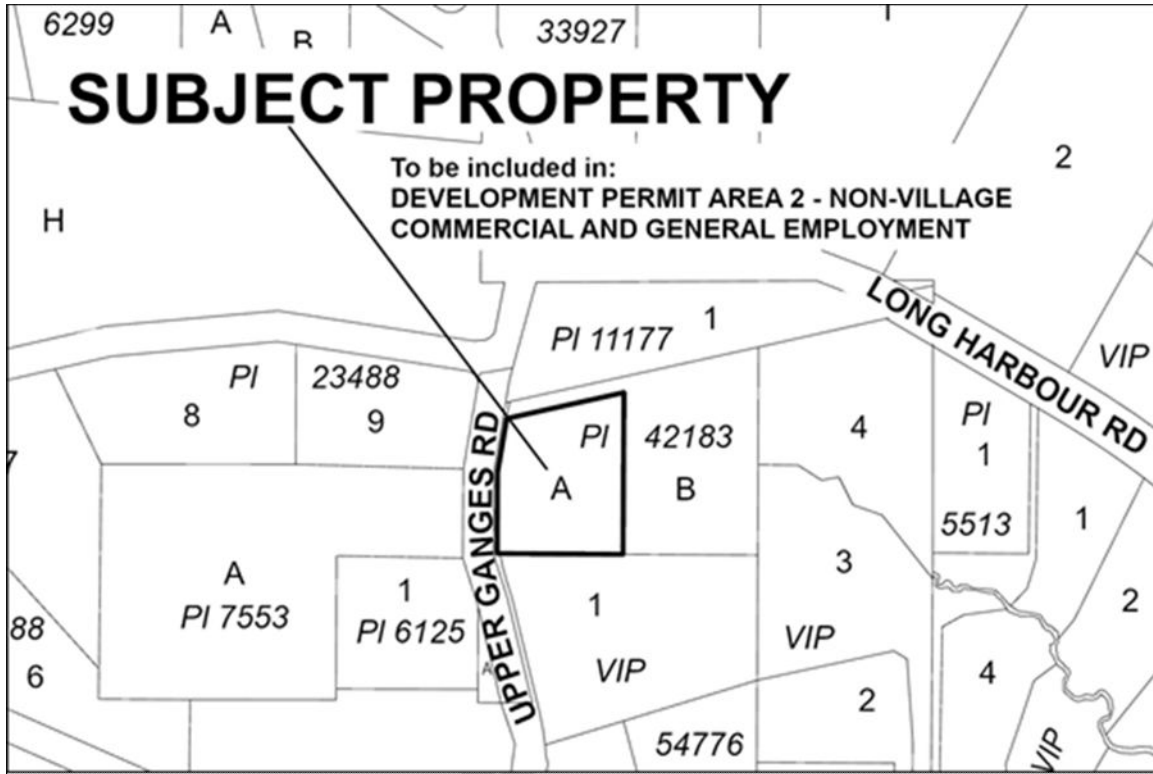
1. Map 1 – Plan Area with Land and Shoreline Use Designation is amended by including LOT A, SECTION 4, RANGE 4 EAST, NORTH SALT SPRING ISLAND, COWICHAN DISTRICT, PLAN 42183, in the Non-Village Commercial and General Employment Land Use Designation as shown on Plan No. 1 of this bylaw.

PLAN NO 1



2. Map 19 – Development Permit Area 2 – Non-Village Commercial and General Employment is amended by including LOT A, SECTION 4, RANGE 4 EAST, NORTH SALT SPRING ISLAND, COWICHAN DISTRICT, PLAN 42183, as shown on Plan No. 2 of this bylaw.

PLAN NO. 2



PROOF

PROPOSED

SALT SPRING ISLAND LOCAL TRUST COMMITTEE BYLAW NO. 545

A BYLAW TO AMEND SALT SPRING ISLAND LAND USE BYLAW, 1999

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

1. Citation

This bylaw may be cited for all purposes as “Salt Spring Island Land Use Bylaw, 1999, Amendment No. 3, 2025”.

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

2.1 Schedule “1” – Zoning Map, is amended by changing the zoning classification of LOT A, SECTION 4, RANGE 4 EAST, NORTH SALT SPRING ISLAND, COWICHAN DISTRICT, PLAN 42183 from Residential 7 (R7) to General Employment 3 variant b (GE3 (b)), as shown on Plan No. 1 attached to and forming part of this bylaw, and by making such alterations to Schedule “1” to Bylaw No. 355 as are required to effect this change.

2.2 By adding the following within Section 9.7.5 – Exceptions in Particular Locations:

“Zone Variation – GE3(b)

(16) The following accessory use is permitted:

(a) One accessory dwelling and one personal services business accessory to the dwelling unit (248 Upper Ganges Road).”

2.3 And by making such consequential numbering alterations to effect this change.

3. SEVERABILITY

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

| | | | | |
|--------------------------|------|--------|-----------|------|
| READ A FIRST TIME THIS | 10TH | DAY OF | APRIL | 2025 |
| READ A SECOND TIME THIS | 11TH | DAY OF | SEPTEMBER | 2025 |
| PUBLIC HEARING HELD THIS | 16TH | DAY OF | OCTOBER | 2025 |
| READ A THIRD TIME THIS | 16TH | DAY OF | OCTOBER | 2025 |

APPROVED BY THE EXECUTIVE COMMITTEE OF THE ISLANDS TRUST

_____ DAY OF _____ 20____

ADOPTED THIS

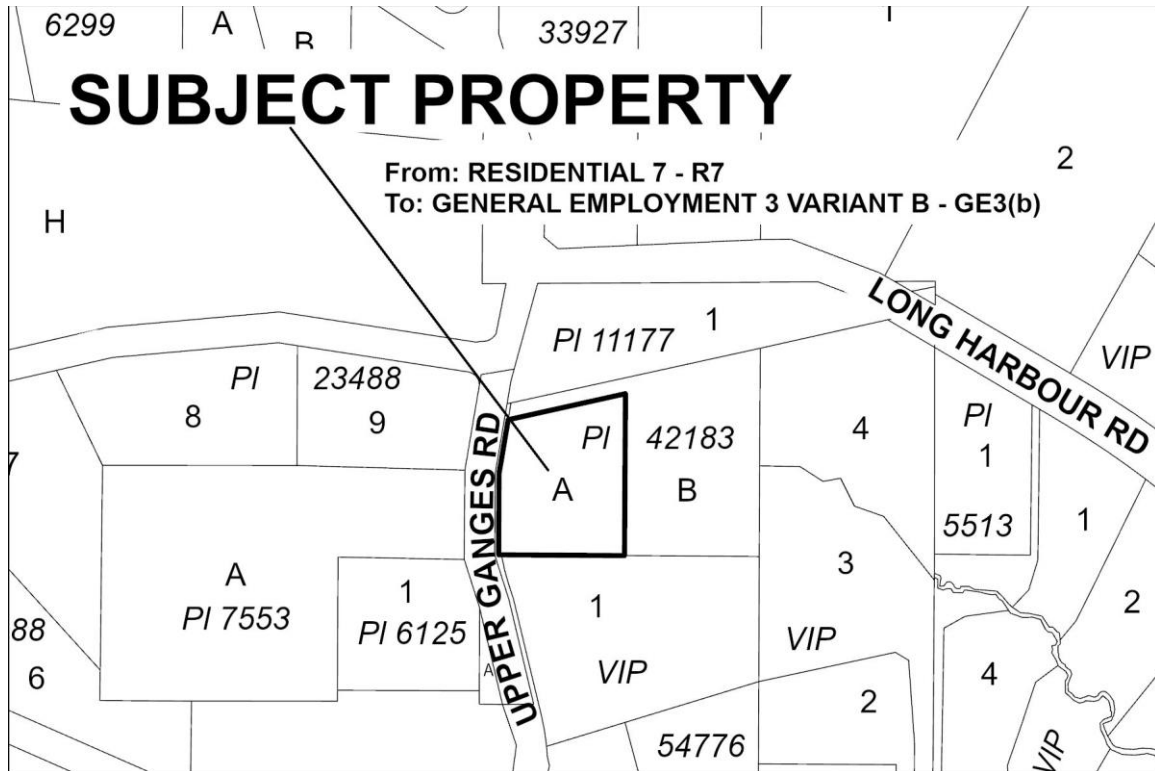
_____ DAY OF _____ 20____

Chair

Secretary

SALT SPRING ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 545

Plan No. 1



1. TRUST COUNCIL/EXECUTIVE COMMITTEE

This most recent quarter began with me joining members of Executive Committee and the Director of Trust Area Services to attend the Union of B.C. Municipalities annual convention in Victoria. It provided a valuable opportunity to participate in sessions on a range of relevant topics, including the Province's proposed legislative changes to implement a local government code of conduct and also the legal context of the recent Cowichan Tribes court decision. Attending Executive Committee members have shared their more detailed UBCM report with all trustees.

The work of Islands Trust subsequently took an unexpected detour in early October with the start of the BC General Employees Union and Professional Employees Association strike action, which resulted in more than 80% of staff off work for almost three weeks. This unfortunately resulted in a need to cancel a number of local trust committee meetings and other events, as well as the closure of Islands Trust offices. While we regret any inconvenience this may have caused for the public, Islands Trust fully respects the right of unionized staff to engage in the collective bargaining process and any related job action that may be undertaken. My thanks to the small number of excluded staff who maintained core operations, and to Trust Council for their flexibility and understanding. We were all pleased to welcome our colleagues back after the announcement of a tentative settlement and to begin getting Islands Trust back to business as usual.

Following the September Trust Council meeting, we invited trustees to complete the regular survey sharing their perspectives on the meeting venue, content and materials. The majority of respondents were satisfied overall with the meeting, with meeting materials, and with chairing and meeting management. There was a general level of satisfaction with the venue and facilities, although there were significant issues in relation to the Wi-Fi and connectivity. To address this latter issue, staff plan to prepare more detailed specifications for future to ensure venues are able to meet the threshold for our connectivity needs to adequately support virtual engagement.

2. OPERATIONS

Following my briefing to Trust Council at the September meeting, my primary focus has been to complete the report on the operation review I initiated in the spring. That report was distributed to trustees in mid-November and included in the agenda package for the December meeting. I look forward to an engaged discussion and consideration of the recommendations by Trust Council.

My thanks to the trustees and staff whose input was a valuable consideration in the review process. In particular, I appreciate the constructive ideas and contributions of the senior leadership team. It is always an interesting exercise to delve into aspects of how an organization functions. Above all, it left with me an even greater appreciation for the work staff and trustees do on a daily basis, despite the very real challenges we face. As I note in the report, there are many more things we could do to resolve those challenges. But in my recommendations I have tried to be pragmatic and also respectful of both council's priorities and the fiscal

context in which we operate. I hope Trust Council finds the report insightful, and that together this can set us on the start of a journey towards a more sustainable operational context for Islands Trust.

3. ELECTION PREPARATIONS

At the time of Trust Council's December meeting, we will be just over 300 days away from the October 17, 2026 election. Staff have begun planning and preparation for the pre-election and post-election periods, with a focus on enhancing the onboarding approach for the new council. Staff have engaged a new Trustee Onboarding Working Group to advise on priorities for how we can better prepare potential candidates and better support newly elected trustees to be successful in their roles.

The election planning and transition is a complex project in itself that will consume an increasing amount of staff time as we get closer to election day, and then particularly in the post-election period as we work collaboratively to help the new council and local trust committees get up and running. Fortunately, there is a well-established foundation in place from previous elections, and we will work to enhance that to ensure a smooth and productive transition to the next council.

4. REFLECTIONS

This meeting marks the anniversary of my first Trust Council meeting as CAO. Personally and professionally, it has been a great year of learning about the work of Islands Trust and the remarkable group of people who make that work possible. There has been no shortage of challenges to address, some expected and a few less so. I hope I have begun to add some value to the work as the year has progressed. My thanks to all the staff for your patience as I have worked to get my head around so much of what you do. And my thanks to trustees for your support, and for your relentless passion for your work and the communities you serve.

REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** December 2, 2025
From: Executive Office **Date Prepared:** November 6, 2025
SUBJECT: Provincial review and funding requests

RECOMMENDATION:

1. **THAT the first item on the Trust Council Follow Up Action Report be marked as completed.**
2. **THAT staff undertake no further work on Trust Council Strategic Plan initiative 1.3.1. and remove the corresponding item from the Executive Committee Active Projects Report.**

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The first item on Trust Council’s Follow Up Action Report relates to the March 2023 direction to ask the Province to amend the provincial grant funding formula to the Islands Trust and advise then-Minister Kang of the intent to revisit the request for a provincial review. Strategic Plan initiative 1.3.1 similarly relates to follow-up actions on the provincial review request and seeking an increase in provincial funding. Considering the denial of the review request by former Minister Kahlon and the current provincial fiscal context, Trust Council direction is sought on whether any further action is requested on these items.

1 PURPOSE:

To confirm Trust Committee’s intent regarding Follow Up Action Report item #1 and Strategic Plan initiative 1.3.1.

2 BACKGROUND:

At its March 2023 meeting, Trust Council discussed a response to the September 2022 letter from then-Minister of Municipal Affairs Nathan Cullen denying council’s request for a provincial review of Islands Trust pending the outcome of the 2022 election. Council passed the following resolutions:

TC-2023-005

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.

TC-2023-008

That Trust Council respond to Minister Kang to the effect that Trust Council will revisit the request for a review of Islands Trust mandate, governance and structure, at September Trust Council and provide the minister with an update.

As a result, the following was added to Trust Council’s Follow Up Action Report as item #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.

In October 2024, the Chair of Trust Council wrote to the minister requesting the Province reconsider the request for a review, including a reconsideration of the provincial funding mechanism for Islands Trust.

In March 2025, Trust Council approved its Strategic Plan, including initiative 1.3.1 (which consequently was added to Executive Committee's workplan):

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.*

In April 2025, the minister wrote to the Chair of Trust Council and declined the second request for a review.

Trust Council has not provided any further direction on any potential next steps it may wish to take regarding the idea of a provincial review or the provincial funding model.

In September 2025, the Minister of Finance announced the Province is facing a record deficit of \$11.6 billion, which is forecast to increase to \$12.6 billion next fiscal. Core government is currently undertaking a significant spending review to identify \$1.5 billion in savings over the next three years, including \$300 million in the current fiscal year.

In that context, should Trust Council still wish to advance a funding request, the Province would expect it to include a demonstration that Islands Trust has made every effort to reduce its expenditures before resorting to seeking additional provincial funding. Even then, it is highly unlikely any request for increased provincial funding for Islands Trust would be successful within the balance of the current council term. Submitting such a request at this time may, from the Province's perspective, reflect poorly on the judgement of Trust Council.

Minister Kahlon's April 2025 letter definitively declined to consider a provincial review prior to the October 2025 local general election. That being the case, staff recommend no further consideration be given to the idea of a review for the duration of the current council term.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Confirming Trust Council's direction will provide certainty to inform staff work planning for the balance of the current council term.

FINANCIAL: The current budget planning cycle does not contemplate any change in provincial grant funding, therefore there is no impact on the fiscal plan.

POLICY: N/A

IMPLEMENTATION/COMMUNICATIONS: Staff will update the Trust Council Follow Up Action Report and Executive Committee work plan as required.

FIRST NATIONS RELATIONS: N/A

OTHER: N/A

4 RELEVANT POLICY(S): [Trust Council Policy 6.2.1 Priority Setting/Review Guidelines](#)

5 ATTACHMENT(S): N/A

RESPONSE OPTIONS

Recommendation:

THAT the first item on the Trust Council Follow Up Action Report be marked as completed.

THAT staff undertake no further work on Trust Council Strategic Plan initiative 1.3.1. and remove the corresponding item from the Executive Committee Active Projects Report.

Alternative:

1. Trust Council ask staff to provide further advice on future options to revisit the provincial review request.

Prepared By: Rueben Bronee, CAO, November 6, 2025

BRIEFING

To: Trust Council **For the Meeting of:** December 3, 2025
From: Executive Office **Date Prepared:** November 12, 2025
SUBJECT: 2025 Operational Review Report Recommendations

PURPOSE: To outline options for Trust Council to respond to the recommendations of the 2025 Operational Review.

BACKGROUND:
With the support of Trust Council, in spring 2025 the CAO initiated a review of Islands Trust’s operations. The report on that review is attached, and includes nine recommendations for consideration by Trust Council:

1. Trust Council direct staff not to initiate any projects in the 2026/27 fiscal year that are not already underway or required by legislation or policy, and accept staff recommendations for reducing discretionary budget lines.
2. Trust Council direct staff to prepare a five-year Information Technology and Information Management Plan to be presented to Trust Council for approval, and that no new non-essential technology projects be initiated until completion of this five-year plan.
3. Trust Council endorse the transition from the current strategic plan model to a true corporate plan, to be developed with the incoming Council.
4. Trust Council, Executive Committee and the Conservancy Board adopt the practice of not directing staff to undertake any new work without first requesting a project feasibility assessment to determine the operational impacts and preliminary implementation options.
5. Trust Council direct staff to work with the Governance Committee to provide Trust Council with options to improve the current committee structure in advance of the 2026 election.
6. Trust Council approve funding to create a new Manager of Indigenous Relations position in fiscal 2026/27 as a priority to help establish a comprehensive and consistent approach to reconciliation across Islands Trust.
7. Trust Council increase the proposed budget for the Reconciliation Program for fiscal 2026/27 by adding \$100,000 targeted to support capacity funding grants.
8. Trust Council approve funding to create a new Engagement and Communications Lead position to enable a more effective and strategic approach to public engagement and communications in support of Trust Council, the Conservancy Board and local trust committees.
9. That no consideration be given to the potential relocation of the Victoria office until closer to the 2029 end of the current lease.

If Trust Council chooses to accept or decline all nine recommendations, it could pass a single resolution confirming that decision.

However, acceptance of recommendations 1, 6, 7 and 8 would also need to be addressed separately as part of the deliberations on the draft fiscal 2026/27 budget being presented at the

December Trust Council meeting. Separate resolutions would be required for each these recommendations to address their budgetary impacts. For recommendation 1, this would include resolutions to remove individual new projects from the draft budget. Recommendations 6, 7 and 8 would require individual resolutions to add the proposed amounts to the draft budget.

If Trust Council chooses to accept only some of the recommendations, then individual resolutions would be required to address each accepted recommendation. If accepting recommendation 1, it is recommended the resolution include direction to amend the Trust Council Strategic Plan to reflect deferral of projects identified to be initiated in 2026/27.

A resolution is not needed for those recommendations that are not accepted, although Trust Council may wish to pass resolutions for rejected recommendations if it feels there is a need to record that direction for future reference.

Trust Council could also consider additional direction to staff in response to the report that is not captured in the recommendations, and pass resolutions accordingly.

ATTACHMENT(S):

1. Islands Trust 2025 Operational Review.

FOLLOW-UP:

Staff will act on the direction of Trust Council as determined in its deliberation of the report.

Prepared By: Rueben Bronee, CAO, November 6, 2025

ISLANDS TRUST

2025 OPERATIONAL REVIEW

REPORT TO TRUST COUNCIL

Rueben Bronee
Chief Administrative Officer

November 13, 2025



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INTRODUCTION

When I joined Islands Trust as its chief administrative officer (CAO), it quickly became apparent to me that the organization faces some significant operational challenges. Based on my initial observations and feedback from staff and trustees, issues identified include but are not limited to:

- Staff workload and capacity in some parts of the organization.
- Staff turnover and retention.
- Not effectively advancing work on some strategic priorities.
- Not delivering some projects within planned timelines.
- Inefficient or outdated administrative policies, procedures and systems.

These issues are interrelated and generally fall into the category of operational challenges, meaning they are outside the political accountability of the elected leadership of Islands Trust Council. But they have a direct impact on delivery of the strategic priorities of Trust Council, on fulfilment of Islands Trust's mandate, and on the public's trust and confidence in Islands Trust. In some cases, the potential actions necessary to start to resolve these issues require direction and decisions from Trust Council.

With the endorsement of Trust Council and within my authority as CAO, I initiated an internal operational review of Islands Trust with two objectives:

1. To assess and validate operational challenges that are impacting Islands Trust's effectiveness, and the factors behind those challenges.
2. To identify and prioritize the most viable and impactful initial options to respond to operational challenges.

This review did not consider questions of the scope of Islands Trust's mandate or the merit of priorities set by Trust Council, Executive Committee and Islands Trust Conservancy Board. Rather this review focused on the extent to which staff are able to deliver on those priorities and the resulting work, in addition to the broader operational work of Islands Trust.

It's important to note from the outset that, while this report necessarily focuses on problems, I am confident that Islands Trust delivers on its core responsibilities on a day-to-day basis. This is thanks in large part to its deeply dedicated professional staff, who work diligently to do the essential work of Islands Trust. Any critical commentary of our performance in a given area should not be seen as a criticism of the staff currently doing their best to deliver that work. The fundamental question for this review is whether and how that work can be done more effectively, particularly in an increasingly complex and more demanding context. Similarly, when I talk about a need to be more effective and efficient in our work, that doesn't necessarily mean we are ineffective or inefficient now. It is simply to acknowledge that there is an opportunity and need for us to improve our performance in some areas.

Senior staff were invited to provide comment on a draft of this report, and the final version reflects careful consideration of their valuable input. However, as CAO I am wholly responsible for the content, conclusions and recommendations provided. A summary of the actions and recommendations was also shared in confidence with all staff prior to presentation of this report to Trust Council.

Trustees and all staff also had an opportunity to provide input into this review (see Appendix 1 for an overview of the approach taken). Their ideas and perspectives were also valuable and fully considered. There is every indication that trustees and staff generally share a recognition of the need to make changes, and a genuine willingness to do so. The problem is making that necessary work a priority amidst the existing demands that are already stretching the capacity of the organization.

In part this challenge can be addressed by seeking out efficiencies in operational processes and procedures, which staff will focus on doing. But ultimately, when the work to be done exceeds the capacity of the people needed to do it, a lasting solution also requires consideration of two primary options:

1. Do less, either by stopping or delaying work and refocusing capacity on a narrower set of priorities.
2. Add capacity through targeted investment in those areas with the most acute pressures.

The most effective path forward is a combination of both of these options. Reducing workload can help free up capacity, especially to help implement solutions to foundational operational issues. But relying solely on this has obvious impacts on the organization's ability to deliver on priorities and meet public expectations. On the other hand, while additional investment can help overcome short-term pressures, spending more money on inefficient ways of operating is an unsustainable band-aid solution that only delays the need for more substantial changes.

The staff actions and recommendations to Trust Council included in this report are chosen in recognition of a need to be focused in the response to the challenges at hand. There are many more opportunities for improvement than are included here. But enabling actual change requires a strategic approach. Effective strategy works by sifting through all the good ideas and focusing resources and energy on those few that will have the most benefit. There is also inevitably a catch-22 aspect in that the solutions to capacity pressures in themselves add more work in the short-term. So careful consideration is also needed of the practical reality of what can be achieved. The actions and recommendations set out at the end of this report are those options assessed to have the most positive potential impact while still being realistically achievable.

I am acutely aware of the responsibility Islands Trust has to be thoughtful and responsible in its budget management. Any recommendations involving a funding increase are only presented where there is no other viable solution within existing resources. When I discussed proceeding with this review with Trust Council, the request was that I bring forward what I believe is actually needed to address current priorities, and so that has framed my approach. In the few cases where I have recommended new investment, nothing I am recommending is a "luxury" option. Rather I am proposing steps that, if supported, would bring Islands Trust to what I view as a minimum level required to be reasonably effective in that business area.

I have not considered staffing reductions as an option for this review given that the primary concerns that gave rise to it were about the lack of capacity to deliver the work assigned to-date by Trust Council, Executive Committee, local trust committees and the Conservancy Board. Nor do I believe Islands Trust is over-staffed in general or in any given department. The staffing and overall budget for Islands Trust expand and contract, in large part, in relation to the aspirations and ambitions of Council. My general assessment is that any significant reduction in staffing in particular would require a significant reconsideration of a number of major projects and, to some

extent, the current interpretation of Islands Trust's core functions and mandate. Should Trust Council wish to consider reducing staffing costs, that would entail a separate review with a different focus. I am prepared to undertake that work if Council provides that direction.

I also acknowledge that ideally this report would have come six months ago to more effectively inform the current budget planning cycle from the outset. So, there may seem to be some disconnect between my recommendations and some of the budget requests coming forward to the same Trust Council meeting as this report. However, there is nothing being proposed for this year's budget that I do not believe is needed to address Council's current priorities and advance vital work. The decision for Council is whether these are all priorities worth funding in the coming year. I hope that my recommendations help make that decision somewhat easier.

There is no simple single action to resolve the operational challenges Islands Trust faces. Doing so will require both commitment and compromise by staff and trustees. My hope is this report serves as a starting point to address some of the most pressing operational issues. Some may never be entirely resolved to everyone's satisfaction, and other new ones will inevitably arise over time. But there is a path that can help put Islands Trust on a more sustainable operational footing, so we are better able to meet our responsibilities now and adapt to changes in the future.

THE CORE ISSUE: CAPACITY

This report responds a number of operational challenges that impact Islands Trust’s work. But issues like not advancing work at the pace desired, inefficient processes, outdated policies and staff turnover are symptoms of something more fundamental. Underlying and compounding all these challenges is one clear issue: there is not sufficient capacity to do all the work that is currently expected and needed.

At its most basic level, this issue is a combination of two factors – staffing and volume of work. For that reason, this report is not organized around the organizational department structure. Rather I have devoted the first section to a discussion of Islands Trust’s human resources context, with some selected examples of workload pressures. Then I provide an overview of the issues in core areas of work I believe pose the most acute risk. However, the underlying issue impacts all parts of the organization. For example, while there is not a section dedicated to financial management, that function is affected by many of the broader operational and administrative issues identified.

I give credit to the current Trust Council for supporting requests in recent years for some needed investments, particularly in staffing and technology improvements. That some of those investments have not yet been fully implemented because staff haven’t had the time to do so is, in itself, an indication of the extent of the challenge at hand. Despite recent investments, in some key areas there remains a lack of adequate staff capacity contributing to a range of other problems that are undermining organizational performance.

Operational issues are often hard to resolve precisely because they are just that: operational issues. The solutions and their benefits aren’t always publicly visible, may require net new investment, and can take time to be fully achieved. They inevitably require making difficult choices between public-facing priorities and improving internal performance. But it’s essential to keep in mind that improving internal performance enables more effective delivery on those public-facing priorities.

Having worked for much of my career on public service renewal initiatives and through several major organizational reviews, I know from experience these issues aren’t unique to Islands Trust. Any public sector organization must navigate a complex balancing act between its legislated responsibilities, political priorities, public expectations and responsible use of public funds. There will almost always be more work than there is available time, money and staff to complete it. If not managed appropriately, this can have a range of impacts, including:

- Work is delayed or does not get completed.
- Work that does get done may be of sub-par quality because it is rushed and inadequately resourced.
- Staff are over-worked, resulting in high turnover, absenteeism and decreased productivity, further impacting organizational performance.
- Core operational functions (e.g. records management) are overlooked in favour of supporting higher priority work.
- All of the above impede the organization’s ability to effectively adapt and respond to changes in its broader operating context – both those we can foresee and the unexpected.

I believe all these impacts are currently at play within Islands Trust's operations to some degree. If left unaddressed, over time these challenges tend to become increasingly serious and all the more difficult to eventually resolve. The need to make changes is not just to improve performance today but also to ensure Islands Trust is operationally better able to meet and respond to future demands.

These challenges are also not new. In my research I reviewed a number of previous reports that examined aspects of Islands Trust's operations and performance over the last 20 years. Despite these reviews and any changes that were made as a result, some enduring issues persist. For example, a 2006 Neilson-Welch Consultants review of Corporate Services notes:

"The insufficiency of staff resources relative to Council's demands has certain consequences for the Trust, many of which are already being realized. The first is that not all of Council's demands are being met...A second and related consequence is that the items which are receiving attention are not being addressed to anyone's satisfaction.

*There is a clear and almost unanimous perception on the part of trustees and staff interviewed that the organization's work on many items...is less than stellar, simply because of the lack of resources available to do the kind of work that the organization wishes to do and is capable of doing. Put simply, the resources that are available to handle the variety of Council's demands are spread too thinly to achieve the desired results."*¹

While the Neilson-Welch report was focused on one division of Islands Trust at the time, I believe it is accurate to say the exact same issues remain today across the organization, almost two decades later. If anything, they have only become more acute.

¹ *Islands Trust Corporate Services Review Report*, Neilson-Welch Consulting Inc., 2006, pages 3-4

HOW WE GOT HERE

AN EVOLVING CONTEXT

Like any organization, Islands Trust operates against a backdrop of shifting social, economic and political dynamics that influence its work for better or worse. This ever-evolving operating context is inevitable, but it is becoming increasingly complex.

Broad external factors that impact Islands Trust (and governments agencies at all levels) include but are not limited to:

- Rapidly changing technology, which has the potential to allow for operational improvements but is also radically reshaping public expectations of transparency, service delivery, communications and engagement.
- Changing expectations of government institutions, including a prolonged and continued decline in public trust and confidence. Public attitudes toward government agencies are far different now than they were even a decade ago, let alone when Islands Trust was created in 1974.
- Shifting demographics, both generally and within the Trust Area. With these changes come different and sometimes competing ideas and aspirations for the future of Trust Area communities, which in turn impacts public expectations of Islands Trust.
- The recognition of the need for real and lasting reconciliation and relationship-building with Indigenous Peoples, and related legislative and policy obligations.
- A general trend toward greater social and political polarization and the resulting impact on policy development.
- The impact of local, provincial and national economic trends and challenges, such as the pressure for affordable housing solutions.

Layered onto these dynamics is the practical reality of a four-year local election cycle, with each Trust Council bringing its own priorities and perspectives on Islands Trust's role. Changing political priorities at the provincial level can also impact Islands Trust, introducing new expectations and accountabilities. This has been seen in recent years in significant legislation and policy changes related to reconciliation, housing and accessibility.

Internal factors also have a profound impact on the operating context of Islands Trust. Many of these are discussed in more detail in sections of this report, particularly in the case of human resources.

ORGANIZATIONAL INERTIA AND ENTROPY

In his influential book *Good Strategy Bad Strategy*, consultant Richard Rumelt writes about the dynamics of organizational inertia and entropy. These can be helpful metaphors for how organizations do or do not adapt and evolve to their operating context.

In science, Newton's first law of motion says that inertia is the tendency of a body at rest to remain at rest or, if in motion, to remain in motion unless acted on by a sufficient external force. Entropy is a measure of a system's level of disorder. And the second law of thermodynamics says that, if left unchecked, the level of entropy or disorder in a closed system tends to increase over time.

Organizational inertia describes the organization's unwillingness or inability to adapt to the changing context around it. Organizational entropy represents the tendency of an organization, if not carefully and intentionally managed, to become less focused and less organized over time (and consequently less effective).

To the extent these dynamics may apply for Islands Trust, my assessment is that any inertia at play operationally is more due to inability than unwillingness to change. The current Trust Council may have demonstrated a desire to adapt and respond to our external context, for example in the work to update the Policy Statement. But operationally, the lack of available resources, direction and a cultural imperative to adapt has only made it harder to evolve how the organization functions on a day-to-day basis. The opposing force needed to counter the inertia of the status quo only becomes greater over time.

Organizational entropy may be more of a factor in that, because so many operational issues have gone unresolved for some time, the organization is experiencing a trend toward diminishing effectiveness and efficiency. As the foundational building blocks of operations become increasingly out of date, they become impediments rather than enablers to the greater changes needed to improve performance. As a simple and practical example, it is hard to improve the process for managing and preparing meeting materials if the technology applications that support that work are not fully functional.

An effectively managed organization recognizes and acts on the need for continual maintenance of its foundational processes, practices, systems and infrastructure. It is fair to say there has been a recognition of this at Islands Trust in recent years by both staff and trustees. But, as detailed elsewhere in this report, it is the action that has been missing – again, due in large part to limited capacity.

ORGANIZATIONAL CULTURE

There is also an aspect of the current pressures resulting from the organizational culture I found when I started as CAO. Islands Trust staff have a deep commitment to its mandate and the communities they serve. They consistently demonstrate a willingness to go above and beyond to strive to meet the needs and expectations of trustees. And in my experience trustees regularly express their appreciation for that commitment and effort.

In my conversations with staff, however, some problematic aspects of the prevailing organizational culture have emerged that do a disservice to staff and Council – and by extension to the public.

For example, in developing business cases as part of the annual budget cycle, historically the staff priority appears to have been minimizing the potential cost of a project, including being overly optimistic in the assessment of the resourcing and time needed to deliver. While this is undoubtedly well-intentioned, the feasibility of any given project needs to be based on a real-world assessment of the operating context, rather than a best-case scenario. Fiscal responsibility is important, but there is more to it than presenting the lowest possible cost. True fiscal responsibility means accurately and realistically estimating the true cost of delivery from the outset, thus enabling more effective decision-making and better longer-term budget planning and management.

Similarly, there appears to have been a general reluctance or lack of empowerment on the part of senior staff to say no to new projects, even when it is clear they would be difficult to deliver with available resources. A positive and service-oriented mindset is a good thing. But again, it becomes a negative influence if it leads to unrealistic expectations that can't be met. This only results in disappointment and frustration on the part of the public, trustees and staff themselves.

This issue seems to have arisen, at least in part, from a leadership expectation that staff would simply work whatever hours were needed to deliver on the direction of Islands Trust's decision-making bodies and a reluctance to acknowledge or meaningfully address workload pressures. To be clear, I do not believe this necessarily stems from the expectations of the current Council. On the contrary, trustees have repeatedly expressed concerns to me about staff workload and an acknowledgement that, as one trustee commented, it is unrealistic to expect a "hero level" of staff work to become the standard operating practice. That level of expectation creates a very real risk of staff burnout and increased staff turnover that, as discussed later in this report, ultimately undermines performance.

It is entirely appropriate, and my expectation, that staff make every effort to be responsive to Trust Council's direction and to do so in as timely and cost-effective a manner as possible. But it would also be a disservice to Trust Council and the public to not provide an objective and realistic assessment of what is really needed to deliver the work. It is staff's role, particularly my role and that of senior staff, to tell trustees not what they want to hear, but what they need to know to ensure they make fully informed decisions.

Of course, that also requires a willingness on the part of trustees to hear that advice for what it is and not see it as staff resistance or opposition. I acknowledge staff have a key role in ensuring that is not the case. When I reference staff saying no to projects, it is my expectation that any such response would be accompanied with a clear rationale and viable options for how Council's

desired outcome might otherwise be achieved. The more staff demonstrate they are providing well-thought-out advice and options, the more confident trustees can be in that advice and in their decision making.

Staff have also highlighted the need for greater collaboration across the organization. There is generally a collaborative and highly collegial culture within Islands Trust, but this doesn't always translate into the daily practice and delivery of work. I believe this is another symptom of limited capacity. In the pressure created by high workloads, there is not always sufficient time and attention given to ensuring collaboration and coordination across all the teams that will be impacted by a given project or initiative.

It is easy to see how these problematic cultural dynamics may have evolved from a positive "can do" mindset. But it reached a point where a delivery-at-all-costs expectation has clearly taken its toll on organizational performance. In my work with senior staff, we have begun to work on shifting this mindset to retain the positive aspect while also building a culture that sets realistic and achievable expectations and enables continuous improvement to operational fundamentals.

PART 1: HUMAN RESOURCES CONTEXT

In the first part of this report, I provide an overview of aspects of the human resources context of Islands Trust because it is the foundation of our operations and also a key component of the challenges we face.

ISLANDS TRUST EMPLOYMENT CONTEXT

In B.C., the *Public Service Act* sets out the foundation for employment in the provincial government and a range of agencies, boards and commissions, including Islands Trust. As an agency under the *Public Service Act*, Islands Trust and its employees are subject to the policies of the BC Public Service Agency (PSA), including compensation and classification. It also means Islands Trust is able to have many core human resource functions administered by the PSA, such as staff payroll, labour relations and aspects of recruitment. This allows Islands Trust to support its human resource operations with one dedicated staff person and a related administrative support position.

In addition to the operational benefits of falling under the *Public Service Act*, employees benefit from being part of the BC Public Service because it provides access to career opportunities within core provincial government, provincial employee pension plan and benefits, and inclusion in the provincial government's collective agreements with applicable unions.

But there are also drawbacks. Islands Trust employee compensation follows the provincial government pay and classification framework. While Islands Trust holds a unique position different from local governments in many respects, from a talent perspective we tend to compete mostly with other local government employers. In general, local governments in B.C. often pay more for similar roles. Pay increases negotiated by the PSA, particularly for unionized staff, are typically funded for government ministries. Because Islands Trust staff costs are not provincially funded, it is obligated to cover the cost from within its own budget even though we have no influence in collective bargaining. And, while employees benefit from being able to move seamlessly into jobs within core government, this ease of mobility also impacts retention for Islands Trust.

There are also challenges created by the reality of Islands Trust being a relatively small organization. A single employee departure in Islands Trust has a more substantial operational impact than it might in a larger organization. With the limited exception of the planning team, we are "one deep" for most roles, meaning there is only one person capable of doing each job. When an employee retires, resigns, or takes a temporary assignment in core government, there is often nobody who can easily pick up the work until the vacancy is filled.

I have been asked if it would be possible to reassign existing staff to support new priority work or fill vacant positions. As a small organization with many highly specialized roles requiring specific skill sets and experience, there is limited opportunity for this. We cannot, for example, simply reassign a planner to fill a financial position. There are also labour and collective agreement limitations that need to be carefully considered. What we can do more easily is reassign positions that become vacant to other higher priority work when they arise. This is something I will consider depending on final decisions on the budget and recommendations in this report, and as an ongoing practice.

Our small size and structure also mean there are limited development and career advancement opportunities for staff, which provides a further incentive for them to pursue opportunities with other employers. While employees can easily access opportunities within the provincial government, provincial pensions are also transferable to the municipal pension plan, local government benefits are comparable, pay is often higher, and local governments are often larger organizations and therefore offer greater advancement potential. And the work with a local government is often more focused despite the broader scope of services they deliver. For planning staff, for example, working for a local government can provide better pay with work that is focused on a single official community plan, rather than doing planning across multiple local trust areas. For some staff, this diversity of experience is attractive. But for others it can be a deterrent.

The very nature of the work we ask staff to do in Islands Trust is also necessarily more complex in other aspects. Planning staff take on a range of tasks that comparable positions in local or provincial government typically do not do. For example, they serve as the primary staff liaison for local trust committees, doing not just planning but also administrative, broad policy and operational support for local trust committee meetings. And they have a higher degree of public exposure and interaction.

As a result, they sometimes find themselves navigating complex and highly contentious environments. They are also sometimes subject to direct, personal and public criticism of their work in a way that is less likely to happen in larger government organizations. This can give rise to very real concerns about our ability to ensure a safe and respectful workplace for staff, as well as trustees. While related incidents are isolated, they nonetheless present a risk for the employer and can also have a profound impact on staff that does not help with our recruitment and retention.

There is a related and broader dynamic in how Islands Trust staff and trustees interact. In provincial and most local government contexts, elected officials do not have anywhere near the same level of day-to-day interaction with staff. In many cases, outside of formal meeting settings, local elected officials only interact directly with the CAO. In others, that interaction may extend to the director-level, but even there it is typically only with the awareness of the CAO.

In Islands Trust, trustees regularly interact with staff at virtually every level of the organization, often without any awareness of senior staff. This is a practical necessity given the unique structure of Islands Trust and how it functions, particularly with regard to local trust committees. With 13 local trust committees, a 26-member Trust Council, and the Conservancy Board, it isn't viable to require trustees to only advance inquiries and requests through the CAO or a relevant director.

However, I do believe there is still a need to establish some more structure and guidance around the trustee/staff relationship than currently exists. I don't want to impede effective engagement between staff and trustees, and I am not aware of any instances since I joined Islands Trust where the existing dynamic has created serious issues. But I nonetheless do worry about the potential risks of the current level of informality and familiarity in some situations. These risks can include the potential for conflicts of interest, inappropriate influence on decision-making, and interpersonal issues emerging from an unbalanced power dynamic.

The respective codes of conduct that apply to professional staff and elected trustees can help mitigate these risks. However, while a direct and informal level of interaction may benefit both staff and trustees on a daily basis, there is also a very valid reason for the separation that exists in most

government environments. For the purposes of this discussion of our employment context, I also believe this level of staff exposure to elected officials is a potential barrier to recruitment and retention of capable staff who may be more accustomed to and comfortable with a more traditional public service environment where the staff and political levels are more siloed.

RECRUITMENT AND RETENTION

Trustees and staff have raised concerns about staff retention and turnover, and this is not just a perception issue. In fiscal year 2024/25, Islands Trust had a head count of 65 staff. During that year there were eight voluntary departures of staff leaving Islands Trust, plus an additional seven staff who left for permanent positions elsewhere in the BC Public Service. This equates to an exit rate of 23% last year alone. The number of staff departures was even higher in the previous fiscal year. By comparison, the exit rate within the core provincial government is approximately 8.5%. And global HR consultant Mercer reports the average exit rate for Canadian employers in 2024 was 12%.

Each exit has a profound ripple effect on the organization. Studies estimate that each departure costs approximately half that position's annual salary when considering the cost of recruitment, lost productivity and the impact on organizational performance. So, while it is a rough estimate, the cost of the 15 employees who left Islands Trust in 2024/25 would equate to an impact of approximately \$500,000.

This may also be a conservative estimate because several key hiring processes in the past year have taken more than six months to complete. Factors behind this include the time-consuming classification process administered by the PSA, the workload of the hiring managers simply not affording them enough time to focus on completing recruitment, and a lack of suitable applicants. The challenge of filling vacancies in a timely manner was one of the top operational issues identified by staff in my engagement with them for this review.

In total, Islands Trust had 87 staffing changes in fiscal 2024/25, despite having just 65 staff. This includes not just exits, but also onboarding new hires, temporary assignments (both outgoing and backfilling the resulting vacancies), and internal organizational changes. And this does not include the impact of instances of extended staff leave, which may arise for a variety of reasons.

As noted above, turnover can have a disproportionate impact on some functions more than others given the lack of organizational depth. For example, the Information Services team had two of its three positions vacant for an extended period this past year due to a combination of circumstances. This had a significant impact on a range of projects and support for day-to-day work that rippled across the organization.

One of these two vacancies has since been filled, with the other nearing resolution. But just the process of filling the vacancies has taken months because of the hiring supervisor's limited time, a highly competitive labour market for these types of jobs, and the time-consuming PSA process to have updates to job descriptions processed. As a consequence, we had to rely on increased support from contracted service providers, which has a budget impact.

The volume of staff movement creates significant instability and reduced productivity while staff get up to speed in new roles. It also impacts the productivity of supervisors and other team members who spend time orienting and training new hires. We see this impact particularly in the case of the Salt Spring Island office and ongoing staffing pressures there. While recent moves have started to bring some staffing stability to the Salt Spring office, there nonetheless is clearly a challenge there that we need to seek to resolve.

For many staff the opportunity to work in and with the diverse communities across the Trust Area is a very appealing part of their jobs. And there is great value in Islands Trust having a physical presence on the islands in the form of the Gabriola Island and Salt Spring Island offices. However, the location of these offices can be a potential barrier to recruitment and retention. Attempts to recruit staff who live on the islands have had limited success, particularly in recent years. This shouldn't be surprising given that, even for Salt Spring, the islands offer a very limited labour pool. Consequently, a significant number of staff in the two island offices do not currently live on the islands.

This means they must travel, at their own expense, to attend the office. Islands Trust's implementation of flexible work-from-home arrangements, which I fully support, helps mitigate this issue to some degree. But it still presents one more obstacle to recruiting staff to those two offices, just as any sort of commute factors into the decision for candidates in accepting any job. Similarly, the need for travel for many staff to support local trust committee meetings and other operations is a potential barrier given the distance often to be travelled and issues like infrequent ferry service. The option of virtual attendance again helps in some cases. But the travel requirements, and corresponding long hours, for some planning, bylaw enforcement and Conservancy staff during fieldwork season are much more than what would be expected in a typical local government setting in the region.

If there is an upside to high turnover, it is that it creates opportunity for advancement for other staff. But there are challenges with this as well. For every employee we promote, we provide them an opportunity to develop their skills and also likely help retain them for longer. But there are also concerns that we are sometimes accelerating development of staff who may not possess all the necessary skills for a more advanced role – and arguably without the necessary training support. This also only serves to perpetuate staff shortages because each internal promotion just leaves another vacancy to fill. Often the person who was promoted ends up doing both their new and old jobs for several months while we recruit their replacement.

Finally, in recent years, several longtime employees have retired, taking with them their depth of experience and expertise. Several more retirements from key roles are expected within the next two years. While this creates the potential benefit of bringing in new staff with fresh ideas and skill sets, it is also a loss of institutional memory and experience that is hard to replace.

STAFFING LEVELS AND COSTS

Islands Trust has approximately 65 staff² (see the organizational chart in Appendix 2). This has been relatively consistent over the past five fiscal years. Longer term, since 2016 we have seen growth in the total number of staff – from an average headcount of 55 in 2015/16 to 63 in the current fiscal year. This represents a 15% increase in staffing. For comparison, employment in B.C.’s overall public sector has grown by 55% since 2017, including a 45% increase in provincial government headcount. Of course there are broader considerations at play in the provincial context, but the comparison at least provides some general perspective on the modest growth in Islands Trust staffing over time. Comparable data for local government employment is not readily available.

When we look across the departments within Islands Trust, staffing levels include:

- Planning Services (including Bylaw Compliance and Enforcement): 36
- Trust Area Services (including Islands Trust Conservancy): 17
- Financial and Employee Services: 6
- Legislative and Information Services: 7
- Executive Office: 3

The staffing allocation to some extent reflects the evolution of the organization over its history. When it was established, Islands Trust was first and foremost a planning agency and this is reflected in the predominance of planning staff. While planning remains a core business function today, what has changed over time is the growing need to support Trust Council and its broader strategic agenda. It is in this latter aspect that resourcing arguably hasn’t kept pace with the scope of work.

This is illustrated in one basic way by looking at the Follow-Up Action Lists for Trust Council and Executive Committee. In both cases, the vast majority of projects on those lists are assigned to Trust Area Services to action, often related to Council’s highest priority areas such as advocacy, reconciliation and the Policy Statement. But, outside the Conservancy, that team has only five staff in addition to the director. As a consequence, many of the projects are unactioned or delayed.

Of Islands Trust’s 69 positions, four positions are currently vacant and two are temporary co-op jobs that typically work for only a four-month term over the summer. The budget for the 2025/26 fiscal year included funding for all 69 positions.

Since 2016, salary and benefit budgets have increased by about 66% for the Islands Trust, while the total budget has increased about 54%. However, despite this increase, staffing costs have remained relatively consistent as a share of the total Islands Trust budget, averaging 60% over the last decade (see Appendix 3 for details). This shows that, generally speaking, Islands Trust has

² There are different and distinct ways to count staffing:

1. Headcount: the number of individual actual employees at any given time, which may fluctuate as staff leave or join the organization.
2. Positions: the number of "boxes on the org chart" - some of which may be vacant at any given time. Each employee is assigned to a position.
3. FTEs (Full-Time Equivalents): used in budget documents, this represents a measurement that quantifies employee capacity by converting various work hours into standardized full-time units. But one FTE can equate to more than one position or individual employee. For example, three co-op student positions of four months duration equal one FTE.

increased spending on staff in proportion to the growth in overall expenditures. It's important to note that not all of the increase in staff spending is the result of adding new positions. Much of it comes from annual increases under the collective agreements negotiated with representative unions and from PSA's annual guidance on salary increases for excluded (non-union) employees – over which Islands Trust has little to no influence.

More than 80% of all Islands Trust staff are unionized. The recently ratified new collective agreement with BC General Employees Union (BCGEU) provides for a 3% annual increase for each of the next three fiscal years. Assuming the PSA recommends a similar range of increase for excluded staff, and considering other impacts of the new collective agreement, at current staffing levels total salary and benefit costs will see a cumulative increase over the next three years of roughly 10%.

I have considered the potential for changes to the organizational structure of Islands Trust and have opted not to implement any significant changes at this time. In my experience, reorganizations often cause more disruption than benefit if there is not a clear business rationale. However, it is something I may revisit with senior staff pending Trust Council's decisions on this report's recommendations and confirmation of staffing and budget for next fiscal. Structural changes may also emerge out of ongoing work to identify efficiencies in our administrative processes. But they are rarely, if ever, an effective solution in and of themselves.

WORKLOAD

As I noted in the introduction, the capacity issue is a combination of staffing levels and workload. I appreciate that, from the outside, it can be easy to look at a staff complement of 65 people and wonder why this is such an issue. But it's important to consider how much time is required to deliver on the day-to-day work of Islands Trust. In this section, I will share some examples of the workload pressures at play. These are illustrative examples, primarily chosen because they are areas where we have some level of data to quantify the challenge. I don't want to leave the impression these are the only areas where workload pressures impede performance. Rather the capacity issue applies across the entire organization to some degree.

Planning Services

Islands Trust's Planning Services team, including bylaw compliance and enforcement staff, comprises about 55% of Islands Trust's workforce. This makes sense given that land use planning and related activities are a core function of Islands Trust. This team also provides the majority of the frontline support for local trust committees. Given the size of the current planning staff complement, I do not believe there is sufficient justification for additional planning staff at this time. But continued vacancies and turnover, in addition to workload pressures, are impacting performance.

This is particularly evident with the Salt Spring Island office. A September 2025 report to the Salt Spring Local Trust Committee highlighted that the volume of development planning applications per available staff person was more than triple what it is for the other two offices. Part of that is likely due to backlogs resulting from staff turnover, but there is also a significant workload pressure in serving the largest island in the Trust Area. This is only made more challenging by things like the lack of administrative capacity to manage the recent Salt Spring office renovation. This fell to the regional planning manager to oversee – adding significantly to their workload and taking time away from their core duties.

Across the planning function, we see evidence that the workload of supporting 13 local trust committees exceeds the available capacity. In his project feasibility assessment prepared for the 2026/27 budget planning cycle, the director of planning services identified the regional planning team has an estimated 4,050 hours in the year to support major projects identified by the Regional Planning Committee and local trust committees. But the actual estimated staff time required to support those projects is 4,700 hours. Therefore, the demand exceeds the expected supply of staff time by 650 hours, or about 16%. And this is an assessment of the applicable staff hours just to support local trust committee projects. It does not include time those same staff may be needed to contribute to Trust Area-wide projects.

Given this forecast deficit in available planning staff time to allocate to local trust committee projects, there is a clear need to reassess the viability of all planned projects and consider deferring some or all of those that are not already underway. While it is understandably difficult to choose some local projects over others, not delivering on all planned and funded projects will only further drive frustration and disappointment for local trust committees, the public and staff. It would be more prudent to prioritize completing the work of projects already underway before initiating new ones that we may not have the capacity to deliver.

Notably, the 2026/27 planning feasibility assessment marked a shift in approach from previous years. Reflecting the optimism bias mentioned earlier in this report, in previous years the assessment was based on a best-case scenario of 100% staff hours being available. But practically speaking that is never a realistic assessment. Even without staffing vacancies, there will always be a percentage of staff time lost to factors such as unexpected leaves, emerging new priorities, or, as we have experienced this fall, labour disruptions. So, I commend the director of planning services for taking a more pragmatic approach to forecasting actual staff availability for next fiscal that reflects the shift in organizational practice and culture needed across the organization.

I do see potential for improved efficiency in how planning operates and allocates resources. I know this is an ongoing conversation with the team's leadership and it is something the director and I have discussed as well. I expect we will advance this discussion as part of the staff actions flowing from this report.

Bylaw Compliance and Enforcement Services

Bylaw compliance and enforcement currently has three bylaw enforcement officers, reporting to the bylaw enforcement manager and supported by a dedicated administrative assistant. Caseload data shows that in 2019, there were 337 open bylaw files. There were 601 open files in 2024, representing a 78% increase. During that time period, Islands Trust did hire the third officer, which increased capacity to process but also open more files. A range of other factors have also contributed to the increase in open case files, including the change to enforcement of short-term rentals in some local trust areas, and extended leaves for two officers.

The caseload on Salt Spring Island in particular exceeds the regular capacity of the officer dedicated to that island and often requires reassignment of one of the other two officers to provide additional support. This, of course, then impacts the ability to support enforcement on other islands.

While a limited sample, the 2026/27 Pre-Budget Survey found an identical share of respondents (26%) supported either increasing or decreasing funding for bylaw services. It is understandable that there are strong opinions in support of and opposed to bylaw enforcement. Comments on the survey raised a number of concerns about either the extent or lack of enforcement, and how enforcement is undertaken by officers.

Bylaw compliance and enforcement is challenging work. It inherently involves conflict and, like any enforcement or compliance process, the outcome will in many cases be unsatisfactory to one party or the other to some degree. I have full respect for the difficulty of the work undertaken by bylaw staff. But it is also clear there is a need for Islands Trust to improve its approach to enforcement and compliance. Recognition of this gave rise to the extensive updates proposed for Islands Trust's Bylaw and Enforcement Policy, which were endorsed by Trust Council at its September 2025 meeting.

The proposed changes have the potential, if approved and implemented effectively, to have a significant positive impact on both how enforcement is undertaken and also understood by the public. It remains to be seen if these changes have an impact on the volume of bylaw files, either increasing or decreasing them. But implementation of the policy changes themselves will

necessarily consume some time from the bylaw compliance and enforcement team in the year ahead. At this time, I am not recommending any other operational changes to bylaw compliance and enforcement. The priority should be to focus energy on implementing the policy changes, assuming they are approved by Trust Council. It will be essential that staff are provided the time, support and space to effectively and fully implement these updates.

Islands Trust Conservancy

Islands Trust Conservancy is the largest regional land trust in B.C. and is, in many ways, a remarkable success story. However, it also has capacity challenges.

The Conservancy currently is responsible for managing and monitoring a total of 115 properties and conservation covenants spanning more than 1,380 hectares across the Trust Area. There is one dedicated staff person responsible for monitoring the 81 covenants, and a second responsible for monitoring and overseeing management of 34 nature reserves. As a consequence, the Conservancy has been approaching limits in its ability to take on new properties because of challenges associated with fulfilling its responsibilities for the properties currently in its portfolio.

To help address this pressure, the Conservancy has proposed a new hybrid monitoring delivery model for the 2026/27 monitoring season. Under this model, the majority of protected areas would be monitored by a qualified external contractor and local island conservancy partners. This approach would allow the Protected Areas Management Team to focus its efforts on a select number of high-priority sites that require direct Conservancy involvement. Details of this approach are contained in the Conservancy's budget submission for next fiscal year. I commend staff and the board for identifying a creative solution to this growing workload challenge without additional staffing.

The Conservancy has also, at times, been overly optimistic in the assessment of the resourcing and time needed to deliver on initiatives. This has been especially true with regards to the development and updating of board policies, introduction of new technologies and development of a new Five-Year Plan, which involves engaging all First Nations in the Trust Area. The Five-Year Plan project, required by legislation, has been essentially stalled for three years due to the lack of a dedicated project manager and key staff turnover, and it is still somewhat inadequately resourced.

Meeting Administration

Council, committee, local trust committee and Islands Trust Conservancy Board meetings are the core of how decisions are considered and advanced in a transparent and responsible manner. It is vital that staff support this essential work.

I asked administrative staff to estimate how much time is spent supporting trustees in their various committee, Council and Conservancy Board meetings and found that in 2024:

- Staff supported a total of 189 meetings, including Trust Council, its committees, the Conservancy Board and local trust committees. This isn't an unusual amount for Islands Trust. Over the past five years, there have been an average of 175 meetings per year.
- The total amount of time spent by only administrative staff in preparing for those meetings is 4,342 hours – the equivalent of more than three full-time positions.

That estimated 4,342 hours is just to manage the logistics, preparation of meeting agenda packages, and minutes. It doesn't include the time spent by other staff in preparing and reviewing materials for meetings. While it is only an estimate, I believe conservatively that the preparation of materials by non-administrative staff is at least an equivalent number of hours.

In addition, there is the actual time spent by staff attending those 189 meetings, which represent 640 hours of meeting time – or more than 18 work weeks. In most cases, multiple staff attend each meeting in whole or in part. When we factor in staff time attending the meetings themselves, plus required travel time where they attend in-person, in total I estimate that staff spend close to 12,000 hours annually supporting Trust meetings.

Again, this is necessary work. But when we consider that 12,000 hours equates to approximately 10 full-time positions worth of time each year dedicated to meetings, if nothing else it underscores the need for both staff and trustees to ensure we are maximizing the value of that investment of time and resources.

I note some consideration is being given during the current budget cycle to switch at least some of Trust Council's quarterly meetings to a fully electronic format. While this would not reduce the time needed to prepare agendas and materials, a preliminary estimate is that each electronic meeting would save at least two full weeks of administrative staff time required to plan logistics of an in-person Council meeting.

Staff will be looking at if and how we can streamline some of that preparation work through process changes, and I give thought later in this report to other considerations for Trust Council in relation to governance issues. There is also active work underway with the Governance Committee to review and update Trust Council policies, including those related to meeting procedures.

[Election Planning](#)

We are now less than a year away from the October 17, 2026 election. In any election cycle, this creates an additional workload for staff across the organization. This year, trustees and staff have identified a need to better support the onboarding and orientation of an incoming Council. Work on this is now beginning, and there is a substantial foundation to build on from previous elections. But I expect making improvements will require a significant investment of time in the early part of fiscal 2026/27, particularly from senior staff. So, election preparation and transition should be appropriately viewed as an additional major project for the coming year.

Practically speaking, there will be a period from the time of the election through to early 2027 where staff across the organization will be heavily engaged in onboarding and orientating the incoming Council and preparing trustees to assume their roles, including on local trust committees. During that same period, there is also limited ability to secure political direction and decisions, which inevitably may impede the progress of some projects.

I mention this here only to acknowledge that the impact of an election year should be considered in assessing what, if any, net new projects Trust Council may wish to initiate next fiscal. Similarly, it will impact how much existing work can also be advanced.

THE STAFF PERSPECTIVE

The perspectives I have shared on some of the human resources challenges and other issues addressed in this report are not based solely on my own assessment. They are also informed by what I have heard from staff across the organization.

In March 2025, for the first time since 2019, all employees were invited to complete a staff survey to share their perspectives on the experience of working at Islands Trust. Eighty-two per cent of staff completed the survey. The results found that:

- 66% of employees said they are satisfied with Islands Trust as an employer. While the BC Public Service uses a different survey methodology, as a point of reference their 2024 survey of engagement across the core provincial government found 62% of staff were satisfied with the BC Public Service as an employer.
- 71% of employees would describe Islands Trust as a good place to work. By comparison the BC Public Service equivalent score is 65%.
- Almost 76% of employees say the purpose of Islands Trust makes them feel their job is important.

The areas with the lowest scores tend to be more focused on operational issues, including:

- Inefficient access to information needed to do work effectively.
- The need to eliminate unnecessary work to improve efficiency.
- Ineffective and inefficient policies and procedures.
- Lack of opportunities for advancement.
- Lack of effective tools and technology.

These themes were reinforced at an all-staff engagement session in June 2025 to get employee input into priorities and ideas for improvement to inform this operational review. That session also highlighted a desire among staff to improve the systems and practices that support engagement with First Nations, improve internal and external communication, fill vacant positions more quickly, and reduce the volume of meetings across the organization. These themes have also been consistent across one-on-one conversations I have had with many individual staff in the last year.

Following on the staff survey, a volunteer staff working group was established in the summer of this year. That group is tasked with bringing forward recommendations to me and the leadership team for how Islands Trust could address some of the issues highlighted in the survey results. While their work was delayed by the recent strike action and so was not available to incorporate into this report, I nonetheless look forward to receiving their recommendations in the near future.

Early in this review, I asked senior staff to provide an assessment of the scope of current required and discretionary work within their respective accountabilities. Having considered that assessment, it is clear that almost all the work currently being done is either necessary under legislation or policy, or directly relates to Council's identified priorities. In short, we are not doing much that we shouldn't be doing in our current context.

Where there may be latitude to stop work, it is primarily administrative and would not free up enough capacity to significantly impact the overall pressure. Staff will nevertheless look at options to reduce or eliminate some of this administrative burden as a continuous improvement practice.

PART 2: PRIORITY ACTION AREAS

In Part 1, I addressed the human resources and staffing capacity challenge faced by Islands Trust, including in some core operational areas. In Part 2, I address some of the core areas of work where I believe our capacity issues create a level of risk across the organization that requires action.

RECONCILIATION

The need to meaningfully engage with First Nations and Indigenous Governing Bodies is one of the priority areas of work under the most pressure at Islands Trust. There can be different perspectives on how this work should be done, but it is not optional.

The introduction of the *Declaration on the Rights of Indigenous Peoples Act* (DRIPA) and its subsequent and still-evolving impact on provincial and local governments is a prime example of how the scope of the changing legislative, social and political context impacts Islands Trust's day-to-day work. While DRIPA is provincial legislation and may not directly impose obligations on Islands Trust, there is nonetheless a clear requirement for Islands Trust to address issues related to reconciliation. And, as DRIPA continues to be implemented and reshapes provincial legislation, the impact may become more direct over time.

The *Islands Trust Act*, in the statement of the Object, explicitly requires Islands Trust to work in cooperation with First Nations. This was reinforced in the April 2025 letter from the Minister of Housing and Municipal Affairs to the Chair of Trust Council, which stated:

“Over the balance of their term of office, I will need the Trust Council to take particular care to ensure that engagement with the public and First Nations on the bylaws put before me for approval, including amendments to Official Community Plans and the Trust Policy Statement, are undertaken in a manner that demonstrates mutual respect and builds towards consensus.”

Similarly, the minister provided clear direction to Islands Trust Conservancy regarding expectations of its engagement with First Nations on its overdue Five-Year Plan before it will be considered for ministerial approval. In January 2024, the minister called on the Conservancy to continue to lead the way, in cooperation with First Nations in the Trust Area, to develop a Conservancy Plan that aligns with the United Nations Declaration on the Rights of Indigenous Peoples.

So, there is a clear mandated and legislated requirement for Islands Trust to effectively deliver on its responsibilities in ways that support meaningful, respectful cooperation and knowledge-sharing. Acknowledgement of this obligation is reflected in the reconciliation declarations adopted by Trust Council and the Islands Trust Conservancy Board in 2019.

This work is inherently complex and influenced by a multitude of factors, not the least being the continually and rapidly evolving legal context – particularly in regard to land use issues. The complexity and uncertainty warrant thoughtful and considered progress in our work related to reconciliation, but it does not render the work optional or justify unreasonable delays.

Reconciliation also must be seen as more than just another project. If done well, it is something that can and should change almost every aspect of Islands Trust's work to some degree.

Despite Trust Council's public commitments, most trustees and staff and many First Nations indicate that the reconciliation efforts undertaken to-date are inadequate. Through the commitment and effort of staff and trustees, there are success stories where relationship-building and creative solutions are yielding genuine progress. But there is no consistent, coherent approach to relationship-building with First Nations and meaningful integration of Indigenous knowledge and values into the decision-making of Trust bodies. The result is frustration expressed by some First Nations, as well as by staff and trustees.

While I don't doubt the sincerity of Trust Council's commitment to reconciliation, this is one major area of work that we have not yet adequately resourced as a priority. Admittedly this is in part because we are still, like most jurisdictions, working to fully understand the breadth and scope of the implications of the provincial direction. And the legal and political grounding for this work is rapidly shifting – which is all the more reason why investment is needed to try and keep up with the evolving expectations.

Trust Council has invested in one dedicated staff position in the existing senior Indigenous relations advisor. But it is not realistic to expect one position to carry the amount of work required. Incremental investments have also been made, primarily through provincial grant funding, to pilot provision of capacity funding grants to support Indigenous engagement in specific projects. The lack of sufficient investment risks becoming a growing impediment to Islands Trust's ability to advance not only its commitment to reconciliation but also much of its core work.

For comparison, there is one regional district that now allocates approximately \$25,000 annually in capacity funding grants for each of the First Nations within their jurisdiction – many of which are also within the Trust Area. This serves essentially as an annual budget to cover collaboration on priority topics of mutual interest. As other jurisdictions begin to consider this kind of funding model, it creates a new baseline that we may increasingly be expected to meet. While the same model may not be appropriate or viable for Islands Trust, there is not currently any sustainable budget for capacity funding that is managed in a consistent manner.

The need for a coherent policy on capacity funding has been acknowledged by staff. But, ironically, the lack of staff capacity has prevented the development of a policy. Similarly, staff have also not yet been able to finalize a draft for an updated Reconciliation Action Plan, as requested by Trust Council. There remains no consistent approach for coordinating engagement with First Nations across all the work of Islands Trust, including Islands Trust Conservancy. Some nations have noted that this lack of coordination and consistency in itself is undermining engagement because it results in duplication of effort and shows a lack of responsiveness to previously received feedback.

It is clear that Islands Trust needs to get its own internal operations more in order to support effective relationship building. This will be even more important to support the direction set out in the current draft Policy Statement and the reconciliation priorities identified in Trust Council's Strategic Plan. But we have not yet adequately invested in building our own internal capacity in terms of appropriate staff and trustee training, effective technology and administrative processes, and consistent policy approaches to support advancing reconciliation.

Ultimately, Islands Trust will likely need to make significant future investments to advance reconciliation and relationship-building. The related recommendations offered in this report are a moderate first-step to move toward a more considered, coherent and consistent approach to Indigenous relations that will help deliver this vital work in a more effective and efficient manner.

INFORMATION SERVICES AND SYSTEMS

While its staff have access to some core provincial government technology tools, Islands Trust operates largely on its own independent technology infrastructure and systems. To support this, Islands Trust relies on three Information Systems (IS) staff, and two additional staff dedicated to supporting Geographic Information System (GIS) technology essential to planning across the Trust Area and to the work of Islands Trust Conservancy. Further support is provided through contracted services.

There has been significant staff turnover and challenges within the IS and GIS team in the last year, resulting in a greater than usual reliance on contacted services and delays in advancing some projects. In recent years, Trust Council has supported budget allocations for key technology upgrades, including adoption of the CityView software suite, time-tracking software, and a new customer relationship management application. All of these projects are behind schedule to varying degrees.

In all cases, the primary challenge has been a lack of staff capacity, and not only in terms of direct support from the IS team. Project planning for IS projects has often underestimated the time required of other staff to fully support project planning, procurement, implementation, training, project management and change management. There is a need for greater collaboration across the organization in planning for technology projects to ensure the full scope of the work is understood and able to be accommodated within a realistic implementation timeline.

Similarly, staff capacity has limited our ability to advance some GIS work. Islands Trust Conservancy Board, Executive Committee and Trust Council have all flagged GIS enhancements as a priority for the 2026/27 budget. In response, a business case has been put forward for additional GIS staffing. The proposed Trust Area Resilience Assessment is intended to bring together projects in Trust Council's Strategic Plan related to Trust Area data acquisition, including mapping data, and ecosystem health and community resiliency indicators. While it is broader than just a GIS and technology initiative, it is expected to require significant GIS involvement.

The initial draft budget for 2026/27 also includes submissions for new protected area management software for Islands Trust Conservancy, and a new electronic document management solution. In addition, there is an identified need to address several other technology issues, including:

- Updates and fuller implementation of the existing agenda preparation software tool.
- Resolving ongoing issues with a number of the custom applications used by Islands Trust to support some key activities.

In my engagement with staff and trustees for this review, the need to improve or replace various technology tools was also a frequent issue cited as a priority, including website improvements. The need for all these things is valid. But each one is a project requiring an investment of money and time to achieve.

At this time, Islands Trust doesn't have a clear model for prioritizing one technology project above another. Nor do we have a long-term plan for how we might modernize our systems and digital infrastructure – let alone plan for how we deal with emerging related issues like artificial intelligence. While I support the intent of the technology projects put forward for consideration as

part of the budget cycle, I have significant concerns about our ability to successfully implement them in the absence of a thoughtful plan to fully assess current and future technology needs and what is required to successfully address them.

Any such plan should also look not just at information technology, but information management. By that I mean ensuring we have not just the tools but also the policy foundation to appropriately create, capture, organize, store, retrieve, and dispose of documents, information and data. Islands Trust is generally subject to provincial information management legislation and policies in many respects, such as the *Freedom of Information and Protection of Privacy Act*. But we have gaps in our internal policies and procedures to ensure we are meeting these responsibilities as effectively as we should.

For example, while one is now in development, Islands Trust has not had a clearly established and communicated policy for records management. This does not mean we don't have practices in place to manage records. But a proper guiding policy will ensure this is done more consistently and appropriately across the organization and over time. In the absence of a clearly and consistently understood policy, what often happens is organizations actually end up storing more records than they need to or are required to. This can result in very real costs for electronic and physical storage of records and data. And it creates inefficiency by increasing the time and effort needed for staff to find data and information on a day-to-day basis.

The proposed electronic document management system project would provide a much-needed tool to aid in effective information management. But layering new technology over an inconsistent process will yield limited benefits, or even make the existing inefficiencies worse. If that project proceeds, it will be important that the new records management policy is in place in advance, that it is being applied and that files on the existing management system are reviewed in alignment with that policy before they are migrated to the new platform.

Another aspect of information management is data management. Islands Trust manages a large amount of data, primarily in its GIS work and related systems. There is significant potential for us to access and more effectively use other data – and more current data – to inform decision-making and planning. The proposed Trust Area Resilience Assessment initiative would, in part, look at that potential and how it might be addressed. But again, it would benefit from being undertaken in the context of a broader overall data and information management plan, which does not currently exist and will itself be a significant project.

ENGAGEMENT AND COMMUNICATIONS

The communications function is essential to providing transparent and accurate information to the public, and to improving understanding and awareness of Islands Trust and its work. In doing so, it can help address the significant reputational challenge faced by Islands Trust.

Effective communications and engagement practices play an essential role in shaping public trust in any government organization. Research shows that public trust and confidence in governments at all levels has steadily declined over the past several decades. It also shows this trend is generally due, in part, to a perceived lack of transparency, lack of awareness and understanding of government roles and processes, and the rise of misinformation and disinformation.

The lack of trust in an institution creates a real and significant barrier to its ability to secure the social licence needed to advance its work. Effective communications and engagement can help reduce the friction in the relationship between a government organization and the communities it serves, thereby supporting improved organizational performance. It can also help ensure the organization itself has a better understanding of the community and other interests, which leads to better decisions making.

Islands Trust currently has one communications specialist dedicated to supporting the communications and public engagement needs of Trust Council and 13 local trust committees. A second communications specialist is dedicated to providing similar service to the Islands Trust Conservancy Board.

I believe the Conservancy is adequately supported by its dedicated position, delivering a high quality of communications that, by the nature of the work, tends to be less issues driven and more positive in its message. Although there is an opportunity to more clearly position the role of the Conservancy within Islands Trust's broader public profile.

Practically speaking, maintaining day-to-day communications support for core functions and major projects like the Policy Statement Amendment Project consumes all of the available capacity of the other communications specialist. This leaves very limited capacity to support local trust committees and to effectively and more proactively address emerging communications needs.

The primary gap in our communications is one of missed opportunity. With additional capacity, there would be more opportunity to:

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

With some major projects, such as official community plan updates, Islands Trust relies on contractors to provide the communications and engagement function, with support from the communications specialist. This makes sense as a measure to augment staff capacity for projects

with a sufficient communications need. We similarly contract some functions, such as graphic design for major publications.

Public and partner engagement is a complementary but distinct discipline from communications. While supported to some extent by communications, engagement activities on planning initiatives are often led by local planning staff, who may have limited experience or expertise in this area. The program coordinator position with Trust Area Services has also recently begun supporting some engagement work related to major projects. However, Islands Trust does not currently have a centralized approach to engagement, does not coordinate the different planned and on-going engagements activities, and lacks the strategy, systems, templates and staff coordination that would support a planned, coordinated, organized, and efficient approach to engagement on projects.

In 2021, staff prepared a business case for a dedicated engagement planner position, noting that:

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

In my assessment, these same issues prevail today. Ideally, Islands Trust would have a consistent approach to how it undertakes engagement. This would provide consistency for the public in how it interacts with Islands Trust, including the Conservancy, and would allow more effective monitoring, analysis and reporting of the results of engagement activities across projects and over time to help inform decision making.

Recommendation 12 of the 2022 Governance Review Report suggested that:

“A communications and engagement strategy should be developed as part of the annual corporate plan, and in support of the priorities identified therein.

The strategy should support the Preserve and Protect Object of the Trust, focusing on two goals: 1) strengthening the Islands Trust brand by increasing awareness and support for the Trust with relevant stakeholders, policy-makers and decision-makers; 2) improving communication between the Trust and trust area residents, in line with Trust Council’s emphasis on transparency and consultation.”

In its September 2025 consideration of that report’s recommendations, Trust Council opted to defer action on this recommendation in the category of “will be undertaken when prioritised by Trust Council.” I generally agree with recommendation 12, and expect it may and should be a priority for the next Trust Council post-election.

In recent years, Trust Council has approved an annual communications strategy, with the expectation that a companion Islands Trust engagement strategy will also be developed at a later date to support engagement on projects. I do not believe our current single staff person is sufficient to realize the full value from the annual communications strategy. And we do not currently have the capacity to develop and effectively implement an engagement strategy. The draft 2026/27 budget includes a request for \$10,000 to contract support to draft an engagement strategy. But there is still insufficient capacity to implement that strategy once developed.

ADMINISTRATIVE POLICIES AND PROCESSES

Like any government organization, Islands Trust's day-to-day work is heavily informed by the cascade of applicable legislation, bylaws and policies that govern it. In addition to those that govern Trust Council, its committees, local trust committees and Islands Trust Conservancy, there are also a host of internal administrative policies, procedures and processes that underpin the operational side of the organization's performance.

When organizational capacity is strained, these operational administrative foundations often get neglected while resources are, appropriately, directed to support the priorities of Trust Council and public-facing service delivery. That is clearly the case within Islands Trust today.

In 2023, staff undertook an assessment of the procedures included in Islands Trust's Operations Manual. These are the procedures that govern how we manage and operate the organization, including implementation of policies. They should not to be confused with the policies of Trust Council, local trust committees and the Conservancy. The staff assessment concluded that of the 88 operating procedures in the Operations Manual, 55 were out of date or completely obsolete. Most have still not been updated or repealed since. In fact, staff have also identified a need for at least 50 additional procedures that don't currently exist.

This is what happens when the day-to-day urgency of priorities consumes the full operating capacity of the organization – some of the underlying fundamentals get neglected. That creates the risk of ineffective practice, or multiple different approaches and work arounds, rather than consistent and sound practice across the organization.

I don't believe there is any imminent or substantive exposure resulting from these administrative issues. But if left unaddressed, the risk of a substantive impact will only continue to grow over time. While outdated administrative procedure issues may seem trivial, collectively they create a level of inefficiency that only serves to exacerbate the capacity problem we face. If nothing else, this is a symptom of an organization that is struggling to keep up.

Staff are now actively working to try address this need to update our administrative foundation, where available staff time can be carved out to do so. But finding that time remains the biggest challenge. Addressing these administrative issues is not the responsibility of Trust Council. But it intersects with trustees' work in that reducing other demands on staff time can help free up some capacity to be dedicated to resolving these internal operational issues, which in the long run will also benefit trustees and the organization overall.

PLANNING AND PRIORITIES

This review is intended to focus on the operational side of Islands Trust. Therefore, I intentionally placed Trust Council, its committees and local trust committee priorities, policies and bylaws out of scope. However, it is impossible to completely separate them given the impact Trust Council's priorities and work have on the operational capacity of the organization.

As a result, I have given consideration to two aspects of Trust Council's work that I believe can help address the capacity issue:

1. the corporate planning and priority setting process; and
2. the committee structure.

Corporate Planning and Priority Setting

In March 2025, Trust Council approved a much-delayed new strategic plan setting out their priorities. Helpfully, at that time trustees also agreed on a prioritization of the initiatives in the plan, particularly for the balance of the current council term. This has already proven valuable in helping to focus decisions on allocation of resources and the current budget planning process for next fiscal year. It is slightly problematic that – because it was repeatedly delayed – the plan will apply to more of the term of the next Council than the current one. However, this is mitigated by the fact that Council also has the ability to amend its plan on an ongoing basis.

The bigger concern is that the actual process that led to that strategic plan was, in my opinion, somewhat flawed. I do not want to diminish the amount of time and effort trustees put into the development of the strategic plan. And I acknowledge I was not in this role at the time, so my perspective is not based on firsthand experience of that work. I have, however, reviewed documentation that informed the plan development and discussed the process with senior staff, and I see two particular issues.

The first issue is that the plan appears to have been largely a collection of previously existing projects and priorities retroactively grouped under defined goals and outcomes. To be fair, this sort of “reverse engineering” approach is a common misstep in a strategic planning exercise. And it is also appropriate that to some extent existing work should be captured in a strategic plan. But ideally a truly strategic planning process starts with the higher level of assessment of a vision, goals and outcomes and only then contemplates what initiatives to include. And as part of that latter step, existing work is evaluated on whether or not it truly fits, thereby forcing hard decisions on what actually should be kept. Again, I acknowledge I may be mischaracterizing how the current strategic plan evolved and I invite trustees to correct any misperception.

My second concern with the current plan is that it was developed without significant active involvement or advice from staff. The strategic plan is owned by Trust Council and is intended to be an articulation of its priorities. Appropriately, the decision of what initiatives to include therefore should be made by Council. But it is evident that many of the initiatives contained in the plan were included without any substantive staff assessment of their viability, potential resource requirements or timelines. As a consequence, it is only since the plan has been adopted that some of that advice is being produced and considered.

This isn't to say that every initiative should have had a fully developed project plan and business case completed before being included in the strategic plan. But it appears there was not sufficient advice sought while developing the plan to determine whether the initiatives were the best way to achieve the stated goals, were achievable, or what resourcing was required to deliver. Ideally a planning approach would consider this sort of feasibility assessment of each new initiative being proposed before deciding whether they should be included in a strategic plan.

Similarly, it appears it was only when I presented the plan to council in March that any consideration was given to the timing or sequencing of all the initiatives included. In finalizing the draft strategic plan, I asked senior staff to validate if each initiative could be advanced in the timeline proposed – especially those proposed to be initiated in fiscal 2026/27. The sequencing proposed and approved by Council in March reflected their assessment. But, in hindsight, I believe the optimism bias I noted earlier influenced that input. As a result, I have significant concerns about the organization's capacity to undertake new initiatives beyond the scope of work currently underway.

My concerns about the process should not be interpreted as a criticism of the content of the strategic plan or a suggestion that the initiatives it contains are not worthwhile. But I believe addressing the issues I have noted could have helped deliver a plan that is more truly strategic and that better reflects the operational reality of what it will take to advance some of this work.

All that said, Council did also approve a draft corporate planning process that I believe is worth finalizing as a step to help lead to more effective planning the future. One aspect not contemplated in that draft process is what its actual outcome may be. It references the notion of a strategic plan as one element of corporate planning. I believe there needs to be a clear and tangible output of the process in the form of an overall corporate plan.

There is a useful example of what I mean in the [City of Victoria's current corporate plan](#). Victoria City Council has traditionally produced a strategic plan, not unlike Islands Trust's practice. But in 2024, the city produced its first corporate plan and they intend for this to be their practice in future. The difference is that that the corporate plan incorporates all of council's priorities from their strategic plan, but also includes parallel city organizational and operational priorities. This model provides a more complete picture for the public, for elected officials and for staff of the full scope of work and priorities of the city overall.

As I mentioned when the strategic plan was brought to Trust Council for approval in March 2025, the strategic plan only really captures at best 20% of the work of Islands Trust. It does not reflect the 80% of work in the form of the day-to-day operations, including support for local trust committees and the work of the Conservancy Board. As we work to address some or all of the recommendations put forward in this report, I believe a more complete corporate plan for Islands Trust will be all the more valuable – and the existing draft planning process can help achieve that with the support of the current and next Councils.

In my observations above regarding some challenging aspects of the organizational culture of Islands Trust, I noted the need for staff to provide more accurate and pragmatic advice to trustees on the feasibility of projects. I believe this dynamic has also contributed to some of the issues related to the approach to strategic planning and identification of priorities. So, beyond the planning process, in my recommendations I propose a procedural change that can help by

providing an opportunity and requirement for staff to provide a feasibility assessment before Trust Council directs that work begin on a significant new project.

Council Committee Structure

I have some hesitation about touching on the topic of Council’s committee structure because it is arguably beyond the scope of an operational review. But the work of supporting Islands Trust’s various advisory bodies is also a significant portion of the work of virtually all staff.

The *Islands Trust Act* requires, in addition to Trust Council, that there be an Executive Committee, local trust committees, and the Islands Trust Conservancy Board. Trust Council [policy 2.3.1](#) prescribes the creation of six standing committees in addition to Executive Committee:

1. Regional Planning
2. Financial Planning
3. Trust Programs
4. Governance
5. Accessibility
6. Chief Administrative Officer Performance Evaluation Committee

With the exception of the Accessibility Committee, which is required by the *Accessible British Columbia Act*, these standing committees exist at the discretion of Trust Council. Each has a terms of reference and meets at least four times per year (as required under policy).

A committee system is vital. It would be unrealistic to expect effective governance to be managed solely through a 26-member council that only meets four times a year, or to rely solely on the four-member Executive Committee to govern the organization between those meetings. However, given the resources dedicated to supporting committees, it is incumbent on trustees and staff to ensure the effort is yielding the best benefit. I am not certain the existing committee structure meets that objective.

I agree with the 2022 Islands Trust Governance Review report that committees can and should be the “workshops of Trust Council” to deliberate on policy and other issues in detail. While I disagree with recommendation 2 in that report that the solution is to increase the number of committees, I do agree with recommendation 4 that committees could be more valuable with more focused mandates directly related to Council’s priorities.

At its September 2025 meeting, Trust Council considered the review’s recommendations and placed recommendation 4 in the category of “will be undertaken by staff as appropriate.” I believe it would be wise for staff to consider options related to the committee structure in advance of the 2026 election. One potential solution would be to replace the Governance, Regional Planning, Financial Planning and Trust Programs Committees with select committees with more focused mandates to tackle particular issues or priorities in a defined timeframe.

Alternatively, it may be that the issue isn’t so much structural as it may be a need to more clearly define and adhere to committee mandates. Over time, it appears committees have a tendency to drift from the workplans set out by Trust Council to initiate new projects sparked by committee members’ interests. Council does review and approve committee work plans at every Trust Council

meeting, but with little engagement or discussion. I believe Trust Council could and should take a more direct and active role in setting committee priorities, and revising them as needed.

Finally, there is clear room for improvement in the use of Committee of the Whole. Council adopted the Committee of the Whole function this term to enable in-depth discussion of issues in a more informal and less structured format. I think it is fair to say the use of this model has met with mixed results to-date. Ad hoc scheduling and other barriers have resulted in often limited attendance that doesn't or barely attains quorum. Therefore, discussions that happen in these meetings are often not entirely representative of all of Council, even though the purpose is to allow for discussion and debate amongst all trustees.

However, there is a role for Committee of the Whole to facilitate better decision-making. This may be more achievable by using the format as a more regular part of the Council process. For many local governments, Committee of the Whole meetings are scheduled to alternate with regular Council meetings and used to debate and discuss substantive issues that are planned to come before a full Council meeting for decision. This approach regularizes the function of Committee of the Whole and, in theory, then would allow quarterly Trust Council meetings to progress more efficiently because they would be primarily the venue for decision on items already fully discussed at a preceding Committee of the Whole. As part of the preparation of draft meeting scheduled for next year, staff are already proposing to schedule Committee of the Whole meetings one month in advance of each quarterly Trust Council meeting.

ISLANDS TRUST OFFICES

Islands Trust maintains three office locations (Victoria, Gabriola Island and Salt Spring Island) that are open to the public and serve as the primary work locations for all staff. While it can sometimes be challenging to recruit to the island offices, it is nonetheless valuable for Islands Trust to have a physical presence outside the main Victoria office.

In my first year as CAO, it has been suggested to me by some trustees that we should consider relocating the Victoria office from its current location to one in closer proximity to the Trust Area to make it more accessible to residents and trustees. So, given that interest, I have opted to include a discussion of that proposal in this review.

The potential for this has been explored multiple times over the years. In some cases, relocating entirely to one of the islands of the Trust Area was explored. And most recently, in 2017, there was consideration given to moving to a location outside the downtown core.

I have reviewed the documentation related to the 2017 review, which ultimately led to a decision to keep the current location. Islands Trust subsequently made a significant investment in renovating the current space to meet its needs more effectively. A lot has changed since 2017, not the least being an increased reliance on virtual meetings and the adoption of flexible work-from-home options for many Islands Trust staff, particularly since the onset of the Covid-19 pandemic.

The current lease for the Victoria office runs to 2029, with an option to terminate the lease early by giving notice by March 31, 2026 and vacating the space by September 30, 2026. This means if there was to be a move, it would need to happen either before September 2026 or prior to the lease expiry in September 2029.

A review of currently available lease options in the region shows there may be long-term cost savings to be achieved by relocating to a new location outside the downtown Victoria area. However, any move would require a level of up-front investment. To take advantage of the early termination option, the costs of a relocation would mostly need to be accommodated in the 2026/27 budget. Related costs would include:

- Hiring a new part-time temporary employee to project manage the logistics and planning of the move. The recent challenges with asking an existing staff member to manage the Salt Spring relocation off the side of their desk highlight the need for this, and a Victoria relocation would be a significantly larger project. This would be particularly necessary within the short timeframe to allow for relocation by September 2026.
- The cost of contracted movers to transfer all the existing office furniture and other contents.
- The cost of any improvements needed to the new location. Even if it was an entirely updated space, there would inevitably be some work required to configure and prepare it to meet our needs. For example, we have specific needs for our technology infrastructure that would need to be incorporated.

In total, if the new location required minimal preparation, I estimate the minimum cost would be approximately \$125,000. If it needed more significant renovations and improvements, that figure could be as high as \$500,000. These are very preliminary estimates, but any relocation would require dedicated funding.

Furthermore, there are other considerations beyond the financial cost. First, the simple work required of every member of the Victoria staff to prepare offices, records and other materials for the move would impact some level of productivity at a time when many are already over-stretched by their workload. This would be particularly true for administrative and information services staff. There would also be additional lost productivity, albeit short-term, during the actual move itself. To meet the September 2026 timeline, this would also mean the bulk of the work of a move would be needed at the same time Islands Trust is preparing for the October 2026 election.

I also have no reason to think a relocation would help Islands Trust with its recruitment and retention challenges. In fact, it may only increase the challenge, especially if the office was relocated to Sidney as some trustees have recommended. While a relocation may shorten commutes for some staff, a significant number of Victoria office staff live in closer proximity to the current location, in the Westshore region, or up-island. A commute to a location on the Saanich Peninsula or in Sidney would add significant commuting time and cost for these staff. It has been suggested that this could be addressed by staff working more from home. However, not all staff can or prefer to work from home on a regular basis.

Similarly, it has been suggested that moving to a location closer to the ferry terminal would increase our ability to recruit staff living on the islands. Given the relatively small size of that labour market and the challenges we already have recruiting locally for the Salt Spring Island office, this seems unrealistic. I also note that, other than anecdotal information from some trustees, Islands Trust has not received any significant public feedback regarding the current Victoria office location that suggests a different location would result in significantly more frequent office access by members of the public.

In its current configuration, if Islands Trust adds any additional staff to the Victoria office it will become increasingly challenging to accommodate them. However, it is more viable to make changes to manage this within the existing space than to undertake a wholesale relocation in the short-term.

There may be benefits to a relocation of the Victoria office, primarily in long-term cost savings and a better physical work environment. However, given the required up-front investment of money and staff time, the potential impact on staff retention, and the timing in relation to the 2026 election, I do not support making relocation a priority in the available window for terminating the current lease early.

PART 3: ACTIONS AND RECOMMENDATIONS

STAFF ACTIONS

The actions outlined here represent the staff-led commitments that I expect to advance regardless of Trust Council's response to the recommendations provided for their consideration below. For the most part, these actions do not require direction or support from Trust Council. Should the recommendation to develop a full corporate plan be endorsed, I expect many or all of these would be reflected in the operational side of that plan.

1. Consider and, where viable, adopt the recommendations of the Staff Survey Results Working Group.
2. Advance updates to the Islands Trust Operations Manual where capacity allows. Those policies and procedures used by most employees will be given priority, with an emphasis on simplifying and streamlining procedures as much as possible.
3. Initiate a collaborative effort between senior leadership and administrative staff to identify ways to streamline the administrative process for Council, committee and Conservancy Board meetings. This aligns with current updates to Trust Council policies being considered by the Governance Committee.
4. In consultation with the BC Public Service Agency, develop and implement solutions to improve recruitment and retention, with the Salt Spring Island office as the priority.
5. Engage with the BC Public Service Agency to explore options to improve Islands Trust access to human resources services and data.
6. Work to ensure greater collaboration and coordination across teams as part of daily operational practice, including with Conservancy staff.
7. Consider the potential for changes to the organizational structure where it might improve operational pressures, and consider reallocating vacant positions to higher priority work as vacancies arise.
8. Conduct the Staff Survey on an annual basis to monitor progress and identify priorities for future action.

RECOMMENDATIONS TO TRUST COUNCIL

As CAO, I fully accept my accountability for effectively managing the operations of Islands Trust and will continuously explore and consider how I and staff can improve operations within the scope of our authority. But a significant amount of the work staff do is directly related to supporting the work and priorities of trustees. Therefore, effectively addressing the operational challenges we have requires a level of support from Trust Council.

As acknowledged in the opening to this report, the following recommendations are chosen because I believe they are both achievable in the near term and likely to have a positive impact in helping address the prevailing operational issues Islands Trust faces. I have also considered the likelihood that Trust Council would accept a recommendation as a determining factor in what is included here. Council may also wish to offer different ideas, and I would welcome its suggestions for additional steps that could be considered.

With regard to workload, in addition to assessing the potential to free up capacity by scaling back administrative and operational work, I have also considered projects already underway at the direction of Trust Council, Executive Committee, local trust committees or the Conservancy Board. I have opted not to recommend stopping any of those active projects, in large part because the negative impacts of cancelling or suspending these projects mid-stream would outweigh the potential benefits. However, if Council believes there are active projects or programs they support stopping, I invite them to provide that direction.

It is, of course, entirely up to Trust Council whether to accept all or any of these recommendations. However, I hope this report has clearly made the point that not taking any action will only serve to perpetuate the status quo. I also don't want to give the impression that these recommendations will fully resolve the issues at play. But I do believe they can set Islands Trust on a more sustainable operational path.

Recommendation 1: Trust Council direct staff not to initiate any projects in the 2026/27 fiscal year that are not already underway or required by legislation or policy, and accept staff recommendations for reducing discretionary budget lines.

I appreciate that accepting this recommendation would be a significant decision. However, the practical reality is that Islands Trust is already challenged to deliver current projects and initiatives. Adding to that workload will only add to the issue. This approach allows work on projects already underway to continue, and improves the likelihood of successful delivery.

Going into an election year provides a good time to pause and refocus inwardly to some extent. As noted above, the election itself adds to the workload for the coming year. But it also constrains, to some extent, the ability to advance net new work. It is also possible that a change in Council will also lead to a change in priorities, although I acknowledge that for some trustees (and staff) that may also be precisely the reason they wish to advance new work prior to the election.

If endorsed, this recommendation has an impact on budget deliberations for fiscal 2026/27 as it will mean some funding requests would be set aside. As part of the budget presentation, staff have already included potential savings options that would align with this recommendation. And at its

November 12 meeting, Financial Planning Committee put forward two recommendations to Council to defer the Trust Area Resilience Assessment project and the electronic document management system, which aligns with this recommendation.

This recommendation also includes accepting the recommendations from the director of planning services on deferral of local trust committee projects for which there is not sufficient staff capacity to deliver. These are noted in the budget material.

Recommendation 2: Trust Council direct staff to prepare a five-year Information Technology and Information Management Plan to be presented to Trust Council for approval, and that no new non-essential³ technology projects be initiated until completion of this five-year plan.

Given the limited capacity within the Information Services team and the delays encountered with previously approved technology projects, it is clear the prevailing approach of approving and advancing individual projects is neither effective nor sustainable. A proper IM/IT plan will support more effective implementation that considers:

- Criteria for determining priority order for technology projects.
- Assessment of true resource requirements and business needs for each major project.
- Previously unidentified or emerging gaps in Islands Trust’s technology and information management ecosystem.
- Alignment with relevant policies and procedures.

Development of this plan is contingent on filling the vacant information technology manager position, which is expected to be complete early in 2026. While the proposed five-year plan is in development, staff would focus on advancing and completing projects already underway.

Recommendation 3: Trust Council endorse the transition from the current strategic plan model to a true corporate plan, to be developed with the incoming Council.

This will build on the current draft corporate planning process, approved by Trust Council in fall of 2024. Finalizing that process was identified by Trust Council as a priority for the Governance Committee for the balance of this Council term.

The proposed shift in the format from the current strategic plan to a broader corporate plan does not require significant modification to that draft process. While recommendation 1 would pause work on strategic plan initiatives not already underway, the existing strategic plan content does not need to be reconsidered at this time. But it is reasonable to assume the incoming council will want to review it in their first year in office.

The priority for this year will be to finalize the planning process and implement the next steps in advance of the 2026 election and to inform the budget process for fiscal 2027/28. One of the essential next steps is the introduction of department work plans, which staff currently plan to have in place at the start of the new fiscal year.

³ Projects required to maintain fundamental infrastructure, functionality and security requirements (e.g. operating system or server upgrades) would be considered essential.

Recommendation 4: Trust Council, Executive Committee and the Conservancy Board adopt the practice of not directing staff to undertake any new work without first requesting a project feasibility assessment to determine the operational impacts and preliminary implementation options.

This proposed practice is intended to bring more rigour to the initiation of ad hoc projects at the direction of Trust Council, Executive Committee and the Conservancy Board. Rather than jumping to direction for staff to undertake a significant new project, this practice would see an initial request for staff to provide a feasibility assessment before deciding whether to proceed with direction on the project.

I appreciate this extra step may delay advancement of net new projects. But ultimately it will help inform better decision-making and increase the likelihood of successful project delivery.

I anticipate two circumstances where exceptions to this practice could be accepted:

1. There is an urgent need for action where the time to prepare a feasibility assessment would result in Islands Trust being unable to address a significant and time-sensitive issue. In these instances, it would fall to senior staff to prioritize work accordingly.
2. The request is small enough in scope that staff are confident enough it can be accommodated without significant impact to other work that it does not require a feasibility assessment.

This practice can be adopted immediately, but eventually should be included in the final corporate planning process as a requirement for any new projects not already included in the corporate plan. It should also become a standard part of the corporate planning process to shape the development of initiatives included in any future plan.

Recommendation 5: Trust Council direct staff to work with the Governance Committee to provide Trust Council with options to improve the current committee structure in advance of the 2026 election.

There has been a great deal of discussion regarding committee roles and mandates, particularly in light of the 2022 Governance Review Report. But there may be value in preparing options for consideration of an incoming Council to refresh its committee structure early in its term. Undertaking preliminary work in advance of the election outlining options, implications and required steps to implement changes would facilitate this process for the new Council.

Recommendation 6: Trust Council approve funding to create a new manager of Indigenous relations position in fiscal 2026/27 as a priority to help establish a comprehensive and consistent approach to reconciliation across Islands Trust.

This new permanent position would lead the development of a more consistent, coordinated and coherent model for how Islands Trust will advance its engagement and relationships with First Nations. As noted elsewhere in this report, despite individual successes there remains a lack of coordination across Islands Trust that increasingly risks becoming an impediment to advancing core aspects of our work and mandate.

This role would work with the senior Indigenous relations advisor, and planning and Conservancy staff in particular, to provide a framework that enables consistency, while also allowing for flexibility where needed to advance individual projects. The manager would serve as “air traffic control” for the overall coordination of reconciliation, relationship-building, referrals, and knowledge-sharing initiatives. Alongside the existing senior Indigenous relations advisor, they would serve as a liaison and advisor in building and sustaining effective, respectful and productive relationships between Islands Trust and First Nations.

I note the current budget proposals from the Conservancy Board include a request to fund a part-time Indigenous relations advisor. If approved, I expect this position would report to the proposed manager to enhance coordination between the Conservancy’s First Nations engagement work and that done across the rest of the organization.

The total estimated cost for the manager position in fiscal 2026/27 is approximately \$115,000 subject to confirmation of classification and compensation by the PSA. (See the business case attached in Appendix 4.)

Recommendation 7: Trust Council increase the proposed budget for the Reconciliation Program for fiscal 2026/27 by adding \$100,000 targeted to support capacity funding grants.

With provincial grant funding running out and the need for ongoing engagement and referrals to First Nations as a regular course of operations, I recommend an initial commitment of \$100,000 in new funding dedicated to capacity funding grants that can be used to support development of relationship agreements and support project activities that promote knowledge-sharing. This should be subject to delivery of a draft capacity funding policy for Trust Council consideration at its March 2026 meeting.

The longer-term requirement for a dedicated capacity funding budget would be something to be confirmed as part of the work of the proposed manager of Indigenous relations to deliver a defined model for Islands Trust engagement with First Nations/Indigenous Governing Bodies. But it will be important to have some level of interim funding to support continued cooperation on existing projects.

I acknowledge that the Conservancy Board has also requested a similar amount of funding in 2026/27 to support capacity funding. However, this is dedicated to support the high level of engagement needed to deliver the Conservancy’s Five-Year Plan and ensure it secures ministerial approval. Longer-term, the policy and model for engagement will ensure consistency of funding model and approach across all Islands Trust bodies.

Recommendation 8: Trust Council approve funding to create a new engagement and communications lead position to enable a more effective and strategic approach to public engagement and communications in support of Trust Council, the Conservancy Board and local trust committees.

As with Indigenous relations, the current approach to public engagement and communications is inconsistent and not as effectively supported as it could be to appropriately advance the work of Trust Council and local trust committees. The current staffing level is insufficient to develop, let

alone deliver on, the proposed annual engagement strategy intended to support project engagement.

This recommendation is for a new more senior position, likely supervising the coordinated work of the two current communications specialists and the program coordinator. By taking the lead on coordinating engagement projects and planning, this role would also help free up and augment existing capacity to provide more communications support across the organization.

This role will not entirely replace the need for contracted support for major projects. But it will ensure those projects are delivered in a way that aligns with strategic priorities and provides a more consistent engagement experience for the public.

The total estimated cost for this new position in fiscal 2026/27 is approximately \$95,000 subject to confirmation of classification and compensation by the PSA. (See the business case attached in Appendix 5.)

Recommendation 9: That no consideration be given to the potential relocation of the Victoria office until closer to the 2029 end of the current lease.

While the current lease would allow for early termination in 2026, I do not see any sufficient rationale for undertaking the cost and effort required to relocate the Victoria office by September 2026. A relocation could yield long-term savings, but not without a potentially significant upfront investment in the current and next fiscal year, and a very real risk of further adding to our recruitment and retention challenges.

CONCLUSION

My goal with this review was to identify the most substantive operational challenges faced by Islands Trust and propose realistic actions to begin to address them. The issues described are real and are impacting organizational performance. All indications are they have become increasingly problematic over time, and they will continue to do so if nothing is done to address them.

Nothing I have proposed here is particularly radical. In fact, I suspect some trustees may have hoped for more aggressive actions. But a more ambitious reform of our operations would require stopping work on a number of current projects already underway at the direction of Trust Council. So, the approach I have taken respects that work and direction, while also seeking to address the most pressing gaps and setting some foundational pieces in place to support a more sustainable operational future. This is not about a major transformation of how Islands Trust operates, but rather the beginning of a process and commitment to shore up the foundations for ongoing improvement over time.

Although I have limited the recommendations that involve additional new funding, I acknowledge what I have proposed nonetheless will add a significant cost to the fiscal 2026/27 budget if adopted. There are other areas of the organization that would undoubtedly benefit from additional resourcing. But I have limited my recommendations to those that are of the most value at this time. There are already several other budget requests coming before Council related to additional staffing next year, and I have prepared this report with consideration of those requests. Every one of them, including those I have recommend in this report, aligns with and supports the expressed priorities of Council. In the end, it is up to Council to decide on which, if any, of those priorities warrants the proposed investment at this time.

As CAO, regardless of what Council may decide on these recommendations, my focus will continue to be on implementing whatever improvements we can within my responsibility for the operations of Islands Trust to make the organization more effective and efficient. I will work with senior staff to find creative ways to address our staffing challenges. All staff within Islands Trust will share in the effort to make it an even better place to work. We will work to shift the culture to move beyond some of the problematic dynamics of the past and ensure we provide the best advice possible to Council and all Trust governing bodies.

The variable is the extent to which Council will choose to aid in those efforts. If the recommendations I have made are not supported, the work of Islands Trust will of course continue – it will just continue to be harder and less effective in some cases than it could otherwise be. If the recommendations are all adopted, it won't free up enough capacity to adequately resolve the core issue. But it would provide the opportunity to at least and at last make a start.

I am grateful to Trust Council for its openness to this review and consideration of this report.

APPENDIX 1: REVIEW APPROACH

Goals

The long-term goals of the recommendations resulting from this review are to help ensure:

1. Resources are appropriate and aligned to better deliver on strategic and operational priorities.
2. Employee engagement and retention improve over time.
3. Practices and processes enable more effective decision making and service delivery.
4. Islands Trust is better able to respond and adapt to its current and future operating context.

Principles

The following principles informed the design of the review process:

1. The operational review will be designed and undertaken with intention to:
 - Be objective and evidence-based.
 - Draw on past experience but be forward-looking.
 - Produce recommendations that are ambitious but achievable.
 - Challenge existing norms and organizational inertia where appropriate.
2. The review will focus on organization performance, and not the performance of individual staff or Trust governing bodies
3. The review will consider the broader fiscal and economic context in which the Islands Trust works, and the intersection with the 2022 Governance Review and other relevant existing reports.
4. The review will be internally focused, but may draw on external data and benchmarks where available and relevant.
5. While it may identify opportunities to redirect existing resources and improve efficiency, the review is not a budget reduction exercise.

In-Scope

The review considered:

- Alignment between the Islands Trust’s mandate and operational capacity.
- Overall HR performance (including staffing levels, succession risks, recruitment, retention, training and knowledge transfer).
- Administrative/operational policies and procedures, and core operational functions.
- Technology tools and systems.
- Interface between “headquarters” and regional operations.
- Interface between staff and trustees.
- Alignment between the Islands Trust Conservancy and the rest of Islands Trust operations.
- Financial overview and procedures.

Out-of-Scope

The review intentionally did not consider:

- Actions that would require legislative change.

- Trust Council priorities, policies and bylaws, although in some cases related suggestions are made that Trust Council may want to consider.
- BC Public Service Agency policies and services, except where possible changes to access to services may improve Islands Trust operations.
- Issues addressed through collective agreement provisions.
- Relationships with external agencies and partners, although recommendations may result in subsequent engagement with external partners.

Inputs

The review considered the following:

- Operational data where available.
- A selection of relevant previous reports and reviews undertaken in the last 20 years.
- Input from the 2025 Staff Survey and an engagement session with all Islands Trust staff.
- Input from a survey of all trustees and meetings with individual trustees in early 2025.
- External benchmarks and comparators where available and applicable.
- Input and analysis provided by senior staff.

For the staff engagement session, at a June 2025 meeting all staff were invited to participate in a collaborative session where they provided answers to the following questions:

1. What work, if any, do you think Islands Trust could stop doing?
2. What is the most important thing Islands Trust should do more effectively?
3. What is the most time-consuming procedural or process issue that you would like to improve?
4. What would be your biggest priority to improve our technology tools?
5. What do you need more time to do in your job?

Staff who were unable to attend the in-person session had the option of submitting their responses in writing to the CAO.

For the trustee survey, all trustees were invited to answer the following questions:

1. What work do you think Islands Trust does most effectively?
2. In what area of its work, if any, are you most concerned that Islands Trust is not adequately meeting its operational obligations?
3. In relation to the work you highlighted in question 2, what do you think are the main reasons Islands Trust is not meeting its obligations?
4. What practical operational steps could be taken to improve Islands Trust's performance in the work you highlighted in question 2?
5. What work, if any, do you think Islands Trust should stop doing or do less of?
6. How effectively do Islands Trust staff support your Local Trust Committee?
7. What, if any, practical operational steps could be taken to improve support for your Local Trust Committee?
8. What is the most time-consuming operational procedure or process that you would like to see improved?
9. What would be your biggest priority to improve Islands Trust's technology tools?

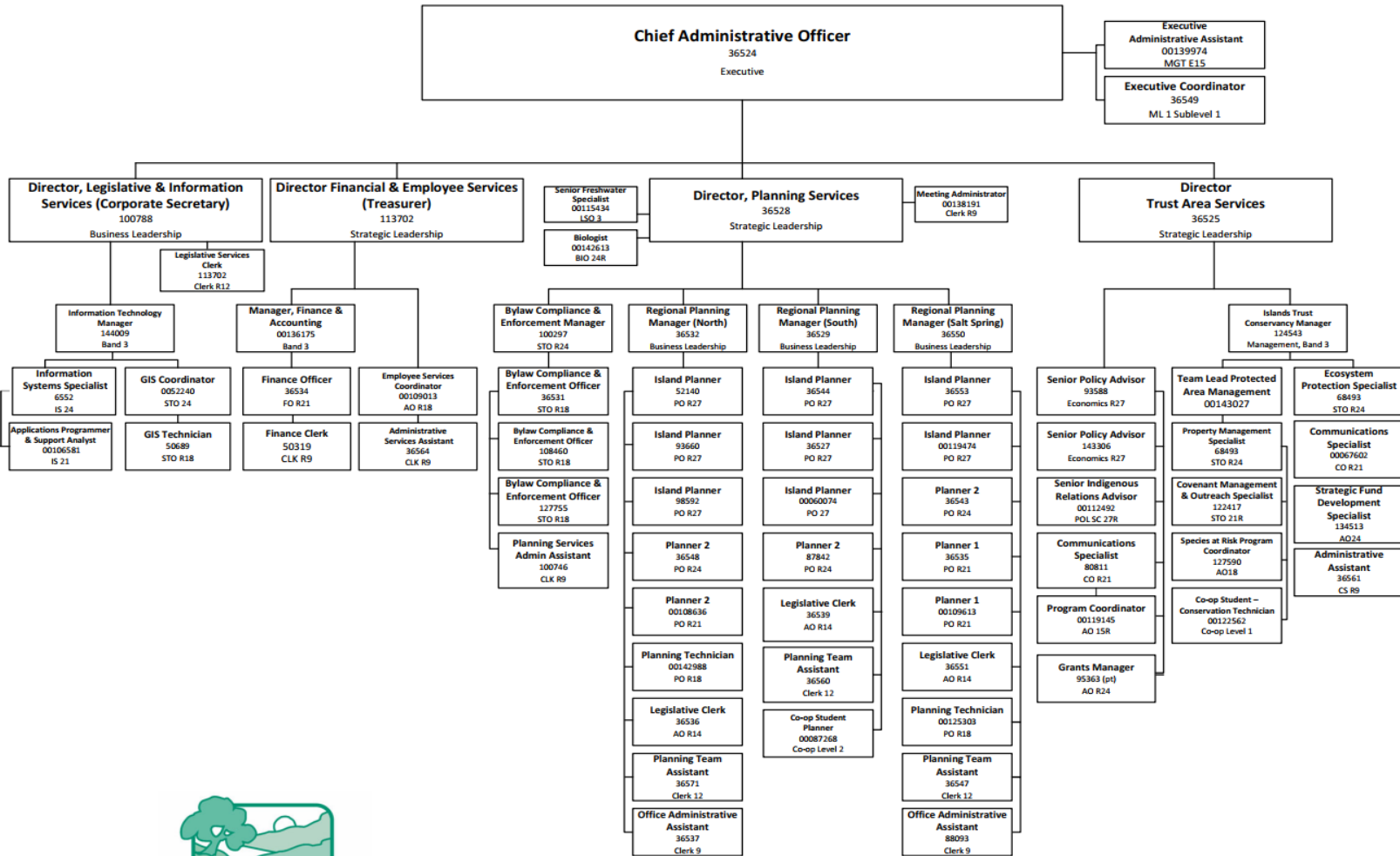
For the senior staff engagement, all department directors were asked to complete a template providing more detailed analysis of:

- Work streams in their department that Islands Trust is required to undertake by legislation or policy, with an assessment of how effectively these are performed.
- Work streams in their department that are discretionary, with an assessment of whether that work could be reduced or stopped and the related impacts.
- Potential work streams they believe Islands Trust should be undertaking but that it is not.
- Any potential organizational structure changes they would recommend.

This report does not include full data for the above, but key themes and results are noted throughout where relevant.

APPENDIX 2: ORGANIZATIONAL CHART

Islands Trust Staff Organization Chart



APPENDIX 3: STAFFING LEVELS 2016-2026

As detailed in the table below, Since 2016:

- Islands Trust’s approved budget has grown by approximately 54%
- The total budget for salaries and benefits has grown by 66%.* This includes increases in the number of paid staff, but also classification changes, increase benefit costs, and any annual salary increases under negotiated collective agreements or, for excluded staff, determined under direction from the BC Public Service Agency.
- Spending on salaries and benefits as a total share of the budget has remained relatively constant, averaging 60% and ranging from a low of 57% to a high of 64%.
- The annual average employee headcount** has grown from 55 to 63, although it has been relatively stable over the past five years.

| ITEM | FISCAL YEAR | | | | | | | | | | |
|--|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | 2026 | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 | 2016 |
| Total Budget | 11,198,731 | 10,979,219 | 9,745,209 | 9,302,357 | 9,093,119 | 8,194,811 | 7,939,886 | 8,126,134 | 7,768,511 | 7,357,008 | 7,254,445 |
| <i>Budget increase Year over Year (\$)</i> | 219,512 | 1,234,010 | 442,852 | 209,238 | 898,308 | 254,925 | (186,248) | 357,623 | 411,503 | 102,563 | |
| <i>Budget increase Year over Year (%)</i> | 2.0% | 12.7% | 4.8% | 2.3% | 11.0% | 3.2% | -2.3% | 4.6% | 5.6% | 1.4% | |
| Total Salaries & Benefits Budget | 7,080,962 | 6,632,424 | 6,229,223 | 5,461,757 | 5,524,160 | 5,097,171 | 4,852,374 | 4,604,496 | 4,412,800 | 4,350,912 | 4,256,505 |
| Salaries & Benefits Budget as a % of Total Approved budget | 63% | 60% | 64% | 59% | 61% | 62% | 61% | 57% | 57% | 59% | 59% |
| <i>Salaries & Benefits growth year over Year</i> | 448,538 | 403,201 | 767,466 | (62,403) | 426,989 | 244,797 | 247,878 | 191,696 | 61,888 | 94,407 | |
| <i>Salaries & Benefits growth year over Year - %</i> | 6.8% | 6.5% | 14.1% | -1.1% | 8.4% | 5.0% | 5.4% | 4.3% | 1.4% | 2.2% | |
| BCGEU wage increase in year | Pending | 3.00% | 6.75% | 4.00% | 2.00% | 2.00% | 3.00% | 1.50% | 1.50% | 0.50% | 1.00% |
| Benefit rate charged in year | 25.40% | 25.40% | 25.40% | 25.40% | 25.40% | 25.40% | 25.40% | 24.80% | 24.80% | 24.34% | 24.80% |
| Average headcount | 63 | 65 | 62 | 61 | 64 | 59 | 62 | 58 | 55 | 53 | 55 |
| <i>Headcount change YoY</i> | -2 | 3 | 1 | -3 | 5 | -3 | 4 | 3 | 2 | -2 | |
| <i>% growth in 10 year</i> | 15% | | | | | | | | | | |

Notes

* Salary budgets for fiscal 2025/26 were based on a forecasted 2.5% general wage increase for included staff and do not reflect the 3.0% negotiated collective agreement that, at the time of this report writing, was still not ratified.

** “Headcount” refers to the actual number of individuals employed. Headcount can fluctuate throughout a fiscal year depending on the number of temporary employees who may be included at any given point (e.g. short-term co-op staff employed for four-month terms).

APPENDIX 4: MANAGER OF INDIGENOUS RELATIONS BUSINESS CASE



Islands Trust

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

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

| TO BE COMPLETED BY INITIATOR | |
|---|--|
| <p>Requested by (Committee or Operational Unit): CAO</p> | <p>Budget Source (select all that apply):</p> <p><input type="checkbox"/> Specific Project Funding (select all that apply)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member – Temporary for project <input type="checkbox"/> Computer Hardware/Software <p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software/Supplies</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Permanent <input type="checkbox"/> Temporary Temp Duration: _____ <p><input type="checkbox"/> Other – please describe: _____</p> |
| <p>Department: Trust Area Services</p> | |
| <p>Name of Request: Manager of Indigenous Relations</p> | |
| <p>\$ Value of Request (indicate by fiscal year and total if project is multi-year):</p> <p>Estimated salary and benefits: \$110,000* Travel: \$1,500 Training: \$1,000 Laptop: \$2,500 Total: \$115,000</p> <p>*Prorated for July start and subject to PSA classification review. Assumes Excluded Band 3 classification.</p> | |
| <p>Date of Submission to Finance:</p> | <p>Funding Required for (date range): July 1, 2026-March 31, 2027</p> |
| <p>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.)</p> | |

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

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

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

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

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

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

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

The priority for this Manager in their first year will be to collaborate with staff across Islands Trust in developing a new framework to ensure a coordinated, consistent approach to First Nations relations across the organization, including the Islands Trust Conservancy. In delivering this framework, they will also play a key role advising on:

The delivery and implementation of a new Reconciliation Action Plan

Advancing agreements with First Nations

The implementation of a new capacity funding policy

Advancing work on the First Nations referral project

Trust Council's related Strategic Plan initiatives.

Islands Trust Conservancy's Five Year Plan development and related initiatives

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

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

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

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

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

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

Option 1: Hire the Manager of Indigenous Relations as proposed

Benefits – Provides the opportunity to establish the proposed Indigenous relations framework, provides additional capacity to support broader work to advance Trust Council's reconciliation priorities, and allows for more productive relationship building with First Nations.

Risks – As above.

Financial implications – Does require an ongoing increase in the staffing budget (\$140,000).

Resource requirements – Staff time to complete a hiring competition and onboard successful applicant.

Option 2: Contract the development of the framework

Benefits – Provides the opportunity to establish the proposed Indigenous relations framework without a permanent staffing commitment.

Risks – Does not resolve the capacity challenge Islands Trust will face to adequately support its related goals and obligations. Does not allow for establishing long-term staff relationships with key Indigenous Governing Body partners.

Financial implications – Given the scope of the work required, the anticipated cost for fiscal 26/27 would be at least the same as the cost of hiring the Manager position.

Resource requirements – Does not provide staff capacity to support the broader duties proposed for the Manager position.

Option 3: Hire a new position but at a lower classification and salary

Benefits – Provides the opportunity to establish the proposed Indigenous relations framework and some additional staff capacity for the ongoing work.

Risks – Unlikely to attract a candidate with the appropriate level of experience and expertise to lead the development of the proposed framework or provide the level of advice to other staff that is required.

Financial implications – Depending on the classification level, potential salary and benefit costs may be approximately \$20,000 lower.

Option 4: Status Quo - not dedicate any additional staff capacity to support reconciliation

Benefits – No budget increase for 26/27

Risks – Islands Trust will continue to be unable to fully meet its commitments to establish and maintain mutually-respectful relationships with First Nations and Indigenous Peoples and Trust Council will need to reconsider its expectations for what can be achieved in that area.

As has happened with the Conservancy Five Year Plan, insufficient engagement with First Nations during development of bylaws risks having them returned. The Ministry is expecting the Islands Trust to undertake robust engagement with the Nations in the development of bylaws to ensure that proposals can be heard from Nations early, considered by the relevant Trust body(ies) and, modifications or adjustments made.

Financial implications – No budget increase for 26/27.

Resource Implications – The CAO may consider reallocating a vacant existing FTE to support Indigenous relations, which would reduce staff capacity in another department thereby impacting the ability to advance other work.

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

Successful recruitment of a suitably qualified candidate with the level of experience and expertise to advance the required work at an appropriate level.

Collaboration and engagement from staff across Islands Trust with a willingness to buy into a more coordinated and consistent approach to reconciliation work.

Support from Trust Council and management to support ongoing work with adequate long-term resourcing and consistent political and policy guidance.

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

Option 1: Hire the Manager of Indigenous Relations as proposed

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

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

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

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

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

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

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

Subject to Trust Council endorsement of the related recommendation in the Operational Review Report, staff will work to finalize the draft job description and submit it to the Public Service Agency for approval.

Once final budget approval is secured in March 2026, the competition will be posted with the goal of an early July start date.

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

Pre-hiring activities:

- Director, Trust Area Services – draft job description for new staff, screen applicant resumes, prepare and mark written assessment for applicants, conduct interviews, conduct reference checks, conduct offer – estimated 50 hours
- Employee Services Coordinator – administer job posting/resume collection/administer written assessments and interview scheduling, prepare offer letter, file for criminal record check – total 15 hours
- Interview Panellists (DTAS + likely 2 others) – conduct interviews and post-interview discussions, 2 hours/interviewee per panellist.

Post-hiring activities:

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

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

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

Attachment: Draft Job Profile

Requested by: Trust Area Services

Prepared by: CAO, November 5, 2025

Reviewed by Director, Trust Area Services

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

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

JOB OVERVIEW

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

KEY ACCOUNTABILITIES

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

- Leads and oversees referrals to First Nations on Islands Trust projects.
- Supervises the coordination of government-to-government meetings between First Nations and Trust bodies.
- Attends meetings of elected officials to provide advice on matters pertaining to intergovernmental relations.
- Oversees the drafting, management, and monitoring of protocol and coordination agreements with First Nations and other governments.
- Leads the implementation of Islands Trust policies and procedures regarding capacity funding to support projects across the organization.
- Exercises a high degree of judgement, tact and diplomacy in dealing with issues that may involve communication of information that could have a significant impact on the image and credibility of the Islands Trust, including responding to enquiries from the media.
- Other duties as requested by the Director, Trust Area Services.

SELECTION CRITERIA

Education and Experience Requirements

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

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

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

PROVISOS

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

Knowledge, Skills and Abilities

- Knowledge of social, environmental, political, economic, and land use planning issues relevant to the Islands Trust Area and its residents.
- Demonstrated knowledge of the Local Government Act, Community Charter, official community plans and land use planning bylaws, regulations and other legislation.
- Demonstrated knowledge and experience with First Nations government interests that intersect with local government interests in British Columbia, particularly as they relate to land use planning and regulation; familiarity with relevant legislation and case law.
- Exceptional diplomacy, tact, and communication skills.
- Strong supervisory skills with a focus on building strong staff engagement and a collaborative working environment.
- Contract management and project management skills with the ability to manage multiple projects with diverse objectives and deadlines.
- Significant attention to detail, ability to identify emerging issues and prioritize appropriately to meet deliverables, outcomes and deadlines.
- Demonstrated ability to quickly identify and analyse implications for the Islands Trust's reputation and operations as the basis for recommending options and responses to senior staff and Islands Trust bodies.
- Demonstrated ability to use initiative to respond appropriately to unanticipated issues with creative and innovative solutions using strong business and political acumen.
- Ability to work independently under pressure with minimal supervision.
- Demonstrated sensitivity to political issues and impacts.
- Ability to establish and maintain constructive working relationships with a wide range of public officials and managers, and general public.
- Demonstrated oral and written communication skills.

BEHAVIOURAL COMPETENCIES

Leadership implies a desire to lead others, including diverse teams. Leadership is generally, but not always, demonstrated from a position of formal authority. The “team” here should be understood broadly as any group with which the person interacts regularly.

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

Problem Solving/Judgement is the ability to analyze problems systematically, organize information, identify key factors, identify underlying causes and generate solutions.

Improving Operations is the ability and motivation to apply one's knowledge and past experience for improving upon current modes of operation within the Islands Trust. This behaviour ranges from adapting widely used approaches to developing entirely new value-added solutions.

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

INDIGENOUS COMPETENCIES

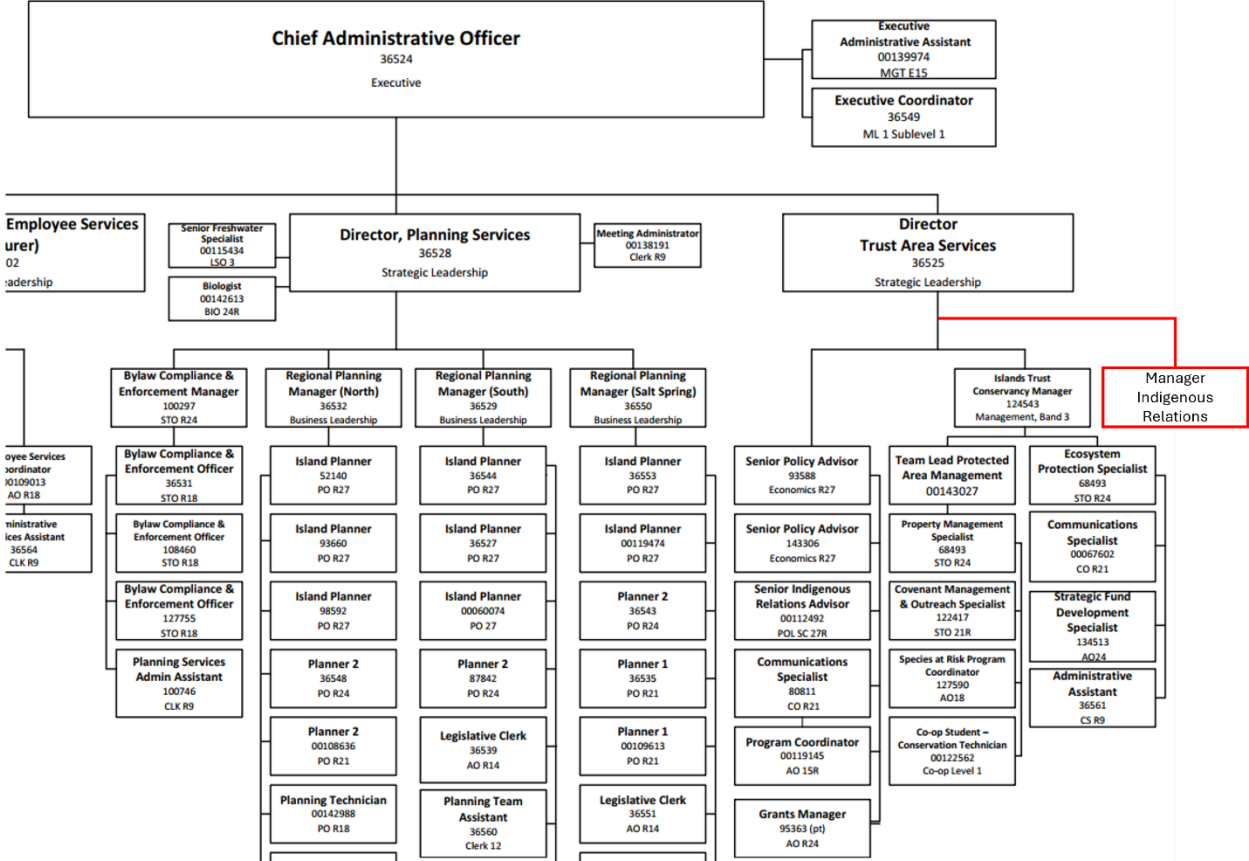
Cultural Agility is the ability to work respectfully, knowledgeably and effectively with Indigenous people. It is noticing and readily adapting to cultural uniqueness in order to create a sense of safety for all. It is openness to unfamiliar experiences, transforming feelings of nervousness or anxiety into curiosity and appreciation. It is examining one's own culture and worldview and the culture of the BC Public Service, and to notice their commonalities and distinctions with Indigenous cultures and worldviews. It is recognition of the ways that personal and professional values may conflict or align with those of Indigenous people. It is the capacity to relate to or allow for differing cultural perspectives and being willing to experience a personal shift in perspective.

Strategic Orientation is the ability to link the long-range vision of Indigenous self-determination to daily work, ranging from a simple understanding to a sophisticated awareness of the full impact of thinking and actions. It is the ability to think and operate broadly, with the goal of sustainability, to further the goals of Indigenous peoples in a way that meets the collective public interest. This also means taking responsibility to collaboratively design and implement steps to redress past harms and set frameworks in place to prevent their recurrence.

Change Leadership is championing the achievement of intended, real change that meets the enduring vision of Indigenous self-determination in British Columbia. It involves collaboratively developing and implementing ideas to achieve positive change from anywhere in the BC Public Service. The change leader learns from other leaders and elders, models the vision, and encourages members of the public service to commit to and champion the vision. The change leader inspires others into new ways of thinking and doing business. The change leader routinely energizes the change process and removes barriers to change.

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

Islands Trust Staff Organization Chart



APPENDIX 5: ENGAGEMENT AND COMMUNICATIONS LEAD BUSINESS CASE



Islands Trust

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

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

| TO BE COMPLETED BY INITIATOR | |
|--|--|
| <p>Requested by (<i>Committee or Operational Unit</i>): CAO</p> | <p>Budget Source (select all that apply):</p> |
| <p>Department: Trust Area Services</p> | <p><input type="checkbox"/> Specific Project Funding (select all that apply)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member – Temporary for project <input type="checkbox"/> Computer Hardware/Software |
| <p>Name of Request: Engagement and Communications Lead</p> | <p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software/Supplies</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <p><input checked="" type="checkbox"/> Permanent</p> <p><input type="checkbox"/> Temporary Temp Duration: _____</p> <p><input type="checkbox"/> Other – please describe: _____</p> |
| <p>\$ Value of Request (<i>indicate by fiscal year and total if project is multi-year</i>):</p> <p>Estimated salary and benefits: \$90,000* Travel: \$1,500 Training: \$1,000 Laptop: \$2,500 Total: \$95,000</p> <p>*Prorated for July 1 start and subject to PSA classification review.</p> | |
| <p>Date of Submission to Finance:</p> | <p>Funding Required for (date range): July 1, 2026-March 31, 2027</p> |

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

The proposed Engagement and Communications Lead would support:

[Strategic Plan](#) initiative 1.2.2: explore new engagement models (virtual and in person forums) to reach more community members.

Trust Council [Policy 6.10.2: Communications](#)

In recent years, Trust Council has approved an annual communications strategy, with the expectation that a companion Islands Trust engagement strategy will also be developed at a later date to support engagement on projects. To-date, limited staff capacity has not allowed for development of that engagement strategy.

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

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

With staff additional capacity, there would be more opportunity to:

Better support local trust committees in communicating about their projects and priorities so the public could be more informed and more likely to participate.

Improve awareness and understanding of Islands Trust and its role through more proactive and strategic communications.

Address public feedback about perceived issues like the difficulty of finding information on the website.

Better support staff and trustees in providing more accurate, transparent and timely information about projects and priorities.

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

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

coordinated and consistent engagement approach. The draft budget for fiscal 2026/27 includes a request for \$10,000 to hire a consultant to develop an engagement strategy. The proposed Engagement and Communications Lead would still be needed to support full implementation of that strategy. This new role could also potentially take on development of the strategy and the budget request for the \$10,000 could be withdrawn.

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

The priority for this Manager in their first year will be to develop a new framework to ensure a coordinated, consistent approach to communications and engagement across the organization, including the Islands Trust Conservancy. In delivering this framework, they will also play a key role advising on:

Improved capacity to support communications on both Trust Council and local trust committee projects and priorities in a more strategic and proactive manner.

Improved, more consistent approach to public engagement, supported with a strategic annual engagement plan.

Regularly and consistent reporting to Trust bodies, Bowen Island Municipality and the public about engagement to inform decision making.

Improved analytics and measurement of communications and engagement activities.

Improved alignment and coordination between Trust Council, local trust committee and Islands Trust Conservancy communications and engagement.

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

Investing in engagement and communications staff can sometimes be perceived as a lower priority than investments in direct service delivery. However, improving communications and engagement support for the work of Islands Trust and the Islands Trust Conservancy will help reduce risk and improve delivery of projects across the organization.

As with the addition of any new position, as a permanent hire this position requires an ongoing budgetary commitment. However, it may allow for some reduction in funding for contractors to support engagement and communications on major projects.

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

Option 1: Hire the Engagement and Communications Lead as proposed

Benefits – As outlined above, this new position provides the opportunity to improve coordination and delivery of engagement and communications across the organization, including the Islands Trust Conservancy. It will also reduce some of the workload for the Director of Trust Area Services, who is already over-stretched in their responsibilities.

Risks – As above.

Financial implications – Does require an ongoing increase in the staffing budget (estimated \$115,000 annually), although it could eliminate the requested \$10,000 for a consultant to develop an engagement plan and longer-term contracting costs for some projects.

Resource requirements – Staff time to complete a hiring competition.

Option 2: Status Quo – no additional staff capacity for engagement and communications.

Benefits – No budget increase for 26/27

Risks – Staff will continue to have limited capacity to support communications and public engagement for some projects. Islands Trust will lack capacity to fully implement an effective engagement strategy.

Financial implications – No budget increase for 26/27.

Resource Implications – The Director of Trust Area Services will continue to need to dedicate a portion of her limited capacity to support engagement and communications.

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

Successful recruitment of a suitably qualified candidate with the level of experience and expertise to advance the required work at an appropriate level.

Collaboration and engagement from staff across Islands Trust with a willingness to buy into a more coordinated and consistent approach to public engagement.

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

Option 1: Hire the Engagement and Communications Lead as proposed

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

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

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

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

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

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

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

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

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

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

Pre-hiring activities:

- Director, Trust Area Services – draft job description for new staff, screen applicant resumes, prepare and mark written assessment for applicants, conduct interviews, conduct reference checks, conduct offer – estimated 50 hours
- Employee Services Coordinator – administer job posting/resume collection/administer written assessments and interview scheduling, prepare offer letter, file for criminal record check – total 15 hours
- Interview Panellists (DTAS + likely 2 others) – conduct interviews and post-interview discussions, 2 hours/interviewee per panellist.

Post-hiring activities:

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

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

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

Attachment: Draft Job Profile

Requested by: Trust Area Services

Prepared by: CAO, November 6, 2025

Reviewed by Director, Trust Area Services

**JOB PROFILE**

TITLE: ENGAGEMENT AND COMMUNICATIONS LEAD

CLASSIFICATION: TBC

MINISTRY: ISLANDS TRUST,
MINISTRY OF MUNICIPAL AFFAIRS

WORK UNIT: TRUST AREA SERVICES

SUPERVISOR TITLE: DIRECTOR, TRUST AREA SERVICES

SUPERVISOR POSITION #: 00036525

PROGRAM

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

JOB OVERVIEW

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

KEY ACCOUNTABILITIES

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

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

SELECTION CRITERIA

Education and Experience Requirements

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

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

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

PROVISOS

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

Knowledge, Skills and Abilities

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

- Contract management and project management skills with the ability to manage multiple projects with diverse objectives and deadlines.
- Significant attention to detail, ability to identify emerging issues and prioritize appropriately to meet deliverables, outcomes and deadlines.
- Demonstrated ability to quickly identify and analyse implications for the Islands Trust's reputation and operations as the basis for recommending options and responses to senior staff and Islands Trust bodies.
- Demonstrated ability to use initiative to respond appropriately to unanticipated issues with creative and innovative solutions using strong business and political acumen.
- Ability to work independently under pressure with minimal supervision.
- Demonstrated sensitivity to political issues and impacts.
- Ability to establish and maintain constructive working relationships with a wide range of public officials and managers, and general public.

BEHAVIOURAL COMPETENCIES

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

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

Problem Solving/Judgement is the ability to analyze problems systematically, organize information, identify key factors, identify underlying causes and generate solutions.

Improving Operations is the ability and motivation to apply one's knowledge and past experience for improving upon current modes of operation within the Islands Trust. This behaviour ranges from adapting widely used approaches to developing entirely new value-added solutions.

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

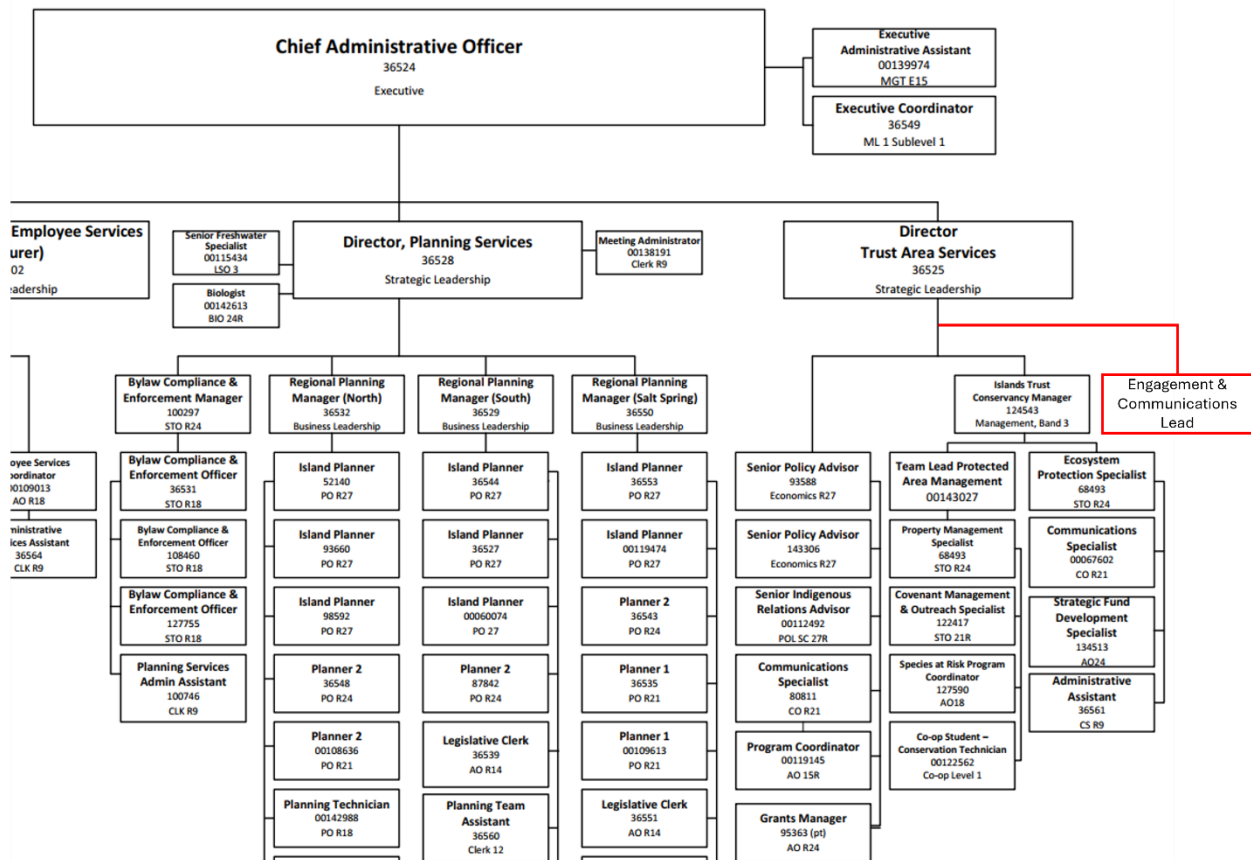
INDIGENOUS COMPETENCIES

Cultural Agility is the ability to work respectfully, knowledgeably and effectively with Indigenous people. It is noticing and readily adapting to cultural uniqueness in order to create a sense of safety for all. It is openness to unfamiliar experiences, transforming feelings of nervousness or anxiety into curiosity and appreciation. It is examining one's own culture and worldview and the culture of the BC Public Service, and to notice their commonalities and distinctions with Indigenous cultures and worldviews. It is recognition of the ways that personal and professional values may conflict or align with those of Indigenous people. It is the capacity to relate to or allow for differing cultural perspectives and being willing to experience a personal shift in perspective.

Strategic Orientation is the ability to link the long-range vision of Indigenous self-determination to daily work, ranging from a simple understanding to a sophisticated awareness of the full impact of thinking and actions. It is the ability to think and operate broadly, with the goal of sustainability, to further the goals of Indigenous peoples in a way that meets the collective public interest. This also means taking responsibility to collaboratively design and implement steps to redress past harms and set frameworks in place to prevent their recurrence.

Change Leadership is championing the achievement of intended, real change that meets the enduring vision of Indigenous self-determination in British Columbia. It involves collaboratively developing and implementing ideas to achieve positive change from anywhere in the BC Public Service. The change leader learns from other leaders and elders, models the vision, and encourages members of the public service to commit to and champion the vision. The change leader inspires others into new ways of thinking and doing business. The change leader routinely energizes the change process and removes barriers to change.

Islands Trust Staff Organization Chart





REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** December 2, 2025
From: Executive Office **Date Prepared:** November 7, 2025
SUBJECT: Proposed 2026/27 Trust Council Meeting Schedule

RECOMMENDATION:

1. **THAT Trust Council adopt quarterly meeting dates and start times to the end of fiscal 2026/27 of:**
 - a. June 16-18, 2026, starting at 1:00 p.m. on June 16;
 - b. September 9-11, 2026, starting at 1:00 p.m. on September 9;
 - c. November 12-14, 2026, starting at 2:00 p.m. on November 12;
 - d. December 8-10, 2026, starting at 1:00 p.m. on December 8; and,
 - e. March 9-11, 2027, starting at 1:00 p.m. on March 9.

2. **THAT Trust Council adopt quarterly meeting locations to the end of fiscal 2026/27 of:**
 - a. June 2026, electronic;
 - b. September 2026, electronic;
 - c. November 2026, Victoria, BC;
 - d. December 2026, Victoria, BC; and,
 - e. March 2027, Galiano Island.

3. **THAT Trust Council adopt quarterly Committee of the Whole meeting dates, all to be held electronically starting at 9:00 a.m., to the end of fiscal 2026/27 of:**
 - a. Wednesday, May 13, 2026
 - b. Wednesday, July 22, 2026
 - c. Wednesday, October 7, 2026
 - d. Wednesday, February 10, 2027

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The proposed Trust Council meeting dates reflect the need to accommodate a fifth meeting following the October 17, 2026 election. The original budget request from Executive Committee proposed the same funding level as fiscal 2025/26 (\$135,000), which would fund four in-person meetings. Given the need to accommodate a fifth meeting in 2026/27, it was expected that one of the remaining meetings of the current Council would be electronic. Scheduling two meetings as electronic reflects the recommendation from Financial Planning Committee to reduce the number of regular in-person Trust Council meetings from four to two. It is not recommended that the November and December 2026 meetings be considered for electronic delivery because these will be the first two meetings of the new Council.

1 PURPOSE: To approve Trust Council's 2026-27 meeting schedule.

2 BACKGROUND: The Trust Council 2026/27 schedule follows the [Meeting Procedures Bylaw No. 101](#) which states:

“Thereafter, at the meeting in December of each of the subsequent three years, the Council shall establish the schedule of the date, time and place of regular Council meetings for the following fiscal year (April 1 to March 31), one of which shall be in each of the months of June, September, December, and March with the exception of the year of a general local election when the December meeting shall be held in November.”

In addition to meeting Bylaw No. 101 requirements above, the proposed 2026/27 meeting dates (Attachment 1) have been selected taking into consideration an election year, Bowen Island Municipality meeting dates, known convention and conference dates, statutory holidays and other scheduling throughout the year.

As 2026 is an election year, there are five Trust Council meetings scheduled for fiscal 2026/27. The meeting held in November is scheduled for onboarding trustees, committee elections, adopting the meeting schedule and other items associated with bringing on a new council. The December meeting is scheduled to address items including the draft Islands Trust 2027/28 budget, ratification of Council Committee elections, and other administrative and business items.

The following Trust Council meeting dates and locations are proposed for the fiscal 2026/27 year:

- June 16-18, 2026 conducted electronically
- September 9-11, 2026 conducted electronically (last meeting of current term)
- November 12-14, 2026 conducted in-person in Victoria (first meeting of new term)
- December 8-10, 2026 conducted in-person in Victoria; and,
- March 9-11, 2027 conducted in-person on Galiano Island.

The locations of the proposed meetings have taken into account venue availability, seasonal weather and travel conditions related to such, holding meetings within the Trust Area and general proximity for ease of all to travel to. This can change as per Trust Council direction. As for the costs of meetings and the provision of electronic meetings, the draft budget being presented in December 2025 includes those costs.

Once Trust Council has confirmed its dates, Executive Committee, Council Committees and local trust committees will finalize their respective meetings. However, over the last month a full timetable for these meetings has been prepared by staff. Attachment 2 is the Executive Committee schedule they have approved for the coming fiscal year.

Committee of the Whole meetings:

New to this fiscal year and in addition to Trust Council’s Quarterly meetings, four proposed Committee of the Whole meetings are to be scheduled as follows:

- Wednesday, May 13 at 9:00 a.m.
- Wednesday, July 22 at 9:00 a.m.
- Wednesday, October 7 at 9:00 a.m.
- Wednesday, February 10, 2027 at 9:00 a.m.

Staff incorporated these meetings into the regular annual Trust Council schedule 4-5 weeks prior to proposed Trust Council meetings to provide Trust Council with an opportunity to have open discussion on business decision items of significance requiring more fulsome debate

which time won't allow at Trust Council meetings. Also providing trustees with ample notice of Committee of the Whole meetings.

Recommendations from Standing Committees:

At its October 2025 meeting, Financial Planning Committee made the following resolution:

FPC-2025-049

that Financial Planning Committee recommend to Trust Council that in-person Trust Council meetings in Fiscal Year 2026/27 be reduced from four in-person meetings to two.

Staff have considered this recommendation proposing two of the regularly scheduled four meetings be held electronically.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: If Trust Council makes significant amendments to the schedule in December 2025, there will be a significant reordering of local trust committee and Council Committee meeting dates as a result.

FINANCIAL: The largest financial impact of meeting planning for Trust Council is the selected format of meetings (in person or electronic), as well as meeting location (in the Trust Area or on Vancouver Island). In-person meetings cost an estimated \$33,750 depending on location while electronic meetings cost about \$1,300.

POLICY: If the November meeting of Trust Council is adopted, Bylaw 101 requires amending as it states:

“The first regular meeting of the Council shall be held on the first Wednesday of November following a general local election.”

Staff were unable to meet these requirements due to Bowen Island Municipalities' (BIM) election meeting dates. Islands Trust cannot hold their first meeting of a new term until BIM has appointed their Islands Trust trustees. At this time, BIM has scheduled their meeting for November 9, 2026.

IMPLEMENTATION/COMMUNICATIONS: Dates and locations of meetings will be posted immediately following the December Trust Council meeting.

FIRST NATIONS: N/A

OTHER: None.

3 RELEVANT POLICY(S):

- [Meeting Procedures Bylaw No. 101](#)

4 ATTACHMENT:

- 2026/27 Draft Islands Trust Council and Committees Meeting Schedule
- 2026/27 Executive Committee Meeting Schedule

RESPONSE OPTIONS

Recommendation:

1. **THAT Trust Council adopt quarterly meeting dates and start times to the end of fiscal 2026/27 of:**
 - a. **June 16-18, 2026, starting at 1:00 p.m. on June 16;**
 - b. **September 9-11, 2026, starting at 1:00 p.m. on September 9;**
 - c. **November 12-14, 2026, starting at 2:00 p.m. on November 12;**
 - d. **December 8-10, 2026, starting at 1:00 p.m. on December 8; and,**
 - e. **March 9-11, 2027, starting at 1:00 p.m. on March 9.**

2. **THAT Trust Council adopt quarterly meeting locations to the end of fiscal 2026/27:**
 - a. **June 2026, electronic**
 - b. **September 2026, electronic**
 - c. **November 2026, Victoria, BC;**
 - d. **December 2026, Victoria, BC; and,**
 - e. **March 2027, Galiano Island**

3. **THAT Trust Council adopt quarterly Committee of the Whole meeting dates, all to be held electronically starting at 9:00 a.m., to the end of fiscal 2026/27 of:**
 - a. **Wednesday, May 13, 2026**
 - b. **Wednesday, July 22, 2026**
 - c. **Wednesday, October 7, 2026**
 - d. **Wednesday, February 10, 2027**

Alternative:

Trust Council may choose to adopt alternate meeting dates or locations to those proposed in this report. If Trust Council would like to change any of the proposed meeting locations, not including December's as Trust Council's Meeting Procedure Bylaw states that the December meeting be held in Victoria, the following Islands are viable options: Mayne Island, Nanaimo, and Salt Spring Island.

If Trust Council chooses to adopt alternate meeting dates for the November meeting, the new date will need to fall after November 10, 2026.

Prepared By: Executive Coordinator
Reviewed By: CAO, November 10, 2025



Islands Trust

DRAFT 2026/27 Islands Trust Council and Committees Meeting Schedule

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

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

| Islands Trust Council | | Meeting Information |
|-------------------------------|--|--|
| 2026 | | |
| Tuesday - Thursday | June 16–18 th @ 1:00 p.m. | |
| Tuesday - Thursday | September 9–11 th @ 1:00 p.m. | last meeting of the current term |
| Thursday - Saturday | November 12-14 th @ 3:00 p.m. | Victoria - first meeting of the new term |
| Tuesday - Thursday | December 8–10 th @ 1:00 p.m. | Victoria |
| 2027 | | |
| Tuesday - Thursday | March 9-11 th @ 1:00 p.m. | Galiano Island |
| Committee of the Whole | | |
| Wednesday | May 13 th @ 9:00 a.m. | |
| Wednesday | July 22 nd @ 9:00 a.m. | |
| Wednesday | October 7 th @ 9:00 a.m. | |
| Wednesday | February 10 th @ 9:00 a.m. | |

DRAFT Standing Committees and Islands Trust Conservancy Board

Accessibility Committee @ 6:30 p.m.: April 21, 2026, July 21, October 6 and January 26, 2027.

Financial Planning Committee @ 10:00 a.m.: May 27, 2026, August 19, October 15, December 2, January 27, 2027 and February 17.

Governance Committee @ 10:00 a.m.: April 29, 2026, July 15, October 8, November 25, and January 13, 2027.

Regional Planning Committee @ 10:00 a.m.: May 1, 2026, July 24, September 25, November 27 and February 5, 2027.

Trust Programs Committee @ 10:00 a.m.: April 16, 2026, May 7, July 23, November 26 and February 4, 2027.

Islands Trust Conservancy Board @ 10:00 a.m.: May 12, 2026, July 28, September 29, November 24, January 19, 2027 and March 16.



2026/27 Executive Committee Meeting Schedule

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

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

| Executive Committee | | Meeting Information |
|---------------------|--|--|
| 2026 | | |
| Wednesday | April 1 st @ 10:00 a.m. | Hosted by Bowen Island Municipality |
| Wednesday | April 15 th @ 9:15 a.m. | Islands Trust Conservancy Board Joint Session @ 1:00 p.m. |
| Wednesday | May 6 th @ 9:15 a.m. | |
| Wednesday | June 3 rd @ 10:00 a.m. | In-person, Trust Council preparation |
| Tuesday | June 16 th @ 10:00 a.m. | Trust Council |
| Wednesday | July 8 th @ 9:15 a.m. | |
| Tuesday | July 28 th @ 1:00 p.m. | In-person, Liaison Meeting Hosted by Islands Trust Conservancy Board |
| Wednesday | July 29 th @ 9:15 a.m. | In-person |
| Wednesday | August 26 th @ 9:15 a.m. | In-person, Trust Council preparation |
| Wednesday | September 9 th @ 10:00 a.m. | In-person, Trust Council |
| Wednesday | September 23 rd @ 9:15 a.m. | |
| Wednesday | October 14 th @ 9:15 a.m. | |
| Wednesday | October 28 th @ 9:15 a.m. | In-person, Trust Council preparation |
| Saturday | November 14 th @ 1:00 p.m. | In-person, Trust Council – first meeting of new term |
| Wednesday | November 18 th @ 9:15 a.m. | In-person, Trust Council preparation |
| Tuesday | December 8 th @ 10:00 a.m. | In-person, Trust Council |
| Friday | December 18 th @ 9:15 a.m. | |
| 2027 | | |
| Wednesday | January 20 th @ 9:15 a.m. | |
| Wednesday | February 24 th @ 9:15 a.m. | In-person, Trust Council preparation |
| Tuesday | March 9 th @ 10:00 a.m. | In-person, Trust Council |
| Wednesday | March 24 th @ 9:15 a.m. | Islands Trust Conservancy Board Joint Session @ 1:00 p.m. |

1. Regional Planning Committee

Staff have completed work on the following Trust Council approved top priorities:

~ **Bylaw Compliance and Enforcement Policy Review:**

- Received and incorporated feedback from Trust Council
- Completed draft Implementation Plan that includes an online portal (Cityview)
 - To be reviewed by RPC in February 2026

~ **Freshwater Sustainability Strategy:** Multiple actions within the strategy were advanced.

- Islands Trust Area Freshwater Footprint refined and updated (as part of GB LTC major project)
- Islands Trust Area Watershed Resiliency Mapping refined and updated (used in Suitable Land Analysis and major projects)

~ **Monitor progress of protection of ecosystem health in all land use planning decisions:**

- The Islands Trust successfully received a grant from Environment and Climate Change Canada (ECCC) to support recovery of species at risk across the Islands Trust area by improving incorporation and integration of biological information into Islands Trust decision making process and projects. The funding has allowed the Islands Trust to hire a full-time biologist from February 2025 until March 2026
- The Biologist has steadily advanced the work program to research, assess, and integrate biology into land use decisions. Various tools are being drafted including GIS data integration, checklists, terms of reference templates and template language for policies, regulations, and administrative bylaws.
- Provided professional biologist advice to Planners

~ **Housing Strategy Action Plan:**

- Trust Council endorsed the Housing Strategic Action Plan
- Trust Council replaced Trust Council Strategic Plan 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”

2. Planning Projects

The current status of major and extraordinary local trust committee (LTC) projects (projects over \$5,000) are listed in Table 1 below. The table includes Regional Planning Committee projects. Planning Services projects are managed by members of the Regional Planning Team.

Table 1 Major and Extraordinary Projects

| LTC | Major or Extraordinary Project Name | Project Phase | Current Status |
|-----|---|---|----------------|
| DE | OCP / LUB Review - Targeted Review (Housing) | Bylaw Drafting | On-going |
| GB | OCP / LUB Review | Drafting | On-going |
| GM | OCP / LUB Review – Targeted Review (Archaeological and cultural heritage protection, shoreline protection and access to public docks, forest ecosystem protection) | Drafting | On-going |
| HO | OCP / LUB Review | Engagement | On-going |
| LA | OCP / LUB Review | | Pending |
| MA | OCP / LUB Review – Targeted Review (Housing) | Legislative | On-going |
| NP | OCP / LUB Review - Targeted Review (Housing) | Drafting | On-going |
| SS | OCP/ LUB Review - Targeted Review (Housing) (Goal: increase housing options and equity in ways integrating First Nations interests, ecosystem integrity and connectivity, and climate change resiliency) | Analysis and Engagement | On-going |
| SS | Water Sustainability <ul style="list-style-type: none"> • SSIWPA • Well monitoring | <ul style="list-style-type: none"> • Analysis and Engagement • Monitoring | Deferred |
| RPC | Bylaw Compliance and Enforcement – Policy and Best Practices Review | Policy Drafting and Implementation | On-going |
| RPC | Freshwater Sustainability Strategy (various) | Analysis | On-going |
| RPC | Integration of Biological Information into Decision Making | Analysis and Engagement | On-going |
| RPC | Housing Strategic Action Plan (Tiny Homes on Wheels) | Engagement | On-going |

Local Trust Committees are permitted one active minor project (Table 2). The exception is that the Salt Spring Island Local Trust Committee is permitted up to three active projects (minor and major combined). The total funding available for all active minor projects is \$36,500. Funding has been fully allocated although this may change as completed projects update their expenditures.

Table 2 Minor Projects

| LTC | Active Minor Project Name | Project Phase | Current Status |
|-----|--|---------------|----------------|
| DE | OCP Amendments – Technical and First Nations updates | Initiated | On-going |
| GB | Mudge Island LUB Amendment | | Pending |
| GL | Small Islands LUB update | Engagement | On-going |
| GM | Keats Island Shoreline Protection | Legislative | On-going |
| LA | LUB Amendment | | Pending |
| NP | Raptor nest DPA update | Legislative | On-going |
| SA | Minor Housing Review | Legislative | On-going |
| SP | LUB Amendments | Legislative | On-going |
| SS | Housing Action Program – Implementation (Bylaw 537) | Legislative | On-going |
| SS | Proof of Water | Legislative | Deferred |

3. Current Planning

Planning Services opened 132 new applications and referrals in the second quarter (Q2) of the 2025/26 fiscal year (July 1, 2025 – September 30, 2025) (Figure 1). Applications and referrals opened in Q2 are broken down by type and local trust area in Figure 2.

Figure 1 Applications Opened by Quarter

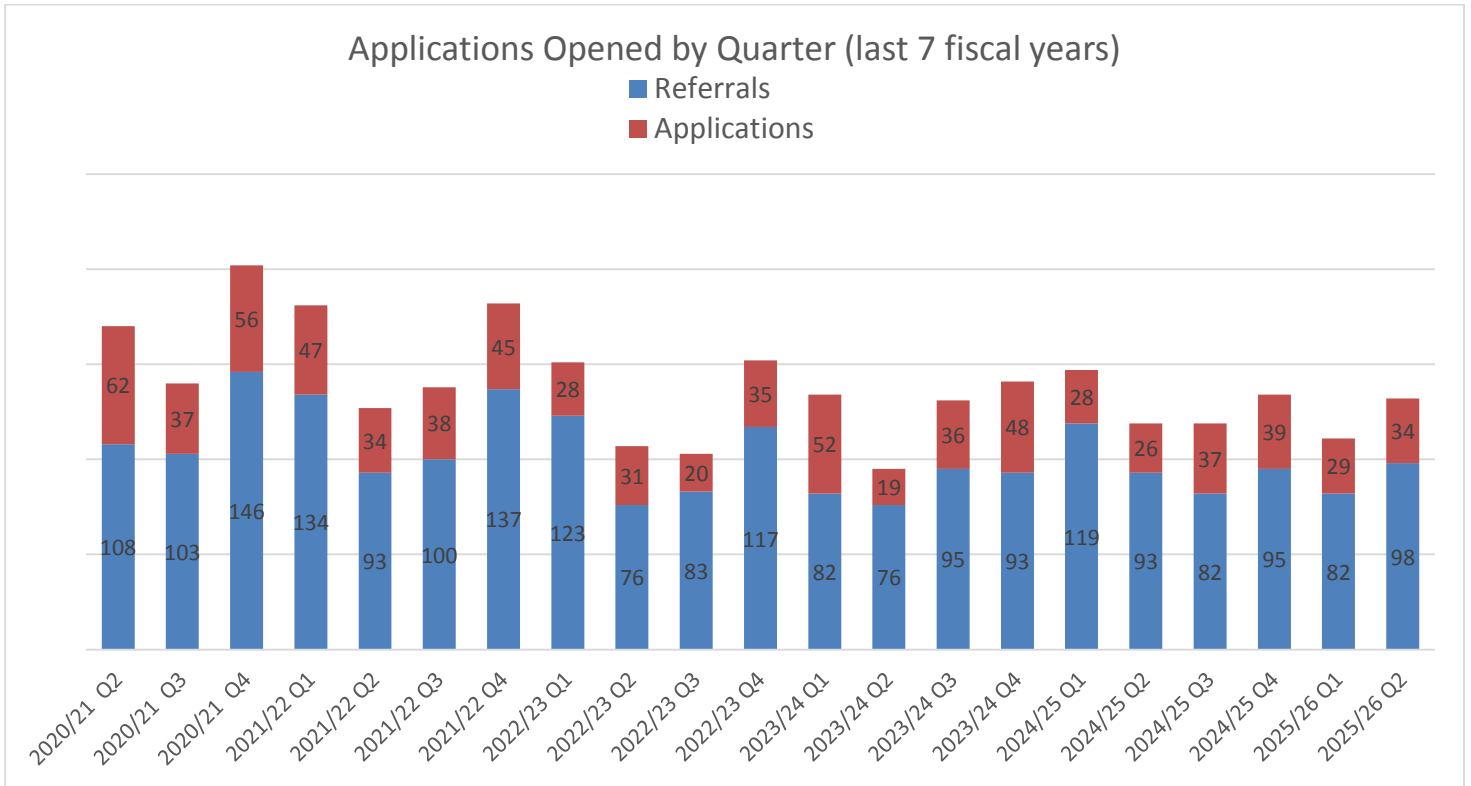
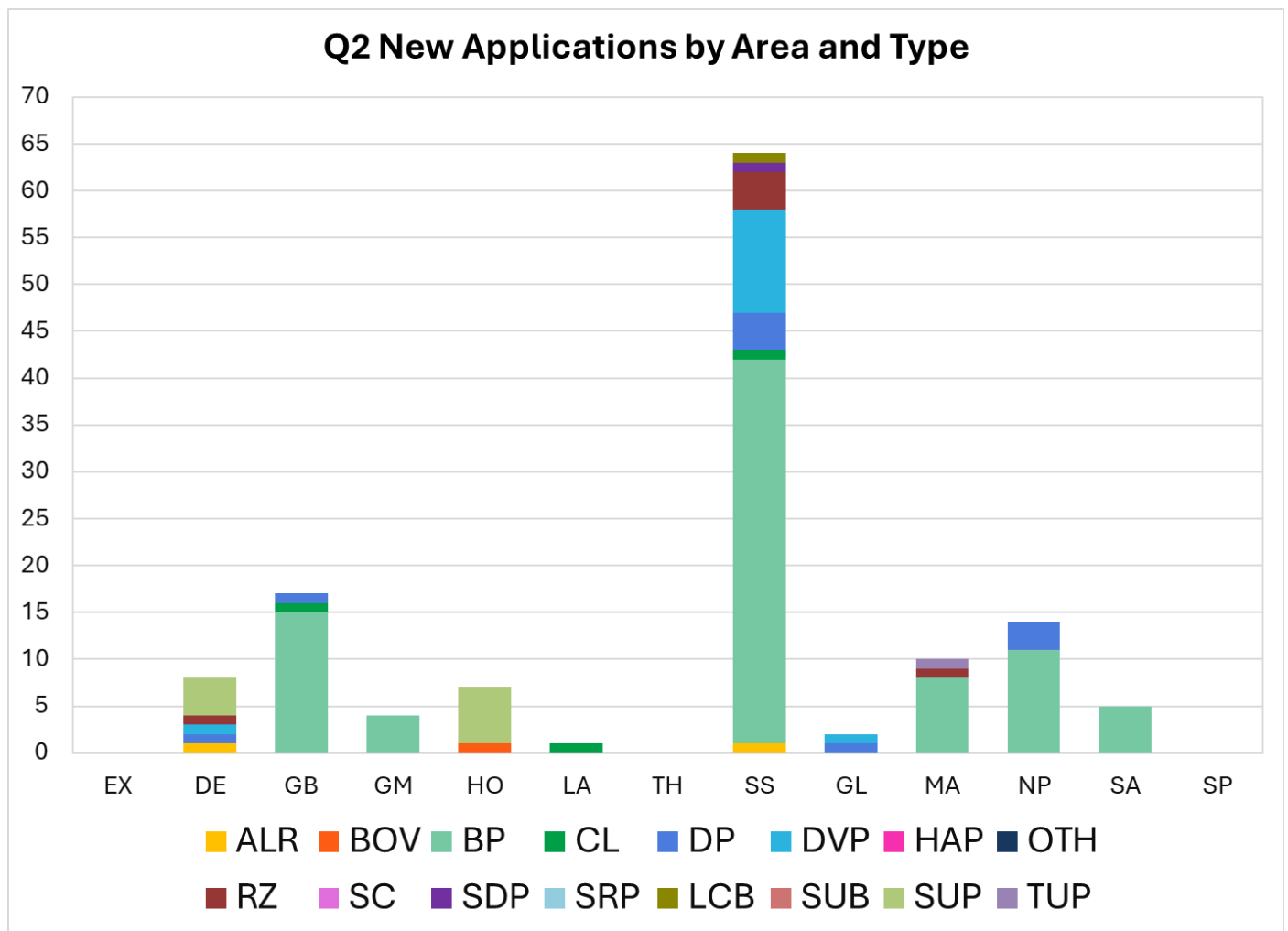


Figure 2 Applications Opened in Q2 by Type and Area



| Legend | |
|---------------|---|
| ALR | Agricultural Land Reserve |
| BOV | Board of Variance |
| CL/BP/SUP/LCB | Crown Lease/Building Permit/Siting Use Permit/Liquor and Cannabis Board |
| DP | Development Permit |
| DVP/FPE | Development Variance Permit / Flood Plain Exemption |
| HAP | Heritage Area Permit |
| OTH | Other |
| RZ | Rezoning (includes OCP amendments) |
| SC | Strata Conversion |
| SDP | Soil Deposit Permit |
| SRP | Soil Registration Permit |
| SUB | Subdivision |
| TUP | Temporary Use Permit |

4. Corporate Initiatives

Planning services staff continue to support two specifically funded corporate initiatives:

Bylaw Enforcement and Compliance Portal (Cityview):

Staff are currently finalizing workflows which will then be validated through the new software. Delays have been encountered due to Cityview changing their Project Manager and extended deliberations about work flow processes. Communications about the project are planned to be timed with communications and implementation of amended Trust Council Bylaw Compliance and Enforcement policies and best practices.

Salt Spring Office Relocation:

The Salt Spring Island office current lease expired October 31, 2024. All staff were out of the office by October 18, 2024. A temporary office space with three desks and basic office needs has been created in part of the new leased building downtown Ganges. Office renovations in the new location at 121 McPhillips Avenue were anticipated to be completed early October; however the BCGEU strike caused further delays. Staff anticipate to be moved in by time of Trust Council meeting.

5. Other Initiatives

Planning services has projects that straddle strategic and corporate initiatives (the projects listed below resulted from unsolicited resolutions at Trust Council). Some of these projects include:

Application Cost Recovery:

Trust Council approved purchasing of new Time Collection software to replace the non-functioning current software. Staff have been delayed imitating the project due to changes and the loss of key staff in Information Services and the resulting impact that a consultant may be required to implement the software - a cost that was not identified in the original business case. Staff began re-evaluating next steps; however the BCGEU strike caused further delays from which the project has yet to recover. If staying with the original work plan, staff require a 14-week timeframe for completion.

First Nations Referral Process:

Trust Council has requested staff to continue to solicit First Nations to get their feedback about the referral processes, concerns and new initiatives, and to develop a work plan that captures planned actions. Staff have been discussing coordination of numerous initiatives and developing communication materials. Activities were substantially delayed due to BCGEU strike actions.



Islands Trust

Wednesday December 3, 2025

Islands Trust Council

Short Term Rental Accommodations Act Discussion

Purpose: To discuss opting-in to the principal residence requirements of the *Short Term Rental Accommodations Act*

Resources: Hannah Rabinovitch, Acting Executive Director, Housing Policy Branch
Warren Dingman, Manager Bylaw Compliance and Enforcement
Daniel Martin, Manager of Planning & Development, BIM
Stefan Cermak, Director, Planning Services

- [Short Term Rental Accommodations Act](#)
- [BC webpage on short-term rentals](#)
- [Islands Trust housing affordability webpage](#)

| Time | Topic |
|-------------|--|
| 4:30 – 4:40 | Introductions Review of purpose and objectives |
| 4:40 – 4:50 | Process and implications of opting-in as it relates to enforcement and provincial registration |
| 4:50 - 5:00 | Islands Trust enforcement experience |
| 5:00 – 5:10 | BIM, SSLTC, and GBLTC Opt-in Experiences |
| 5:10 - 5:30 | Questions and Discussion |
| 5:25 - 5:30 | Closing remarks |

1. FINANCIAL PLANNING COMMITTEE

In support of the Financial Planning Committee (FPC) we have completed work on the following standard annual areas of work:

- ~ **2025/26 Second Quarter Financial Report:** We have completed the September 30, 2025 second quarter financial report which tracks actual financial performance against budget for the first six months of the fiscal year. This report showed that overall Islands Trust is spending largely as expected, at 46% of budget spent in the first half of the year.
- ~ **2025/26 Second Quarter Forecast Report:** The financial forecast for the current fiscal year has been foregone due to job action of the BC Government Employee's Union which limited internal capacity to complete this task.
- ~ **2026/27 Draft Budget:** The first draft of the budget has been prepared by staff and reviewed by FPC and is now with Trust Council for their first review. Further refinements are expected prior to final submission of the budget to Trust Council in March 2026.
- ~ **2026/27 Draft Budget Committee of the Whole:** FPC has recommended that Trust Council conduct a Committee of the Whole meeting to review the draft 2026/27 budget in advance of its approval in March 2026.

Upcoming cyclical and special work of FPC can be found on its current and future work programs in this agenda.

2. FINANCIAL SERVICES

In addition to day-to-day operations associated with financial functions at Islands Trust such as accounts payable, accounts receivable, and financial bookkeeping and record-keeping, the team continues to dedicate time to financial reporting, cash flow and investment management, assisting staff with procurement processes, and orienting new staff to expense claim submissions, travel policies, and procurement practices.

Over the last three months, finance staff have focused on several key activities: preparing second quarter financial statements, and developing budget estimates to support the 2026/27 budget development process.

Staff continue to support three Trust Council approved projects:

1. Cityview Planning Module Reporting Improvements:
The Financial Services team is awaiting discussion with Cityview to determine options to reflect application fee refunds and security deposits received in the system. Currently, the system does not contain fields for this information.
2. Expense Claim System Upgrade:

The Financial Services team completed another round of testing on the new system and have sent fixes to the developer for changes. Once fully complete, user manuals will need to be prepared and training sessions delivered prior to a formal roll out of the new system. The current project completion date is estimated for early next fiscal year. This project has been significantly delayed over the last couple of years due to limited Information Services staff availability, and limited contractor availability.

3. Cityview Bylaw Module:

The Financial Services team is helping the Bylaw Enforcement team establish a system that ensures Bylaw Violation Notices are accurately entered and tracked. This includes proper recording of fee amounts, dates fees are incurred, any waivers or forgiven amounts, amounts registered with the courts, and payments received.

3. PROCUREMENT & CONTRACT ADMINISTRATION

As part of regular operations, the Financial Services team has processed the following to date in the current fiscal year:

- ~ 44 service contracts
- ~ 13 contract continuation confirmations for multi-year contracts
- ~ 61 purchase orders

Over the last three months, Financial Services staff have conducted the following procurement processes:

- ~ Request for Proposals – Trustee Remuneration Policy Review Financial and Employee Services: The RFP has been posted to the public and closed on November 21, 2025.

4. EMPLOYEE SERVICES

During October 2025, our included staff took strike action as part of the BCGEU job action directives. Key work continued to advance via excluded staff, though there were temporary disruptions to normal service levels. The new collective agreement between the Province and the BCGEU has since been ratified and we are now moving forward with implementation of the updated terms.

We have completed several **hiring actions and internal position updates** over the last quarter, resulting in the following changes to the Islands Trust team:

- ~ Corlynn Strachan has been appointed to the permanent role of Executive Administrative Assistant, effective November 7, 2025. Corlynn has successfully covered this position for the past six months, and we are delighted to confirm her in the role on a permanent basis. Congratulations, Corlynn! With Corlynn transitioning into this position, we are also pleased to announce that Jill Allan has been extended in her Acting Administrative Assistant role with the Islands Trust Conservancy.
- ~ Jill Marrack joined the Trust Area Services team as the temporary Senior Policy Advisor, beginning her auxiliary term on October 7, 2025. Jill comes to Islands Trust following a distinguished career of leadership and service with the Royal Canadian Navy. Most recently, she served as Strategic Advisor in the Office of the Deputy Commander, and prior to that, as the Canadian Defence Attaché to the Republic of Korea. She has also served as Strategic Advisor for the Canadian Forces Sexual Misconduct Response Centre and as Deputy Commander, Quebec, for the Royal Canadian Navy. Jill has been recognized as one of Canada's 100 Most Powerful Women and is a recipient of the Queen Elizabeth II Diamond Jubilee Medal for her significant contributions to Canada. She holds both a Master of Public Administration and a Master of Business Administration, and brings extensive experience in policy, diplomacy, project management, and relationship-building with First Nations. We are very pleased to welcome Jill to the team.

- ~ Kate Emmings, Islands Trust Conservancy (ITC) Manager, has accepted the position of Director of Base Mapping and Remote Sensing with the Ministry of Water, Land and Resource Stewardship. Kate has been with the Islands Trust Conservancy for 17 years, making significant contributions to advancing the preserve-and-protect mandate, safeguarding special places, and developing the Islands Trust's mapping system and data layers. We wish Kate every success in her new role.
- ~ Stepping into the ITC Manager position is Wendy Tyrrell. Wendy has served as Acting Manager since February 3, 2025, and we are pleased to welcome her into the permanent role. Congratulations, Wendy!
- ~ Sheree Rialp, Acting Planning Services Administrative Assistant started her auxiliary term November 18, 2025. Sheree has provided temporary administrative support for the Trust in the past and we are excited to welcome her back. Sheree will be providing administrative support while Rob Kroeker is on leave for the term November 18, 2025 to February 27, 2026.
- ~ Megan Northey joined the Trust Area Services team as a Researcher in a newly created temporary position on November 17, 2025. Megan holds a Master of Science in Public Policy and Human Development from the United Nations University in Maastricht, as well as a Bachelor of Science with a double major in Health Public Policy and Kinesiology from the University of Toronto. We are excited to welcome Megan to the Trust for her auxiliary term, which runs from November 17, 2025 to January 31, 2026.
- ~ Louisa Garbo, Island Planner for the Salt Spring Island team, has been extended in her temporary assignment as Senior Policy Analyst with the Ministry of Housing and Municipal Affairs, University Endowment Lands in Vancouver, until October 2, 2026.

We are currently in the process of hiring for several vacant, upcoming, and new positions across the organization:

- ~ IS Manager: The initial recruitment did not result in a successful hire. The position has been reposted and a new batch of applicants will be considered.
- ~ Planner 1 (Salt Spring Island): This competition is in the final stages, with an expectation that a new hire announcement will be made soon.
- ~ Temporary Island Planner (Salt Spring Island): To attract a larger pool of applicants to this key position, this posting seeks applicants willing and able to work from any of Islands Trust's three office locations. Initial screening of candidates is complete, and written assessments are now being evaluated prior to bringing in candidates for interviews.
- ~ Planner 1 (Temporary, As and When, Gabriola Island): The competition has closed and initial applicant screening is underway.
- ~ ITC Communications Specialist: This competition has closed and initial applicant screening is underway.
- ~ Covenant Management and Outreach Specialist: This posting is in preparation mode.
- ~ Office Administrative Assistant (Gabriola Island): Interviews are currently underway for this competition.

Our October **All Staff Meeting** was held virtually on October 2, 2025. Staff received updates on recent Trust Council and UBCM activities, as well as announcements regarding new staff arrivals and departures. Quarterly recognition awards were also presented. Directors and their delegates shared updates on key departmental projects, including the Bylaw Compliance and Enforcement policy and best practice project, the CityView implementation project, Integrating Biology into Land Use Decision Making, the First Nations referral process project, time collection, the Salt Spring Island office relocation, the Freshwater Atlas and Policy Statement, the Reconciliation Action Plan, the Protected Areas Management (PAM) database project, and the Islands Trust Conservancy's Five-Year Plan process. The meeting concluded with an update from

the Employee Survey Working Group who are engaged to brainstorm ways to improve employee engagement across the workplace.

The **Occupational Health and Safety (OHS) Committee** continues its dedicated efforts to promote a safe and healthy work environment across all Islands Trust offices. This quarter, the Committee focused on several key initiatives:

- ~ Accessible BC Act Review: The Committee discussed training identified in the Accessibility Committee's draft Accessibility Plan and will await the final plan to ensure any training commitments associated with health and safety in the workplace are considered and implemented.
- ~ Air Quality Communications: The Committee is reviewing air quality resources that Regional Planning Manager Renée Jamurat shared with the Gabriola Island office during the most recent wildfire season. OHS is exploring if distribute similar communications to all offices in future is a worthwhile undertaking.
- ~ Panic Buttons: The Committee is gathering information on potential panic button systems and related protocols for Islands Trust offices, with an eye to making a recommendation to management on this topic later this year.
- ~ Communicable Disease Prevention Plan: The Committee has been made aware of new communicable disease resources and policy templates developed by the Public Service Agency. OHS is working with CAO Bronee to determine whether an updated Communicable Disease Prevention Plan should be completed for Islands Trust.
- ~ New Office Safety Walkthrough: The Committee has delegated members to participate in the planned safety walk-through for the new office space on Salt Spring Island prior to its official opening. This walk through will ensure no hazards remain from construction, and that all furniture, equipment, and other items newly moved in and installed are properly placed and secured.

A worksite **influenza clinic** was held at the Victoria office on Tuesday, November 3, 2025. Offering an on-site vaccination clinic provides staff with a convenient way to get immunized while helping to reduce the risk of respiratory illnesses and other communicable diseases in the workplace.

Throughout the quarter, the Public Service Agency shared a range of **educational materials** on topics of interest to public service employees. Highlights included observances such as the [Poppy Campaign](#), [Indigenous Veterans Day](#), [Global Diversity Awareness Month](#), [Registered Disability Savings Plan Awareness month](#), [LGBTQ History Month](#), [Women's History Month](#), [National Day for Truth and Reconciliation](#), [Gender Equality Week](#), and [BC Culture Days](#). Staff also had the opportunity to learn about various cultural festivals, holidays, and heritage months recognized across the public service. These included Rosh Hashanah, Hindu, Lebanese, Latin, Canadian Islamic, German and Korean Heritage Months.

To: Executive Committee

For the Meeting of: November 19, 2025

From: Financial and Employee Services -
Finance

Date Prepared: November 11, 2025

SUBJECT: SEPTEMBER 30, 2025 FINANCIAL REPORT

RECOMMENDATION:

That Executive Committee forward the September 30, 2025 Financial Report to Trust Council for approval.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The second quarter financial report indicates that Islands Trust is generally following the financial plan for 2025/26 to September 30, 2025. Continued close monitoring will be important to ensure anticipated spending remains within the available budget.

1 PURPOSE:

To summarize the findings of the September 30, 2025 second quarter financial report.

2 BACKGROUND:

Islands Trust *Policy 2.3.1 Council Committee Systems* requires the Financial Planning Committee (FPC) to report to Trust Council on the organization's financial management practices. Quarterly financial reports are prepared by staff, reviewed by FPC, and forwarded to Trust Council as part of this requirement.

Financial Report Findings

The benchmark for non-tax revenue sources and operational expenditures after three months of operations can be estimated at 50% of the annual budget.

As at September 30, 2025 Islands Trust has consumed a net 46% of the annual approved budget, slightly below the straight-line benchmark for this time of year. Individual areas may experience minor overspending or underspending based on activities in the year to date. Individual revenue and expense items that vary significantly from the 25% benchmark (where significance is determined as more or less than 10%, and more or less than \$5,000) are discussed in this report.

REVENUES

Total Revenue reports at 96% of the annual approved budget, with approximately \$397,000 remaining to hit revenue targets for the year. Details of individual revenue streams are as follows:

- Fees are higher than benchmark by \$31,000 (16%), due to applications advancing through due process slightly ahead of budgeted averages. The amount of fees revenue received in the first half of the year was \$59,000. The portion of fee recognised as revenue correlates with the portion of the application process completed.

- *Provincial Grant - Unrestricted* report at 100% due to the full value of the unrestricted operating grant received in the second quarter of the year.
- *Federal and Provincial Grants – Restricted* reports at 53% recognised, slightly higher than expected for this time of year. This is due primarily to the recognition of \$25,000 in unbudgeted grant revenue associated with the Housing Needs Assessments project. Grant revenue for this work was budgeted in the prior fiscal year but partially recognized in the current year due to delays in the project pushing its completion date into the current year.
- All revenues from taxation (*General Property Tax Levy, Special Property Tax Requisition, and Bowen Tax Levy*) report at 100% due to the full value of all of them being received in the second quarter of the year.
- *Investment Income reports* at 38%, below benchmark, due to the draw down of surplus funds to pay for first quarter operations in advance of receipt of the 2025/26 property taxes. Investment income increase in later portions of the year when property taxes are received and invested.

EXPENSES BY SERVICE AREA

TRUST COUNCIL (TC) SERVICES

TC Services expenses include costs related to three main areas: Trust Council; Executive Committee; and Trust Area Services; plus an allocation of general administrative expenses. Inclusive of the general admin allocation, these expenses report at \$826,000 (43% of budget) which is lower than the 50% benchmark by \$132,000 (14%). Individual expense lines within Council services that deviate significantly from benchmark are as follows:

- Trust Council spending is \$36,000 (15%) below benchmark due primarily to:
 - Trustee Remuneration Review Project scheduled to take place later in the fiscal year.
 - Trust Council Policy Review project scheduled to take place later in the fiscal year.
 - Trust Council's June and September meeting costs coming in slightly lower than expected.
- Executive Committee spending is on target for the year, only 1% from expected.
- Trust Area Services spending is \$52,000 (13%) below benchmark due primarily to:
 - Staff vacancies: 6 months for the Temporary Senior Policy Advisor, and 2 months for the Grants Manager
 - Stewardship Education programming planned for later in the fiscal year.
 - Secretariat Services programming planned for later in the fiscal year.
- The general admin allocation to TC Services reports at 41% of budget, lower than benchmark due to underspending in General Admonition discussed later in this report.

LOCAL TRUST COMMITTEE (LTC) SERVICES

LTC Services expenses include costs related to five main areas: Local Trust Committees (LTCs); planning services projects; planning services staff; facilities; the Salt Spring Island office move/renovation; and bylaw enforcement; as well as an allocation of general administrative expenses.

Inclusive of the general admin allocation, these expenses report at \$3.8M (49% of budget) which is lower than benchmark by 62,000 (2%). Individual expense lines within LTC services that deviate from benchmark are as follows:

- **Local Trust Committees (LTC) costs** are comprised of rent, phone, internet and office service for on-island trustee offices, the trustee portion of insurance costs, general legal costs, bylaw enforcement legal costs, legal litigation costs, statutory notices, EC travel expenses to chair LTC meetings; trustee-incurred expenses, LTC and APC meeting expenses, LTC communications, special project expenses, LTC statutory notices and the LTC portion of trustee remuneration and benefits.

Total LTC spending to September 30, 2025 is \$518,000 (53% of budget), higher than benchmark by \$31,000 (6%), due primarily to the following:

- Legal General costs are lower than benchmark by \$12,000 (14%) due to fewer legal advice requests sought by Local Trust Committees in Q1 and Q2.
 - Bylaw Enforcement legal costs are below benchmark by \$167,000 (104%) due to a court-ordered cost recovery of \$147,000 related to a property clean up on Thetis Island being awarded to Islands Trust. The costs incurred by Islands Trust for the property clean up were incurred last fiscal year, but with that fiscal year closed, these awarded costs are recorded against expenses in the current year.
 - Litigation costs are significantly higher than benchmark by \$222,000 (212%) due primarily to significant legal files progressing through the courts. This line also includes \$29,500 in cost recoveries awarded to Islands Trust for files on Galiano Island and Salt Spring Island.
- **Planning Projects** costs are comprised of all LTC and Regional Planning Committee projects, including the housing strategy, housing needs assessments and building footprint data updates, as well as coordination and project work undertaken by the Salt Spring Island Watershed Protection Alliance (SSIWPA).

Planning projects report at \$129,000 (29% of budget), which is less than benchmark by \$95,000 (43%). Straight-line benchmarking can be less appropriate for project work as project plans often see work advancing in uneven portions throughout the years. Underspending on planning projects is due primarily to a combination of the following:

LTC Major and Minor Projects: Spending on LTC major and minor projects reports at \$91,000 (21% of budget). This is primarily due to planned completion of projects later in the fiscal period:

- **Denman Island LTC Housing Review**
Spending to date is \$4,000 (26% of budget), primarily due to lower costs that anticipated for public engagement.
- **Denman OCP Amendment – Technical and First Nations Updates**
No spending to the end of Q2 against the \$4,000 budget. Project expenditures are expected toward the end of the project timeline.
- **Galiano – Small Island LUB Update**
Minimal spending to the end of Q2 against the \$4,000 budget. Project is scheduled to begin in Q3.
- **Gambier – OCP/LUB Review**
Minimal spending to the end of Q2 against the \$10,000 budget. The LTC has not proceeded with public engagement or advanced the draft bylaws. The majority of expenditures anticipated in the remainder of the fiscal year.

- **Lasqueti – OCP/LUB Review**
No spending to the end of Q2 against the \$15,500 budget. Project initiation is expected in Q3.
 - **Mayne Island – Housing Project**
Minimal spending to the end of Q2 against the \$8,000 budget. A public hearing is pending, with expenditures expected later in the fiscal year.
 - **North Pender – Raptor Nest DPA Update**
Minimal spending to the end of Q2 against the \$5,000 budget. Community consultation and a public hearing are pending; expenditures are expected later in the fiscal year.
 - **North Pender – Housing Access and Affordability**
Spending to date is \$2,000 (27% of budget), primarily due to community consultation and a public hearing that are pending.
 - **Salt Spring – OCP/LUB Review**
Spending to date is \$34,000 (16% of budget), primarily due to a delay in hiring the contractor as well as staff vacancies.
 - **Salt Spring – Housing Action Program**
No spending to the end of Q2 against the \$5,000 budget. Public hearing will take place later in the fiscal year.
 - **SSIWPA – Plan Coordination**
No spending to the end of Q2 against the \$55,000 budget. This project is not expected to advance this fiscal year and has been included in the 2026/27 budget.
 - **Salt Spring – Groundwater Sustainability Strategy**
No spending to the end of Q2 against the \$16,500 budget. This project is not expected to advance this fiscal year and has been included in the 2026/27 budget.
 - **Saturna – Minor Housing Review**
No spending to the end of Q2 against the \$2,000 budget. The LTC is proceeding without the public hearing these funds were allocated to, therefore this budget will not be spent this fiscal year.
 - **Thetis – Targeted LUB Amendment**
No spending to the end of Q2 against the \$4,500 budget. Project expenditures are scheduled for later in the fiscal year, aligning with end-of-project deliverables.
- **Other projects** – Spending on regional planning projects is \$25,000 over the annual approved budget:
 - Regional Freshwater Management – the budget of \$12,000 has been fully spent on a consultant for the Freshwater Atlas.
 - Housing Needs Assessments – there was no budget for spending on The Housing Needs Assessment in this fiscal as it was expected to be completed by the end of the prior year. Therefore, this is showing as overspent by \$25,000. This overspend is offset by an equal amount in grant revenues recorded.
 - **Planning Staff Costs** include employee salaries, benefits, training, travel, and contracted human resources supporting planning activities. As of September 30, 2025, spending totals \$1.7M, representing 49% of the annual budget — \$44,000 below benchmark.
 - The Northern Office planning team was fully staffed during the first half of the fiscal year, with salaries and benefits expense reporting at 50% of budget, as expected.
 - The Southern planning team has been fully staffed during for the first half of the year with salaries and benefits expense reporting at 53% of budget, slightly over benchmark, due primarily to overtime worked by Island Planners and accrued vacation balances not fully used in the first half of the year.
 - The Salt Spring Island planning team has not been fully staffed, and salaries and benefits expense report at 40% of budget. There have been several staff movements within this team to cover for temporary assignments, but despite best effort to recruit an Island Planner, this team has

experienced a vacancy in an Island Planner role for the first 6 months of the fiscal year, as well as a 5-month vacancy in the Legislative Service Clerk position. Underspending on Salt Spring salaries has been intentional such that savings in this budget area can pay for budget overruns associated with the Salt Spring Island office renovation.

- **Bylaw Enforcement** costs include staff salaries and benefits, training, mobile devices, travel costs and the Cityview Bylaw Portal project. Spending to September 30, 2025 reports at \$264,000 (48% of budget), which is lower than benchmark by \$11,000. This is due primarily due planned spending on the Cityview Bylaw Portal project not making significant advancements until the third quarter of the year.
- The general admin allocation to LTC Services reports at 47% of budget, lower than benchmark due to underspending in General Administration discussed later in this report.

ISLANDS TRUST CONSERVANCY (ITC) SERVICES

Total ITC expenses include costs related to four main areas: Board expenses; Operations expenses; Property management expenses; and Programs as well as an allocation of administrative expenses.

Inclusive of the general admin allocation, these expenses report at \$629,000 (38% of budget), which is lower than benchmark by \$207,000. Individual expense lines within ITC services that deviate significantly from benchmark are as follows:

- **Conservancy Staff and Associated Costs** include employee salaries, benefits, safety equipment, memberships, mobile devices, training and travel costs, as well as any contracted human resources associated with ITC work. This line reports at \$410,000 (43%), lower than benchmark by \$69,000 primarily due to underspending on salaries and benefits resulting from staff vacancies:
 - ITC Team Lead - 5.5 months
 - ITC Administrative Assistant (2 months)
 - Communications Specialist (3 months), and
 - Covenant Outreach Specialist (1.5 months).

This underspending was slightly offset by overtime for property management staff in the field during the summer and early fall, and by contracted temporary services.

- **Property Management** costs include Professional Consultant Fees, ITC property management expenses, ITC conservation planning and land securement expenses, and First Nations engagement planning. Property management expenses report at \$45,000 (19% of budget), lower than benchmark by \$73,000. This is due primarily to the following:
 - *Professional Consultant Fees* – these costs report at nil to the end of the second quarter, lower than benchmark by \$10,000 (50%) due to delay in bookkeeper and First Nations advisor consultant search. Expenditures are expected to take place during the remainder of the fiscal year.
 - *Property Management* – these costs report at \$44,000 (43%), lower than benchmark by \$40,000 (24%) due to a delay in initiating management planning process and archeological surveys to be completed for two most recent Nature Reserves. These expenditures are expected to take place during the remainder of the fiscal year.
 - *Conservation Planning & Land Securement* – these costs report at \$250 (1%), lower than benchmark by \$13,000 (49%) due to a delay in planning of securement celebrations due to vacancy in the communications specialist position, delay in legal services contracts for securements and extension for First Nations referrals on new covenant securement project. These expenditures are expected to take place during the remainder of the fiscal year.

- *First Nations Engagement Plan* – these costs report at nil for the first quarter, lower than benchmark by \$10,000 (50%) due to delay in First Nations engagement for the ITC Five-Year Plan. These expenditures are expected to take place in the third and fourth quarters of the fiscal year.
- **Programs** costs include costs for communications, ITC Ecosystem Mapping, and legal. Program costs report lower than benchmark by \$5,000 (9%) primarily due to underspending on ecosystems mapping where this work is expected to occur later in the year.
- The general admin allocation to ITC Services reports at 36% of budget, lower than benchmark due to underspending in General Administration discussed later in this report.

General Administration

Total general administrative expenditures include costs related to six main areas: Executive Office; Financial and Employee services; Office Operations; Legislative and Information Services; Computer, Furniture and Equipment; and Amortization expense. General administration costs are allocated to the three service areas of the Trust (Council, LTCs, and ITCB) based on their relative dollar magnitudes for the period.

General Administration expenses are reported at \$1.3M (44% of budget), which is below benchmark by \$166,000 due to the following:

- **Financial and Employee Services** costs include staff salaries, benefits, training, and travel costs. These costs report at \$281,000 (42% of budget), below expected primarily due to a vacancy in the Manager of Finance and Accounting position, offset in part by staff overtime costs and the accrual of unused leave balances.
- **Office Operations** costs include costs for audit fees, bank charges, internet, payroll processing, insurance, portion of office rent and services contributed to the general admin area, postage and courier, recruitment costs, stationery and supplies, telephone, mobile devices, organization-wide training, and all staff meetings and recognition. Office operations costs report at \$150,000 (42%), which is lower than benchmark by \$27,000 primarily due to audit fees not yet incurred, as well as savings generated in the areas of recruitment and labour relations, office supplies, and payroll processing fees.
- **Legislative and Information Services** costs include all software support and licensing, technical support, technical supplies, meeting streaming services, mobile devices salaries, benefits, training, and travel costs associated with legislative and information services staff as well as costs for Freedom of information and records management. Legislative and Information Services costs report at \$423,000 (43% of budget), which is below benchmark by \$70,000. This is primarily due to staff vacancies:
 - Senior Technical Analyst position (4.5 months)
 - Information System Coordinator position (3.5 months), and
 - GIS Coop position no hired.

These vacancies have been partially offset by \$32,000 in contracted temporary services.

CONSOLIDATED EXPENSES BY OBJECT

Public Sector Accounting Standards determine that financial reporting for government entities be reported “by function” (i.e.: service area) in the Statement of Financial Operations as presented in the earlier section of this report. Expenses “by object” (i.e.: type) are reported in accompanying financial

statements notes. For purposes of greater transparency and understanding of Islands Trust financial results expenses by object are shown as follows:

| Object | 2025/26 Approved Budget | 6 months ending Sept 30, 2025 | 6 months ending Sept 30, 2024 | % of Budget Consumed |
|---------------------------------|-------------------------------|----------------------------------|----------------------------------|-------------------------|
| Staff Salaries and benefits | 7,095,962 | 3,329,547 | 3,299,544 | 47% |
| Office Operations | 1,456,242 | 828,830 | 633,715 | 57% |
| Council and trustee costs | 1,111,872 | 523,710 | 532,283 | 47% |
| Programs | 944,410 | 252,635 | 244,796 | 27% |
| Legal - General | 90,000 | 32,542 | 19,366 | 36% |
| Legal - Bylaw Enforcement | 161,000 | (86,753) | 75,238 | -54% |
| Legal - Litigation | 105,000 | 274,766 | 117,006 | 262% |
| Legal - Statutory Notices | 15,000 | 9,416 | 4,152 | 63% |
| Travel/training and recruitment | 219,245 | 85,434 | 159,008 | 39% |
| Subtotal | 11,198,731 | 5,250,127 | 5,085,108 | 47% |
| Amortization | 211,000 | 53,523 | 55,675 | 25% |
| Total Expenses | 11,409,731 | 5,303,650 | 5,140,783 | 46% |

Staff salaries and benefits are currently below benchmark due mainly to the following:

| DEPARTMENT | 2025/26 Approved Budget | 2025/26 Approved Budget to Sept 30, 2025 | 2026/26 Actual Spending to Sept 30, 2025 | Actuals over (under) Budget to Sept 30, 2025 (\$) | Annual Budget Consumed (%) | PRIMARY REASON |
|--|-------------------------------|---|---|---|-------------------------------------|--|
| Office of the CAO | 454,063 | 227,032 | 231,433 | 4,401 | 51% | Just slightly above benchmark due to unused vacation |
| Legislative Services | 111,823 | 55,912 | 60,058 | 4,146 | 54% | Increase in Leave liability |
| Information Services | 535,048 | 267,524 | 183,800 | (83,725) | 34% | Vacancies: GIS Coop not hired, Senior Technical Analyst (4.5 mos), and Information System Coordinator (3.5 mos). \$32K in contracted temporary services bringsthis budget line to 40% spent. |
| Financial & Employee Services | 666,183 | 333,092 | 279,824 | (53,267) | 42% | Vacancy: Manager Finance and Accounting (6 mos) |
| Trust Area Services | 654,118 | 327,059 | 287,696 | (39,363) | 44% | Vacancies: Temp Senior Policy Advisor (6 mos), Grants Manager (2 mos) |
| Islands Trust Conservancy Services | 902,189 | 451,095 | 373,959 | (77,136) | 41% | Vacancies: Team Lead (5.5 mos), ITC Admin Assistant (2 mos), Communication Specialist (3 mos), and Covenant & Outreach specialist (1.5 mos) slightly offset by \$8K of overtime for property management staff in field during summer and early fall. \$14K in contracted temporary staff (below) bring total ITC salaries spend to 43% of budget |
| Planning Services Director & Specialists | 680,775 | 340,388 | 358,758 | 18,370 | 53% | Over due to unused vacation |
| Southern Planning Services | 877,456 | 438,728 | 467,181 | 28,453 | 53% | Over due to unused vacation and overtime primarily taken as pay |
| SSI Planning Services | 783,351 | 391,676 | 312,630 | (79,045) | 40% | Vacancies: Legislative services Clerk (5 mos), Island Planner (6 mo) slightly offset by Planner 1 in Planner 2 role - intentionally delayed in filling as these savings offset SSI office renovation cost overruns |
| Northern Planning Services | 996,359 | 498,180 | 500,110 | 1,930 | 50% | At benchmark |
| Bylaw Compliance and Enforcement | 419,596 | 209,798 | 228,009 | 18,211 | 54% | Staff OT due to travel and workload |
| Subtotal Salaries and Benefits | 7,080,962 | 3,540,481 | 3,283,457 | (257,024) | 46% | |
| Contracted Temporary Staff - All | 15,000 | 7,500 | 46,069 | 38,569 | 307% | ITC \$14K and Information Services \$32K |
| TOTAL | 7,095,962 | 3,547,981 | 3,329,526 | (218,455) | 47% | |

The collective agreement between the Province and the BCGEU has now been ratified. The quarter two results include a 3% wage increase for included staff retroactive to April 1, 2025.

Office Operations costs are currently above expected, primarily due to the timing of computer hardware purchases which took place early in the fiscal year to complete IS installation and setup projects.

Council and trustee costs are tracking below budget, primarily due to savings for Trust Council meetings.

Program costs are currently below benchmark, primarily due to the timing of planned project expenditures later in the fiscal year, and in some cases, delays in project advancement.

Total Legal expenses are below benchmark, broken down as follows:

- Legal General costs are lower than expected due to less general legal advice sought by Local Trust Committees in the first half of the year.
- Bylaw Enforcement legal costs are lower than expected due to a court-ordered cost recovery of \$147,000 awarded to Islands Trust related to a property clean up on Thetis Island. The costs incurred by Islands Trust for the property clean up were incurred last fiscal year, but with that fiscal year closed, these awarded costs will offset legal expenses in the current year.
- Litigation costs are higher than expected due primarily to a significant legal file on Gabriola Island progressing through the courts. This line also includes \$29,500 in legal cost recovery awarded to Islands Trust for a file on Galiano Island and Salt Spring Island.
- Statutory Notices are higher than expected due primarily to large number of statutory notices on applications being processed during the first quarter.

Traveling/training and recruitment costs are below expected, due to the timing of staff training events taking place later in the year.

Amortization expense is tracking as expected, given assets in development and use updated later in the fiscal year.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: None. Expenditures to September 30, 2025 are within the overall Islands Trust annual approved budget.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None. Managing staff will continue to receive financial reporting on their respective areas of oversight throughout the year.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):

[Islands Trust Policy 2.3.1](#) Council Committee System
[Bylaw 201](#) Islands Trust Financial Plan Bylaw, 2025-2026

5 ATTACHMENT(S):
September 30, 2025 Financial Report

RESPONSE OPTIONS

Recommendation:

That Executive Committee forward the September 30, 2025 Financial Report to Trust Council for approval.

Alternative:

None.

Prepared By: N. Roggers, Finance Officer

Reviewed By: Director, Financial and Employee Services

Islands Trust

Detailed Statement of Operations

For The 6 Months Ending September 30, 2025

Expected % of Budget Received/Used as at Report date = 50%

Exceptions: Grant revenue, property tax levies, other revenues, project spending

Variances > +/- 10% and +/- \$5000 include explanations

| Description | 2025/26 Approved Annual Budget | 6 months ending Sep 30, 2025 | 6 months ending Sep 30, 2024 | Portion of Annual Budget Consumed (%) | Budget remaining (\$) |
|---|-----------------------------------|------------------------------------|------------------------------------|---|--------------------------|
| REVENUE: | | | | | |
| Fees & Sales | 198,100 | 129,809 | 82,501 | 66% | 68,291 |
| Provincial Grant - Unrestricted | 180,000 | 180,000 | 180,000 | 100% | - |
| Federal and Provincial Grants - Restricted | 415,931 | 218,436 | 226,700 | 53% | 197,495 |
| General Property Tax Levy - All LTAs | 9,262,200 | 9,262,200 | 8,555,040 | 100% | - |
| Municipal Property Tax Levy - Bowen Island Municipality | 460,000 | 460,000 | 391,260 | 100% | - |
| Investment Income | 211,000 | 79,719 | 132,677 | 38% | 131,281 |
| TOTAL REVENUE | 10,727,231 | 10,330,164 | 9,568,178 | 96% | 397,067 |
| EXPENSES: | | | | | |
| Trust Council Services | | | | | |
| Trust Council | 495,108 | 211,344 | 212,990 | 43% | 283,764 |
| Executive Committee | 138,400 | 68,387 | 77,611 | 49% | 70,013 |
| Trust Area Services | 804,128 | 350,031 | 293,595 | 44% | 454,097 |
| General Admin Allocation - 17% | 478,850 | 196,100 | 199,757 | 41% | 282,750 |
| Total Trust Council Services | 1,916,486 | 825,862 | 783,953 | 43% | 1,090,624 |
| Local Trust Committee Services | | | | | |
| Local Trust Committees | 975,053 | 518,274 | 516,525 | 53% | 456,779 |
| Projects - Note 1 | 448,000 | 128,578 | 139,157 | 29% | 319,422 |
| Planning Staff | 3,416,860 | 1,664,313 | 1,688,670 | 49% | 1,752,547 |
| LPS Facilities | 380,130 | 181,126 | 182,649 | 48% | 199,004 |
| Salt Spring Island Office Move/Renovation | 98,000 | 178,876 | 1,138 | 183% | (80,876) |
| Bylaw Enforcement | 549,281 | 263,765 | 229,866 | 48% | 285,516 |
| General Admin Allocation - 68% | 1,954,297 | 913,903 | 943,058 | 47% | 1,040,394 |
| Total Local Trust Committee Services | 7,821,621 | 3,848,834 | 3,701,062 | 49% | 3,972,787 |
| Trust Conservancy Services | | | | | |
| Board | 10,350 | 4,611 | 3,865 | 45% | 5,739 |
| Conservancy Staff and Associated Costs | 959,945 | 410,483 | 426,946 | 43% | 549,462 |
| Property Management | 234,460 | 44,516 | 43,240 | 19% | 189,944 |
| Programs | 49,200 | 19,998 | 14,622 | 41% | 29,202 |
| General Admin Allocation - 15% | 417,669 | 149,345 | 167,094 | 36% | 268,324 |
| Total Trust Conservancy Expenses | 1,671,624 | 628,953 | 655,768 | 38% | 1,042,671 |
| General Administration Services | | | | | |
| Office of the CAO | 459,371 | 232,204 | 359,312 | 51% | 227,167 |
| Financial and Employee Services | 676,199 | 281,073 | 227,109 | 42% | 395,126 |
| Legislative and Information Services | 987,166 | 423,129 | 414,197 | 43% | 564,037 |
| Office Operations | 353,980 | 149,965 | 155,953 | 42% | 204,015 |
| Computer/Furniture & Equipment | 163,100 | 119,455 | 97,663 | 73% | 43,645 |
| Amortization Expense | 211,000 | 53,523 | 55,675 | 25% | 157,477 |
| General Admin Recovery | (2,850,816) | (1,259,348) | (1,309,909) | 44% | (1,591,468) |
| Net General Administration Services | - | 0 | (0) | | |
| TOTAL EXPENSES | 11,409,731 | 5,303,650 | 5,140,783 | 46% | 6,106,081 |
| YTD Surplus (Shortfall) | (682,500) | 5,026,515 | 4,427,396 | | |
| Amortization Adjustment | (211,000) | n/a | n/a | | |
| Capital adjustment | n/a | 119,339 | 97,663 | | |
| Adjusted surplus (shortfall) | (471,500) | 5,145,854 | 4,525,058 | | |
| Funded by: | | | | | |
| Transfer from (to) General Revenue Surplus Fund | 201,000 | (5,237,312) | (4,595,095) | | |
| Transfer from (to) LTC Project Reserve Fund | 199,000 | 91,458 | 70,037 | | |
| Transfer from (to) Special Tax Requisition Fund | 71,500 | - | - | | |
| Net Unfunded Balance | - | (0) | 0 | | |

| Description | 2025/26 Approved Annual Budget | 6 months ending Sep 30, 2025 | 6 months ending Sep 30, 2024 | Portion of Annual Budget Consumed (%) | Budget remaining (\$) |
|---|-----------------------------------|------------------------------------|------------------------------------|---|--------------------------|
| Note 1: LTC & Planning Services Project Spending | | | | | |
| LTC Projects | | | | | |
| LTC Projects funded by Reserve Fund | 9,000 | - | - | 0% | 9,000 |
| Denman Housing Review | 15,750 | 4,046 | 47 | 26% | 11,704 |
| Denman Amend OCP for technical + First Nations updates | 4,000 | - | - | 0% | 4,000 |
| Gabriola OCP/LUB | 48,000 | 37,119 | 786 | 77% | 10,881 |
| Galiano Groundwater Strategy Implementation | - | - | 621 | -25% | - |
| Galiano Small Islands LUB update | 4,000 | 228 | - | 6% | 3,772 |
| Gambier OCP/LUB | 10,000 | 75 | - | 1% | 9,925 |
| Gambier Keats Island Shoreline Protection Review | - | - | 4,976 | 0% | - |
| Hornby OCP/LUB | 18,750 | 11,526 | - | 61% | 7,224 |
| Lasqueti OCP/LUB | 15,500 | - | - | 0% | 15,500 |
| Mayne Island Housing | 8,000 | 516 | - | 6% | 7,484 |
| Mayne LUB Minor Amendments | - | - | 1,241 | 0% | - |
| North Pender Raptor Nest DPA update | 5,000 | 688 | - | 14% | 4,312 |
| North Pender Housing Access & Affordability | 8,000 | 2,160 | 868 | 27% | 5,840 |
| Salt Spring OCP/LUB | 204,000 | 33,650 | 60,175 | 16% | 170,350 |
| Salt Spring Housing Action Program | 5,000 | - | - | 0% | 5,000 |
| SSIWPA Plan Coordination | 55,000 | - | - | 0% | 55,000 |
| Salt Spring Groundwater Sustainability Strategy | 16,500 | - | - | 0% | 16,500 |
| Saturna Minor Housing Review | 2,000 | - | 250 | 0% | 2,000 |
| South Pender LUB Minor Amendments | 3,000 | 1,450 | 1,073 | 48% | 1,550 |
| Thetis Targeted LUB Amendment | 4,500 | - | - | 0% | 4,500 |
| Total LTC Projects | 436,000 | 91,458 | 70,037 | 21% | 344,542 |
| Regional Freshwater Management | 12,000 | 12,000 | 15,900 | 100% | - |
| Cityview Planning Portal (LGDAP) | - | - | 53,220 | - | - |
| Housing Needs Assessments | - | 25,120 | - | - | (25,120) |
| Total Regional Planning Projects | 12,000 | 37,120 | 69,120 | 309% | (25,120) |
| Total All Planning Projects | 448,000 | 128,578 | 139,157 | 29% | 319,422 |

1. TRUST PROGRAMS COMMITTEE (TPC)

Trust Programs did not meet in November due to the BCGEU strike but work progressed on the following committee priorities:

- ~ **Stewardship Education Program:** In July, the Committee endorsed project charters for five webinars for delivery in 2025/26. The first webinar in the series was held on September 25, 2025, and more are planned (see details below).
- ~ **Indicator selection, analysis and reporting:** Staff have hired a researcher to assist with preparing a business case and request for proposal associated with a proposed Trust Area Resilience Project and Policy Statement implementation.
- ~ **Policy Statement Amendment Policy:** No progress made this quarter. Staff will provide suggested amendments to the Policy Statement Amendment Policy per TPC's direction for subsequent recommendation to Trust Council.

2. EXECUTIVE COMMITTEE (bylaws)

~ Bowen Island Municipality bylaws:

At its meeting of September 4, 2025, Executive Committee found the following Bowen Island Municipality bylaws to be consistent with the Islands Trust Policy Statement:

- Proposed Bylaw Nos. 673 and 675, which will amend the BIM official community plan and land use bylaw to reduce the minimum lot area of a one rural residential property to enable its subdivision.
- Proposed Bylaw No. 693 and 694, which will amend the BIM official community plan and land use bylaw for the subject properties to reduce the minimum average lot area for lots with on-site water servicing to enable their subdivision.

At its meeting of October 29, 2025, Executive Committee approved the following Bowen Island Municipality bylaw:

- Official Community Plan amendment bylaw No. 671 which reduced the minimum required lot size to enable subdivision of the subject lot, in exchange for an environmental conversation covenant and dedicated trail access.

3. ISLANDS 2050 (POLICY STATEMENT AMENDMENT PROJECT)

Following first reading of Policy Statement Bylaw No. 183 in July, the focus of Policy Statement Amendment Project in the fourth quarter of 2025 has been on Indigenous Governing Body and agency referrals, as well as providing engagement opportunities for Trust Area residents.

On September 5, Policy Statement Bylaw No. 183 was referred to 30 Indigenous Governing Bodies with treaty and territorial interests in the Islands Trust Area. This followed on referral of the bylaw to more than 50 agencies in the second week of August. Some referral responses have been received, and staff have had follow-up correspondence and telephone conversations with a handful of Indigenous Governing Bodies and agencies. A referral reminder was sent to referral recipients in early November.

A webinar for Trust Area residents, and anyone else that wished to attend, was held online on September 10, 2025. One hundred and sixty-five people pre-registered for the event, although fewer than that participated in the event. A BC Hydro power outage caused participants from several islands to drop off the call midway through. A recording of the event is available on the PSAP project website [here](#).

Questions received prior to and during the webinar have been answered by staff, and many of those responses will be posted to the FAQ section of the Islands 2050 project website.

On-island engagement events planned for the fourth quarter to help inform LTC referral responses were largely postponed as a result of the strike by British Columbia General Employee Union staff. As of this report, several will have been rescheduled in November/December, while others will take place in early 2026.

Staff are updating the Islands 2050 webpage to reflect current and upcoming engagement opportunities.

Staff continue to monitor the Islands2050@islandstrust.bc.ca inbox and respond to enquiries, and will update the [Islands 2050 webpage](#) at key intervals in the project.

Staff continue to liaise with individual trustees to answer procedural questions and provide communications support.

Staff are in contact with Ministry of Municipal Affairs staff to ensure that expectations around the ministerial approval process for the Policy Statement bylaw are clear to all parties.

4. COMMUNICATIONS

Communications staff continue to provide routine communication services and to offer support to staff and trustees as part of ongoing operations.

Draft budget communications and engagement: Staff developed a communications and engagement plan to invite comment from the public on the draft 2026/27 Islands Trust budget.

Routine communications over the last quarter include the following:

- ~ **Annual Report:** the annual report was distributed in October and November 2025.
- ~ **News Releases:** [One news release](#) was distributed since the last report:
 - o October 31, 2025: Dec 2-4, 2025, Islands Trust Council Meeting Announced
- ~ **Media relations:** Staff continued media relations, including contacting journalists with corrections or clarifications, and continue to build the media contacts list.
- ~ **Issues management:** Staff continued to support trustees with speaking notes on emergent issues, and provide media relations support.
- ~ **Social media:** Staff have continued posting to social media. A consistent posting schedule has been underway since March 2023, with a planned schedule of two posts per week, or more as necessary and

as topics arise. The number of Facebook followers is at 1,005, up from 974, while X (previously known as Twitter) has decreased from 1088 followers to 1085. Islands Trust no longer actively posts on X, but has maintained the account and the profile is still live. As discussed at March, 2025 Trust Council meeting, staff have been focusing on the most engaged platforms, and growing the subscriber base. As of March 2023, Islands Trust is active on LinkedIn and Instagram. To date, Instagram has 269 followers, up from 255 followers, and LinkedIn has 387 followers, up from 359.

- ~ **Media clippings service:** Staff continue to monitor media sources and provide a summary of Trust-relevant news stories to trustees and Bowen Island Municipal Council. While staff aim to provide updates two to three times a week, this service is provided on a time-available basis. Including more clippings from more local publications is a priority and staff are working to include more local content.
- ~ **Policy Statement Amendment Project:** Staff prepared communications materials for public engagement on the Policy Statement Amendment Project.
- ~ **Website maintenance and improvement, and staff training:** Staff continued to update webpages on a consistent basis to update data, improve readability and conciseness.

Specific work completed over the last quarter to advance the **Communications Strategy** included:

- ~ **Work plan development:** A detailed work plan to achieve the goals set out in the strategy and includes:
 - The third Trust Area-wide electronic newsletter in August 2025. Encouraging new subscribers to the newsletter is an ongoing campaign
 - Supporting staff on website updates
 - Finalizing a branded clothing procedure document in advance of ordering branded clothing for some IT and ITC staff who work in the field

The communications team has supported the work of other business units on the following initiatives:

- ~ **Support for Planning Services:** Communications staff provided:
 - Communications and engagement support for the Gabriola Island Official Community Plan review project
 - Communications and engagement support for the Salt Spring Island Official Community Plan review project
 - Communications and engagement support for the Denman Island Housing review project
 - Communications and engagement support for the North Pender housing project
 - Communication and design support for the bylaw compliance and enforcement best practices manual

Staff continue to assist with social media for local trust committees that request such support.

- ~ **Support for Bylaw Compliance and Enforcement Services:** Staff continue to support bylaw compliance and enforcement through creating speaking notes and news releases for trustees that need support with regards to enforcement efforts in local trust areas.

5. RECONCILIATION PROGRAM

- ~ **Support to staff and trustees:**
 - Through a Trust Area-wide Consultative Areas Database search earlier this year the provincial staff identified four additional First Nations with whom we must now engage for Trust Area-wide activities: Da'naxda'xw First Nation, Lummi Nation (in the U.S.), Mamalilikulla First Nation, and Tlowitsis Nation. Staff have subsequently confirmed that the Islands Trust does not need to engage with Da'naxda'xw First Nation, although staff need to do a follow-up to ensure the Nations

understands that Islands Trust our relationship with the province. Once replies are received staff will update all affected documents and materials—including the Territorial Acknowledgement Guide, acknowledgment slides, email signature procedure, website content, and any other references—to reflect this change. Staff will also contact all the new Nations to determine their interest in the Islands Trust Area. There are now 30 First Nations for Islands Trust to engage with, though "many" may be more appropriate to cite in some contexts.

- Staff continued to provide support and advice to staff and trustees who had meetings or correspondence with First Nations.
- Staff continue to liaise with provincial staff and other local government staff to support the development of the Reconciliation program.
- Staff provided orientation to new staff to provide an introduction to First Nation history and Indigenous relationship building.

~ **Support to Trust Council**

- Coordinated to have Snuneymuxw Elder, C'tasi:a (Geraldine Manson) to provide a Traditional Welcome/Open at the September 16, 2025 Trust Council Meeting.

~ **Support to Executive Committee**

- Arranged a presentation by Cowichan Tribes staff about their learnings on a co-governance relationships for the ITC Board and Executive Committee. The presentation needed to be postponed so staff are working with them to arrange a future meeting.

~ **Protocol agreement negotiation/implementation:**

- **Quw'utsun Nation:** No progress since last report: Currently developing an engagement plan to meet the member individual Nations of the Quw'utsun Nation. Meetings with the individual Nations will commence in September 2025. A letter was previously sent to Chief and Council of Cowichan Tribes, Lyackson First Nation, Penelakut Tribe, Halalt First Nation, and Stz'uminus First Nation expressing interest in a protocol agreement with Quw'utsun Nation or with each of the five First Nations (in the case of Lyackson First Nation, this would be to update the existing agreement). Meeting with the individual Nations is a priority before setting another meeting with the Quw'utsun Nation.
- **Snaw-naw-as First Nation:** No progress since last report: Staff continue to work towards organizing a protocol agreement signing ceremony or the next steps as requested by Snaw-naw-as First Nation. The agreement calls for up to four working group meetings each calendar year and, to date, there has been no commitment to meet this quarter. Trust Council appointed Peter Luckham, Tobi Elliott, Mikaila Lironi, and Tim Peterson to the working group in 2023. Staff had several telephone calls, email correspondence, and texting responses from the Chief, and staff are still waiting on the First Nation's decision about how they would like to complete the signing of the protocol agreement. Should there be continued interest in holding working group meetings, staff will seek direction from Trust Council about Chair Laura Patrick being appointed to the seat held by former Chair Peter Luckham.
- **Snuneymuxw First Nation:** No progress since last report: In October 2024, at the request of Snuneymuxw First Nation, staff sent the Trust's protocol agreement template for consideration as a basis for an updated agreement and have followed up. Snuneymuxw has requested postponement of protocol agreement negotiation for a period and will contact Islands Trust once their staff has capacity to continue.
- **WSÁNEĆ Leadership Council Society (WLC):** In March, Islands Trust received a letter from WSÁNEĆ Leadership Council Society (WLC) requesting development of an MOU between IT and WLC on behalf of Tsartlip and Tseycum First Nations. The Executive Committee directed staff to cooperate with Tsartlip First Nation and Tseycum First Nation via the WSÁNEĆ Leadership Council Society, to develop a protocol agreement for Trust Council consideration, and directed staff to forward the March letter from Chief Don Tom (Tsartlip First Nation) and Chief Tanya Jimmy (Tseycum First Nation) to the Islands Trust Conservancy Board and the Islands Trust Council. Staff met with WLC staff in late June and August 2025 to begin developing the agreement. Staff are currently working on the draft agreement before meeting again with WLC.

- **Tsawout First Nation:** The Executive Committee directed staff to develop a protocol agreement in cooperation with Tsawout First Nation for Trust Council's consideration. Staff has reached out and will be meeting with Tsawout staff in December to start discussion on agreement development.
- **Tla'amin Nation:** Staff have been communication with Tla'amin First Nation staff to define their interest. Staff need to follow-up to continue the discussion.
- ~ **Liaison meetings:**
 - None held by Trust Area Services.
- ~ **Correspondence:**
 - Drafted feedback letter on the Heritage Conservation Act
 - Continue to support staff in reviewing letters to ensure culturally safety.
- ~ **Site visits:**
 - None this quarter.
- ~ **Events:**
 - None this quarter
- ~ **Records management:**
 - Staff did not progress work this quarter toward the completion of a project related to records and correspondence management related to First Nations relations and referrals. This project will re-initiate soon.
- ~ **Policies and procedures:**
 - No progress this quarter on an honoraria procedure.
- ~ **IGB Capacity Funding:**
 - Staff continue to assess the needs for policy and budget for capacity funding to Indigenous Governing Bodies.
- ~ **Reconciliation Learning Group:**
 - Supported delivery of cultural safety workshops.
- ~ **Reconciliation Action Plan:** Director has not progressed review of draft reconciliation action plan.

6. ADVOCACY/COORDINATION

- ~ **Trust Council:** Supported the Chair in writing to:
 - Ministry of Tourism, Arts, Culture and Sport Re Heritage Conservation Act Modernization
- ~ **Local Trust Committees:** No work on local trust committee requested advocacy progressed this quarter.
- ~ **Executive Committee:** Supported the Chair in writing to:
 - No letters this quarter
- ~ **Secretariat Services for Coordination Groups:** The Secretariat Services program, via the Southern Gulf Islands Forum, supported some of the administrative costs of a October 17, 2025 Cross-Border Forum for elected officials and Indigenous leaders from the Gulf Islands and San Juan Islands. The Forum focused on economic cooperation and environmental priorities for the bioregion.

7. LEGISLATIVE MONITORING

- ~ **Monitoring:**
 - Staff monitored multiple sources for updates and new items.
- ~ **Reporting:** Due to a lack of staff capacity due to vacancies and the Policy Statement Amendment Project, staff did not complete a legislative monitoring report this quarter. The Director of Legislative Services has included a *draft Legislation affecting the Islands Trust section* in his quarterly report to Trust Council.

8. GRANTS MANAGEMENT

~ **Grant applications/negotiations with funders:**

Staff successfully applied for a \$16,865.04 grant to the Community to Community program, Union of BC Municipalities (UBCM) to support a new protocol agreement and signing ceremony with Tseycum (W̱S̱I̱ḴEM) and Tsartlip (W̱J̱O̱Ł̱E̱Ł̱P) First Nations, via the W̱S̱Á̱ṈE̱Ć Leadership Council

Staff successfully applied for a \$20,000 through SPARC's Local Community Accessibility Grant to support accessibility-related renovation components of the Salt Spring Island Office and to contract a consultant to update the Islands Trust website in response to an already-completed website accessibility audit

~ **Grant monitoring:** Staff continued to monitor other grant-funded projects. These include grants to Islands Trust and to associated groups/agencies that are underway. Currently these include:

- Environment and Climate Change Canada Priority Places Contribution Agreement for Biologist position: \$200,430
- Ministry of Housing and Municipal Affairs Grant for First Nations engagement, \$150,000
- Disability Alliance BC Grant to support the Accessibility Committee development, \$7,000
- Local Government Management Association for Responsible Conduct Resource Assistance, \$25,000
- UBCM Community to Community Grant to support joint gathering and protocol agreement with Tsawout First Nation \$20,000

~ **Grant reporting:** Staff administered reports for:

- Fall Quarterly Update: Environment and Climate Change Canada Priority Places Contribution Agreement for Biologist position

9. PROGRAMS

~ **Stewardship Education Program:**

- Trust Programs Committee endorsed five webinars for delivery in 2025/26 on the following topics: Xwe'etay/Lasqueti Archaeology Project; Protecting the Shoreline: A Shared Responsibility; Climate Adaptation: Rain Gardens and Other Nature-Based Solutions You Can Use; Working towards a Fallow Deer Strategy for the Southern Gulf Islands, and Species at Risk on Your Property & How to Become a Habitat Steward. The first of these webinars was delivered on September 25th on Xwe'etay/Lasqueti Archaeology Project: Protecting and Honouring Indigenous Heritage through Archaeology, Policy, and Planning to 64 attendees (152 people registered). To date, the video recording of the session has 136 views. The next webinar, entitled Species at Risk on Your Property and How to Become a Habitat Steward, will be hosted on November 19th from 7:00-8:30pm. To date, 162 people have registered to attend the webinar.

~ **Community Stewardship Awards Program:**

- The Community Stewardship Awards Program takes place in the final year of each term to honour individuals, organizations, and/or groups supporting initiatives that further the Islands Trust mandate.
- The launch of the 2026 awards program will be announced in February 2026.

10. DELEGATION AND OTHER LETTERS

- ~ None.



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** December 2, 2025
From: Islands Trust Conservancy Staff **Date Prepared:** September 3, 2025
SUBJECT: Request for Trust Council Sponsorship of NAPTEP Application Fee

RECOMMENDATION: THAT Trust Council approve financial sponsorship of \$450 for Natural Area Protection Tax Exemption Program (NAPTEP) application PLNAP-20240358, Martin NAPTEP, Salt Spring Island.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The attached application for Trust Council sponsorship of NAPTEP application fees complies with Islands Trust Policy 2.1.16, Guidelines for EC sponsored or ITC Initiated NAPTEP Applications. The request meets the sponsorship criteria and conditions of the guidelines.

- 1 **PURPOSE:** For Trust Council to consider the NAPTEP application fee sponsorship request from Tara Martin, applicant for the Martin NAPTEP Covenant on Salt Spring Island (1261 Isabella Point Road, PID: 000-363-740, Lot A, Section 39, South Salt Spring Island, Cowichan District, Plan 35768).

- 2 **BACKGROUND:** Islands Trust Conservancy (ITC) Board has accepted a Natural Area Protection Tax Exemption Program (NAPTEP) application to request a conservation covenant on approximately 1 ha of privately held land, to protect Garry oak woodland and herbaceous habitats, maturing Douglas-fir forest, and connectivity with nearby protected areas on Salt Spring Island. The ITC Board agreed to hold a covenant on this property at its November 19, 2024 meeting and Trust Council approved acceptance into NAPTEP and issuance of a Natural Area Exemption Certificate upon registration of the conservation covenant.

Trust Council amended its Natural Area Protection Tax Exemption Certificate Fees Bylaw (No. 115) to enable an applicant to apply for application fee sponsorship (section 5.0). Trust Council has also adopted Policy 2.1.16: Guidelines for EC sponsored or ITC Initiated NAPTEP Applications.

The Phase I NAPTEP fee is \$275 and the Phase II fee is \$175. The applicant has paid the Phase I fee and the Phase II fee is now due. See fee sponsorship application and receipt for paid fee in Attachments.

ITC staff have reviewed the fee sponsorship application and confirmed that it meets eligibility requirements for sponsorship of NAPTEP application fees.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: This recommendation is not expected to impact existing work programs.

FINANCIAL: Trust Council has allocated a 2025/26 budget of \$1,000 for NAPTEP application fee sponsorships. None of these funds have been spent this fiscal.

POLICY: This request is consistent with relevant policies.

IMPLEMENTATION/COMMUNICATIONS: Staff will inform the applicant of the outcome of their request, and if approved, will process the Phase I fee refund and Phase II fee waiver.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICIES:

- Natural Area Protection Tax Exemption Certificate Fees [Bylaw](#) (No. 115)
- [Policy 2.1.16](#): Guidelines for EC sponsored or ITC Initiated NAPTEP Applications

5 ATTACHMENTS:

1. Fee Sponsorship Application for NAPTEP Application Fee, from T Martin, 28 July, 2025
2. Receipt for payment of Phase I fee, 12 December, 2024

RESPONSE OPTIONS

Recommendation:

THAT Trust Council approve financial sponsorship of \$450 for Natural Area Protection Tax Exemption Program (NAPTEP) application PLNAP-20240358, Martin NAPTEP, Salt Spring Island.

Alternatives:

- Approve for a lesser amount.
- Do not approve.

Staff do not recommend alternative resolutions.

Prepared By: Kathryn Martell, Ecosystem Protection Specialist, Islands Trust Conservancy

Reviewed By/Date: Wendy Tyrrell, A/Manager, Islands Trust Conservancy/September 8, 2025
Clare Frater, Director, Trust Area Services/October 20/2025
Rueben Bronee, CAO/October 21, 2025



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Salt Spring

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**Gambier, Lasqueti, Hornby,
Denman, Gabriola, Thetis,
Ballenas-Winchelsea**

Fee Sponsorship Application for Natural Area Protection Tax Exemption Program (NAPTEP) Application Fee

*Under Islands Trust Policy 2.1.16, Trust Council Executive Committee may sponsor Natural Area Protection Tax Exemption Program (NAPTEP) application fees. To apply for fee sponsorship, submit this form to the Islands Trust Conservancy **with or after your NAPTEP application**. There is a limited budget set aside annually to sponsor application fees and Executive Committee may choose to sponsor all, none, or part of an applicant's NAPTEP application fees.*

To be eligible for Executive Committee Sponsorship:

- ✓ The applicant is a non-profit agency or organization seeking to apply to NAPTEP for the benefit of the community at large and consistent with goals in the ITC Regional Conservation Plan (RCP) as determined by the ITC Manager.
- ✓ The applicant submits a voluntary proposal and seeks to protect over eight hectares of land or seeks to protect land that has significant habitat for endangered or threatened species under the federal *Species at Risk Act* and where the conservation proposal is consistent with goals in the ITC Regional Conservation Plan (RCP) as determined by the ITC Manager.
- ✓ The applicant submits a voluntary proposal and seeks to protect important Indigenous cultural sites such as archaeological sites or other culturally significant places.
- ✓ The applicant submits a voluntary proposal and seeks to protect areas that mitigate climate change impacts or provide for significant carbon storage and sequestration opportunities as determined by the ITC Manager.

The following situations are NOT eligible for Executive Committee Sponsorship:

- ✗ The application is deemed a development application under ITC policies or is subject to an application process with a local trust committee or island municipality.
- ✗ An applicant claims that he or she cannot afford the cost of the application, and the application would not otherwise qualify for sponsorship.

NAPTEP APPLICATION INFORMATION

Applicant Name Tara Martin

Application Submitted? Yes No

Parcel Identification Number (PID): 0 0 0 - 3 6 3 - 7 4 0

Covenant Name: Martin NAPTEP Covenant

INFORMATION TO BE COMPLETED BY ISLANDS TRUST STAFF

Application # PLNAP20240358

Phase 1 Receipt #: 3211

Amount Paid C\$ 275.00

Phase 2 Receipt #: _____

Amount Paid _____

Total Application Fees Paid C\$ 275.00

FEE SPONSORSHIP ELIGIBILITY

Describe how your NAPTEP conservation proposal meets the sponsorship criteria above:

The applicant submits a voluntary proposal and seeks to protect land that has significant habitat for endangered or threatened species (garry oak ecosystem, sharp-tailed snakes) under the federal Species at Risk Act and where the conservation proposal is consistent with goals in the ITC Regional Conservation Plan (RCP) as determined by the ITC Manager.

The Application Fee is a financial barrier to my application to NAPTEP Yes

DECLARATION / SIGNATURE

I declare that all of the above statements and the information contained in the material submitted in support of this fee sponsorship application are true and correct to the best of my knowledge.

Name: Tara Martin

Signature: Tara Martin

Digitally signed by Tara Martin
Date: 2025.07.28 14:31:34 -07'00'

Date: _____



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ISLANDS TRUST RECEIPT

\$ 275.00

RECEIPT NUMBER 3211

AMOUNT Two hundred seventy-five dollars

RECEIVED FOR:

Phase 1 NAPTEP Application Fee, Salt Spring Island, File #SS-NAP-2024.1

RECEIVED FROM Islands Trust Conservancy for Tara Martin

RECEIVED DATE December 2, 2024

ISSUING OFFICE Victoria Office

ISSUING OFFICER NAME Corlynn Strachan

| | |
|------------|--|
| | For office use only |
| GL CODE | Click here to enter GL CODE. |
| TRUST AREA | Click here to enter Area. |



December 2025 Islands Trust Council

Dialogue with San Juan County Council

9:45 a.m. – 12:00 p.m., Thursday, December 4, 2025

- Purpose:** To discuss issues of mutual interest, share information, and provide an opportunity for trustees and councilors to learn from each other’s experiences in island governance.
- Chair:** Laura Patrick, Chair, Islands Trust Council
- Guests:**
- *San Juan County Council Member Jane Fuller, Dist. 3 Rep (Lopez/Shaw). January 2023 – December 2026
 - *San Juan County Council Member Kari McVeigh, Dist. 1 Rep (San Juan). January 2025 – December 2028
 - *San Juan County Council Member Justin Paulsen, Dist. 2 Rep (Orcas). January 2025 – December 2028
- *Attending electronically.
- Resources:** Rueben Bronee, Chief Administrative Officer
Clare Frater, Director, Trust Area Services

| | | |
|----------------------------|---|---|
| 9:45 a.m. – 10:30 a.m. | Welcome and Introductions Discussion of issues of mutual interest: <ol style="list-style-type: none"> 1. Anacortes to Sidney ferry services 2. Joint areas of environmental concerns <ul style="list-style-type: none"> • emergency response tow vessels 3. FIFA impact on local tourism and economy. | Laura Patrick, Chair San Juan County Councilors |
| 10:30 a.m – 10:45 a.m | BREAK | |
| 10:45 a.m. – 11:45 a.m. | General discussion - roundtable | All |
| 11:45 a.m. – 12:00 p.m. | Closing Remarks - Staying connected | Islands Trust Council Chair San Juan County Councilors |



Jane Fuller



Kari McVeigh



Justin Paulsen

References:

1. [San Juan County/Islands Trust Council Transborder Island Agreement](#)
2. [San Juan County/Islands Trust Council Protocol Agreement on Transborder Marine Protection Area](#)
3. [San Juan County Affordable Housing Webpage](#)
4. [San Juan County Drinking Water Program Webpage](#)



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** December 2, 2025
From: Executive Committee **Date Prepared:** November 6, 2025
SUBJECT: Policy Statement Amendment Project (PSAP) – Project Charter and Project Update

RECOMMENDATION:

That Islands Trust Council endorse Policy Statement Amendment Project Charter V12.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

Completing the Policy Statement Amendment Project (PSAP) is the key initiative in Trust Council's 2025 -2028 Strategic Plan. The revised project charter attached presents a revision of V11 to reflect the anticipated project budget for the 2026/27 fiscal year. The project timeline remains unchanged, despite the recent strike by British Columbia General Employment Union staff, and anticipates Policy Statement bylaw approval by Trust Council before the end of the current political term. This mitigates the risk that a future Trust Council may not approve the revised document. This project timeline is very tight and there are variables beyond Islands Trust direct control, such as the length of time required for Ministerial approval, which could affect the schedule.

1 PURPOSE: To provide Trust Council with Project Charter V12 for the Policy Statement Amendment Project (PSAP) that reflects a revised fiscal 2026/27 budget. Appendix 3 of this RFD also provides an update across several work areas of the project.

2 BACKGROUND: PSAP Project Charter V11 was endorsed by Trust Council in June 2025 (see Attachment 2) with a proposed project budget for fiscal 2026/27 of \$15,000.

Draft Project Charter V12 attached here proposes increasing that fiscal 2026/27 budget to \$37,000. This increased budget includes a new \$20,000 for Indigenous Governing Body engagement, a doubling of the legal review budget from \$5,000 to \$10,000, and a \$3,000 reduction in the project communications budget from project charter V11. The \$20,000 proposed for engagement with Indigenous Governing Bodies will help Islands Trust respond to any requests that emerge from Indigenous Governing Bodies for project participation during the coming fiscal year. There is no current spending plan for this money, as its use depends on how the project proceeds. It may be used to support conversations with Indigenous Governing Bodies about further policy refinement based on feedback received during the referral process, or to support discussions about implementation planning. Islands Trust Council did not budget capacity funding/referral fee funds for post-referral engagement with Indigenous Governing Bodies during fiscal 2025/26, and some requests for funding have been received.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: This project continues to be the dominant project for the organization and is displacing other work. The revised project charter does not change this.

FINANCIAL: Increases the PSAP project budget by \$22,000 for fiscal 2026/27. This increase is reflected in the Policy Statement Amendment Project business case approved by Executive Committee for consideration by Trust Council.

POLICY: There are no policy implications to endorsing Project Charter V12.

IMPLEMENTATION/COMMUNICATIONS: If endorsed, staff will post the revised project charter to the Islands 2050 webpage. The [Islands 2050 webpage](#) has been the primary web portal for Policy Statement Amendment Project communications since 2019 and continues to be the main source of accurate project information. Project correspondence is channelled to a dedicated islands2050@islandstrust.bc.ca email account and posted to the Islands 2050 webpage at regular intervals. News updates have been distributed via Islands Trust news releases, social media posts, print advertisements, flyers and mail outs, and an Islands 2050 email subscriber list.

See the PSAP Phase 4 Communications and Engagement Plan attached as Appendix 6 to this RFD. The communications and engagement plan aligns with the project charter. It has been updated since Trust Council last saw it in June 2025 as communications products were finalized and distributed, and to reflect changes resulting from the BCGEU strike.

FIRST NATIONS RELATIONS: Project Charter V12 does not depart from the planned engagement/referral processes with Indigenous Governing Bodies. However, Trust Council should note that several nations have asked for capacity funding grants/referrals fees to undertake review of the draft Policy Statement. Staff are working on a capacity funding policy and a project is underway regarding reviewing First Nation referral processes.

OTHER: Ministerial Referral: Staff cannot predict how long Ministerial approval of the Policy Statement will take. The Ministerial approval process will be streamlined by a clear record of engagement with Indigenous Governing Bodies and agencies that tracks issues/questions raised during the engagement process and how those were subsequently addressed, or not addressed, as the case may be, and that outcomes of this work is conveyed to Indigenous Governing Bodies/agencies. The Ministry wants clear evidence that Islands Trust has worked toward consensus and closed the loop in its engagement with Indigenous Governing Bodies. Recent work by staff on this topic, and the six-month referral window in the project charter, should facilitate a successful round of engagement with Indigenous Governing Bodies and agencies, notwithstanding remaining questions about whether/how to fund Indigenous Governing Body participation.

4 **RELEVANT POLICY(S):**

[Islands Trust Act \(S. 15\)](#)

[Islands Trust Council Policy 1.2.1](#) (Policy Statement Amendment)

[Islands Trust Council Policy 6.5.2](#) (Budget Control and Adjustment Authority)

[Islands Trust Reconciliation Declaration](#)

5 **ATTACHMENT(S):**

1. PSAP Project Charter V12 (Draft)
2. PSAP Project Charter V11

3. PSAP Project Area Updates
4. Agency/Organization Referral Status Table
5. Indigenous Governing Body Referral Status Table
6. PSAP Communications and Engagement Plan

RESPONSE OPTIONS

Recommendation:

That Islands Trust Council endorse Policy Statement Amendment Project Charter V12.

Alternative:

Trust Council can amend the PSAP project charter in accordance with its preferred project direction. If this is the case, it would make the following resolutions:

That Islands Trust Council amend Policy Statement Amendment Project Charter V12 as follows:

- By

That Islands Trust Council endorse Policy Statement Amendment Project Charter V12 as amended.

Prepared By: Jason Youmans, Senior Policy Advisor

Reviewed By/Date: Clare Frater, Director, Trust Area Services/November 11, 2025
Rueben Bronee, CAO/November 12, 2025

Purpose To support Trust Council’s update of the Islands Trust Policy Statement bylaw, incorporating feedback from Indigenous Governing Bodies, the public, and referral agencies, and approval by the Minister of Municipal Affairs.

Background Trust Council has assigned Executive Committee, with involvement from Trust Programs Committee as appropriate, the task of updating the Islands Trust Policy Statement through the lenses of reconciliation, climate change, and affordable housing, and to undertake early engagement with Indigenous Governing Bodies (IGBs) and the public in the process.

Objectives

- To adopt an updated Policy Statement bylaw that supports Trust Council’s commitments to reconciliation, climate change, and affordable housing, and reflects feedback from the public, IGBs, and partner agencies.

In Scope

- Policy Statement amendment drafting directed by TC resolutions, communications, legal review, and implementation planning
- IGB engagement, public engagement, and agency referrals
- Four readings/Ministerial approval

Out of Scope

- Treaty or territorial negotiations or accommodation
- Consequential amendments to official community plans and land use bylaws

Workplan Overview

| Major Deliverable/Milestone | Dates |
|--|--|
| <p>Past Years (FY 2019-20, 2021-22, 2022-23, 2023-24)</p> <ul style="list-style-type: none"> -IGB early engagement Phases 1 (2019-2021), 2 (2021-2022), and 3 (2023) -Public engagement Phases 1 (2019-2020), 2 (2021), and 3 (2022) -Policy review and analysis by Trust Council’s committees/working groups and staff (2020-22) -Amendment drafting and legal review Phase 1 (Apr-Jun 2021), Phase 2 (Dec 2022-Mar 2023) - IGB Early engagement Phase 3 | 2019-2024 |
| <p>Present (FY 2024-25)</p> <ul style="list-style-type: none"> - Review and revision of draft Policy Statement by Committee of the Whole and Trust Programs Committee | May 2024 - May 2025 |
| <p>Proposed Next Steps (FY 2025-26)</p> <p>-First Reading</p> <ul style="list-style-type: none"> -Bylaw referral to IGBs, regional districts, Conservancy Board and others -Six-month public engagement (referrals to local trust committees and island municipalities with TAS support online and in-person where requested; Staff-led Trust Area-wide survey and workshop) | July 2025 Aug 2025 - March 2026 Sept 2025 - March 2026 |
| <p>Final Adoption (FY 2025-26/2026-27)</p> <ul style="list-style-type: none"> - Trust Council receives referral responses and passes resolutions on further revisions required -Amendment drafting and amendment/Second and Third Reading by Trust Council -Refer proposed bylaw to Minister with final FN/agency engagement report; allow six months for review - Ministerial Approval (estimated—no statutory timeline), and Adoption -Final graphic design and distribution, celebration event, implementation planning | April 2026 May - June 2026 June 2026 Oct 2026 Oct 2026— Nov 2026 |

Project Team

| | |
|--|---|
| Executive Committee COtW/TPC Director, TAS | Project Champion Policy Content Advisors Project Director |
| Sr. Policy Advisor | Project Manager & Policy Writer |
| Program Coordinator | Public Engagement Coordinator |
| Communications Specialist | Communications Coordinator |
| Sr. Intergovtl Policy Advisor | First Nations Engagement Coordinator |

Budget

| Item | FY 24-25 | FY25-26 | FY26-27 |
|------------------------------|-----------------|-----------------|-----------------|
| Communications | \$10,000 | \$26,000 | \$7,000 |
| Public Engagement | \$0 | \$17,500 | \$0 |
| Legal Review | \$25,000 | \$10,000 | \$10,000 |
| Capacity Funding | \$4,000 | \$0 | \$20,000 |
| Total Activity Costs: | \$39,000 | \$53,500 | \$37,000 |

Approved by:

Clare Frater, Director, TAS

Endorsement: TC

Res#: 2025-XXX
Date: December TBD, 2025

*Timeline assumes Trust Council schedules special meetings between regular quarterly meetings.

Purpose To support Trust Council’s update of the Islands Trust Policy Statement bylaw, incorporating feedback from Indigenous Governing Bodies, the public, and referral agencies, and approval by the Minister of Municipal Affairs.

Background Trust Council has assigned Executive Committee, with involvement from Trust Programs Committee as appropriate, the task of updating the Islands Trust Policy Statement through the lenses of reconciliation, climate change, and affordable housing, and to undertake early engagement with Indigenous Governing Bodies (IGBs) and the public in the process.

Objectives

- To adopt an updated Policy Statement bylaw that supports Trust Council’s commitments to reconciliation, climate change, and affordable housing, and reflects feedback from the public, IGBs, and partner agencies.

In Scope

- Policy Statement amendment drafting directed by TC resolutions, communications, legal review, and implementation planning
- IGB engagement, public engagement, and agency referrals
- Four readings/Ministerial approval

Out of Scope

- Treaty or territorial negotiations or accommodation
- Consequential amendments to official community plans and land use bylaws

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| Major Deliverable/Milestone | Dates |
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| <p>Past Years (FY 2019-20, 2021-22, 2022-23, 2023-24)</p> <ul style="list-style-type: none"> -IGB early engagement Phases 1 (2019-2021), 2 (2021-2022), and 3 (2023) -Public engagement Phases 1 (2019-2020), 2 (2021), and 3 (2022) -Policy review and analysis by Trust Council’s committees/working groups and staff (2020-22) -Amendment drafting and legal review Phase 1 (Apr-Jun 2021), Phase 2 (Dec 2022-Mar 2023) - IGB Early engagement Phase 3 | 2019-2024 |
| <p>Present (FY 2024-25)</p> <ul style="list-style-type: none"> - Review and revision of draft Policy Statement by Committee of the Whole and Trust Programs Committee | May 2024 - May 2025 |
| <p>Proposed Next Steps (FY 2025-26)</p> <p>-First Reading</p> <ul style="list-style-type: none"> -Bylaw referral to IGBs, regional districts, Conservancy Board and others -Six-month public engagement (referrals to local trust committees and island municipalities with TAS support online and in-person where requested; Staff-led Trust Area-wide survey and workshop) | July 2025 Aug 2025 - March 2026 Sept 2025 - March 2026 |
| <p>Final Adoption (FY 2025-26/2026-27)</p> <ul style="list-style-type: none"> - Trust Council receives referral responses and passes resolutions on further revisions required -Amendment drafting and amendment/Second and Third Reading by Trust Council -Refer proposed bylaw to Minister with final FN/agency engagement report; allow six months for review - Ministerial Approval (estimated—no statutory timeline), and Adoption -Final graphic design and distribution, celebration event, implementation planning | April 2026 May - June 2026 June 2026 Oct 2026 Oct 2026— Nov 2026 |

Project Team

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| Sr. Policy Advisor | Project Manager & Policy Writer |
| Program Coordinator | Public Engagement Coordinator |
| Communications Specialist | Communications Coordinator |
| Sr. Intergovtl Policy Advisor | First Nations Engagement Coordinator |

Budget

| Item | FY 24-25 | FY25-26 | FY26-27 |
|------------------------------|-----------------|-----------------|-----------------|
| Communications | \$10,000 | \$26,000 | \$10,000 |
| Public Engagement | \$0 | \$17,500 | \$0 |
| Legal Review | \$25,000 | \$10,000 | \$5,000 |
| Capacity Funding | \$4,000 | \$0 | \$0 |
| Total Activity Costs: | \$39,000 | \$53,500 | \$15,000 |

Approved by:

Clare Frater, Director, TAS

Endorsement: TC

Res#: 2025-052
Date: June 17, 2025

*Timeline assumes Trust Council schedules special meetings between regular quarterly meetings.

November 7, 2025

PSAP WORK PLAN UPDATES

LTC/BIM Engagement Events

Recent job action by Islands Trust staff who are members of the British Columbia General Employees Union forced the postponement of several events where local trust committees (LTCs) were to provide an opportunity to hear from constituents about the draft Policy Statement. The purpose of these events is to help inform LTCs’ responses to referral of the draft Policy Statement bylaw by Trust Council.

Despite the strike, it appears that all LTCs should have the ability to submit referral responses in time for the March 2026 Trust Council meeting.

Below is a table showing the status of LTC/BIM engagement events:

| Upcoming | | | |
|--------------|------------|---|---|
| LTC | Event Type | Date | Notes |
| South Pender | CIM | December 5 special meeting | |
| Salt Spring | CIM x 2 | December 6 January 13 | Dates subject to confirmation |
| Galiano | CIM | December 9 (w/in regular LTC meeting) | |
| Saturna | CIM | January 15 (w/in regular LTC meeting) | LTC will have to formulate referral response during regular meeting, or schedule special meeting to do so shortly afterward |
| Hornby | Town Hall | January 23 (w/in regular LTC meeting) | LTC will have to formulate referral response during regular meeting, or schedule special meeting to do so shortly afterward |
| Thetis | Town Hall | February 3 (w/in regular LTC meeting) | LTC will have to formulate referral response during regular meeting, or schedule special meeting to do so shortly afterward |
| Complete | | | |

| LTC | Event Type | Date | Notes |
|---------------|-------------------|--------------|-----------------------------------|
| Mayne | Town Hall | September 29 | Referral response received |
| Lasqueti | Town Hall | October 6 | |
| North Pender | Town Hall | October 3 | |
| Gabriola | Town Hall | November 20 | |
| Gambier | CIM | November 25 | |
| Other | | | |
| LTC/IM | Event Type | Date | Notes |
| Denman | N/A | N/A | Did not request island engagement |
| Bowen Island | N/A | N/A | Did not request island engagement |

Draft Policy Statement Survey

The Policy Statement amendment survey remains open and will be so until February 2, 2026.

According to the most recent update from the consultants hosting the survey (to November 6, 2025), **461** people have submitted responses. One (1) paper copy of the survey has been directly received, and several more are awaiting pick-up from drop-off locations.

Responses received break down by local trust area (LTA) as follows (according to how respondents identified the LTA they “feel most connected with”):

| LTA | Responses Received | LTA | Responses Received |
|-----------------------------|---------------------------|---------------------|---------------------------|
| Ballenas-Winchelsea Islands | 2 (1%) | Lasqueti Island | 39 (10%) |
| Bowen Island | 22 (6%) | Mayne Island | 27 (7%) |
| Denman Island | 26 (7%) | North Pender Island | 45 (11%) |
| Gabriola Island | 51 (13%) | Salt Spring Island | 115 (29%) |
| Galiano Island | 31 (8%) | Saturna Island | 20 (5%) |
| Gambier Island | 26 (7%) | Thetis Island | 9 (2%) |
| Hornby Island | 16 (4%) | Entire Trust Area | 22 (6%) |

An e-mail notification to subscribers was recently sent out reminding them to participate in the survey.

Paper copies remain available at on-island libraries.

Policy Statement Town Hall

A webinar for Trust Area residents, and anyone else that wished to attend, was held online on September 10, 2025. One hundred sixty-five people pre-registered for the event, though considerably fewer actually tuned in on the evening of. A hydro interruption caused participants on several islands to drop off the call midway through.

A recording of the event is available on the PSAP project website [here](#).

Correspondence

E-mails and letters to Trust Council are posted to the project webpage in the Public Correspondence drop-down [here](#). Trust Council has so far received 22 items of PSAP correspondence in 2025.

Staff continue to respond to Policy Statement-related questions as they are received.

Agency Referrals

In August 2025 the draft Policy Statement was referred to the agencies and organizations listed in Attachment 4 for their review and comment.

Agencies and organizations highlighted in green show that a referral response has been received.

A reminder e-mail to referral agencies was sent out in early November.

Staff intend to provide all agency referral responses to Trust Council in March 2026, and on a continuous basis as they arrive, or updated information arrives..

Indigenous Governing Body Referrals

In early September 2025 the draft Policy Statement was referred to the Indigenous Governing Bodies listed in Attachment 5 for review and comment.

Indigenous Governing Bodies highlighted in green show that a referral response has been received.

A reminder e-mail to Indigenous Governing Bodies was sent out in early November.

Staff intend to provide all Indigenous Government Body referral responses to Trust Council in March 2026, and on a continuous basis as they arrive, or updated information arrives.

Project Communications

The Islands 2050 project website continues to be updated as needed. Most recently, the Frequently Asked Questions (FAQ) was updated with questions and answers emerging from the Trust Area-wide virtual Town Hall hosted on September 10, 2025.

On-island town halls and community information meetings are being promoted through print ads, subscriber notifications and social media.

Nov 6, 2025

Policy Statement Bylaw No. 183 Referral Agency Status Update

Response Received

| | |
|---|---|
| <p>Federal Agencies</p> <p>Environment and Climate Change Canada Fisheries & Oceans, Canada (Fish Protection and Aquaculture - Pacific Region) Transport Canada Parks Canada</p> | <p>Regional Agencies</p> <p>Capital Regional District Comox Valley Regional District Cowichan Valley Regional District Metro Vancouver Regional District Nanaimo Regional District qathet Regional District Sunshine Coast Regional District</p> |
| <p>School District Boards</p> <p>School District No. 45 (West Vancouver – Gambier) School District No. 46 (Gambier) School District No. 64 (Gulf Islands: Galiano, Mayne, North Pender, South Pender, Salt Spring, Saturna) School District No. 68 (Gabriola/Ballenas Winchelsea) School District No. 69 (Lasqueti/Ballenas Winchelsea) School District No. 71 (Denman/Hornby) School District No. 79 (Thetis)</p> | <p>Improvement District Boards</p> <p>Gabriola Fire Protection District Graham Lake Improvement District Schmidt Improvement District Galiano Estates Improvement District Gossip Island Improvement District Montague Improvement District Spanish Hills Improvement District Wise Island Improvement District Bennett Bay Waterworks District Campbell-Bennett Bay Improvement District Lighthouse Point Waterworks District Mayne Island Improvement District Village Point Improvement District Georgina Improvement District Razor Point Improvement District Trincomali Improvement District Harbour View Improvement District Mount Belcher Improvement District North Salt Spring Waterworks District Piers Island Improvement District</p> |

| | |
|---|---|
| | <p>Salt Spring Island Fire Protection District Scott Point Waterworks District Saturna Shores Improvement District Thetis Island Improvement District Vaucroft Improvement District</p> |
| <p>Adjacent Local Trust Committees and Municipalities</p> <p>Ballenas-Winchelsea Islands Local Trust Committee Bowen Island Municipality Denman Island Local Trust Committee Gabriola Island Local Trust Committee Galiano Island Local Trust Committee Gambier Island Local Trust Committee Hornby Island Local Trust Committee Lasqueti Island Local Trust Committee Mayne Island Local Trust Committee North Pender Island Local Trust Committee Salt Spring Island Local Trust Committee Saturna Island Local Trust Committee South Pender Island Local Trust Committee Thetis Island Local Trust Committee Islands Trust Conservancy Board</p> | <p>Provincial Agencies</p> <p>Agricultural Land Commission BC Ferries Ministry of Agriculture and Food Ministry of Energy and Climate Solutions Ministry of Energy and Climate Solutions (Climate Action Secretariat) Ministry of Mining and Critical Minerals Ministry of Environment and Parks Ministry of Environment and Parks (BC Parks and Conservation Officer Service Division) Ministry of Forests Ministry of Water, Land and Resource Stewardship (South Coast Office, Crown Lands, Water Licensing (Watershed Stewardship & Security Branch, Ecosystems, Archaeology) Ministry of Health Ministry of Indigenous Relations and Reconciliation (West Coast Office; South Coast Office) Ministry of Housing and Municipal Affairs (Governance and Structure Branch/ Land Use Planning and Regional Impacts Branch/Housing Policy Branch) Ministry of Transportation and Transit</p> |

Nov 6, 2025

Policy Statement Bylaw No. 183 Referral Indigenous Governing Body Status Update

Response Received

| Indigenous Governing Bodies | Coordinating Bodies |
|--|--|
| <p>Cowichan Tribes Da'naxda'xw First Nation SXIMEŁEŁ (Esquimalt) Nation Halalt First Nation Homalco First Nation K'ómoks First Nation Lummi Nation Lyackson First Nation MÁLEXEŁ (Malahat) Nation Mamalilikulla First Nation xʷməθkʷəyəm (Musqueam Indian Band) BOKÉCEN (Pauquachin) First Nation Penelakut Tribe Qualicum First Nation Semiahmoo First Nation Snaw-naw-as (Nanoose) First Nation Snuneymuxw (Nanaimo) First Nation Lekwungen (Songhees) Nation shíshálh Nation Skwxwú7mesh (Squamish) Nation Stz'uminus First Nation Tla'amin Nation Tlowitsis Nation Ts'uubaa-asatx First Nation W_JOŁEŁP (Tsartlip) First Nation SĀÁUTW_ (Tsawout) First Nation Tsawwassen First Nation Tseil-Waututh First Nation W_SIKEM (Tseycum) First Nation We Wai Kai (Cape Mudge) First Nation Wei Wai Kum (Campbell River) First Nation</p> | <p>Nanwakolas Council W_ SÁNEĆ Leadership Council</p> |

Policy Statement Amendment Project Public Engagement Phase 4 Communications/Engagement Workplan DRAFT & SAMPLES

| Trust-wide Activities | | | | | | | | |
|--|---|--|---|------------------------------------|--|--|---|-----------------------------|
| Timing | Item | Key message | Activity 1 | Activity 2 | Activity 3 | Activity 4 | Activity 5 | Activity 6 |
| Spring – Summer 2025 | Prepare proactive communication in advance of First Reading | What is Islands Trust? What is a policy statement? Why does it need updating? What is First Reading? Participate in engagement opportunities, including survey. We want to hear from the public. | Speaking notes for Trustees Website update | News release (July 29 or 30) | Op-ed to local media | Potential media interviews Media technical briefing July 24 or 25 | Updated FAQ | Upload What We Heard report |
| Summer - Fall 2025 (timed so part-time residents could receive the mail out during summer months) | Public education Draft is ready for public engagement and survey release | What is Islands Trust? What is a policy statement? Why does it need updating? Participate in engagement opportunities, including survey. We want to hear from the public. | Website update | Trust Area-wide educational mailer | Printed advertising | Social media | Subscriber notice | Video |
| Fall 2025 | Public engagement | Participate in engagement opportunities, including survey. We want to hear from the public. | Website update | News release #2 | Webinar - Learn more about IT - Explain engagement process & opportunities | On-island posters & Printed surveys with pre-paid postage envelopes | Printed advertising in all LTA and Bowen publications | Social media (ongoing) |
| Winter 25/26 | Public engagement | The draft is ready for public comment. Participate in engagement opportunities, including survey. We want to hear from the public. | Subscriber notice | Social media | | | | |

| LTC/IM Activities (delivered on request by LTC/BIM) | | | | | | | |
|--|--|-----------------------------|------------|------------|------------|------------|------------|
| LTC/ Municipality | Key messages | Activity 1 | Activity 2 | Activity 3 | Activity 4 | Activity 5 | Activity 6 |
| Bowen Island Municipality | <ul style="list-style-type: none"> What is Islands Trust? What is a policy statement? Why does it need updating? The draft is ready for public comment Engagement opportunities in communities We want to hear from the public | Trust Area-wide activities* | none | none | none | none | none |
| Denman Island LTA | <ul style="list-style-type: none"> What is Islands Trust? What is a policy statement? Why does it need updating? The draft is ready for public comment Engagement opportunities in communities We want to hear from the public | Trust Area-wide activities* | none | none | none | none | none |

| | | | | | | | |
|-------------------------|--|-----------------------------|---|--|-----------------------------|--|---|
| Gabriola Island LTA | <ul style="list-style-type: none"> • What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public | Trust Area-wide activities* | Community Information Meeting during regular business meeting November 20, 2025 | Website update: Event listing What's Happening on LTC page | Subscriber notice | Social post specific to LTA activities | On-island posters |
| Galiano Island LTA | <ul style="list-style-type: none"> • What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public | Trust Area-wide activities* | Staff-led community info meeting before regular business meeting December 9, 2025 | Website update: Event listing What's Happening on LTC page | Subscriber notice | Social post specific to LTA activities | On-island posters |
| Gambier Island LTA | <ul style="list-style-type: none"> • What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public | Trust Area-wide activities* | Staff- led community info meeting webinar - 6:30 – 8:00 pm (online) November 25, 2025 | Website update: Event listing What's Happening on LTC page | Subscriber notice | Social post specific to LTA activities | Direct addressed mailing info and survey |
| Hornby Island LTA | <ul style="list-style-type: none"> • What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public | Trust Area-wide activities* | Town Hall during regular business meeting January 23, 2026 | Website update: Event listing What's Happening on LTC page | Subscriber notice | Social post specific to LTA activities | On-island posters |
| Lasqueti Island LTA | <ul style="list-style-type: none"> • What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public | Trust Area-wide activities* | Town Hall during regular business meeting October 6, 2025 | Website update: Event listing What's Happening on LTC page | Subscriber notice | Social post specific to LTA activities | On-island posters |
| Mayne Island LTA | <ul style="list-style-type: none"> • What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public | Trust Area-wide activities* | Town Hall during regular business meeting September 29, 2025 | Website update: Event listing What's Happening on LTC page | Subscriber notice | Social post specific to LTA activities | On-island posters |
| North Pender Island LTA | <ul style="list-style-type: none"> • What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public | Trust Area-wide activities* | Town Hall during regular business meeting October 3, 2025 | Website update: Event listing What's Happening on LTC page | Subscriber notice | Social post specific to LTA activities | On-island posters |
| Salt Spring Island LTA | <ul style="list-style-type: none"> • What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public | Trust Area-wide activities* | Staff-led community info meeting X2 (in-person, North and South ends) | Website update: Event listing What's Happening on LTC page X2 | Subscriber notice X2 | Social post specific to LTA activities X2 On-island posters x1 (listing both) | Print advertising in Driftwood (message: attend meetings and complete survey) |

| | | | Two date options tbd | | | events on one poster) Driftwood and on the SS Exchange | |
|-------------------------|--|-----------------------------|---|--|--|---|--|
| Saturna Island LTA | <ul style="list-style-type: none"> • What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public | Trust Area-wide activities* | Staff-led community info meeting stand-alone meeting January 15, 2026 | Website update: Event listing What's Happening on LTC page | Subscriber notice On-island posters | Social post specific to LTA activities | Printed advertising in Saturna Scribbler (message: attend meeting and complete survey) |
| South Pender Island LTA | <ul style="list-style-type: none"> • What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public | Trust Area-wide activities* | Staff-led in-person Community Information Meeting December 5, 2025 | Website update: Event listing What's Happening on LTC page | Subscriber notice | Social post specific to LTA activities | On-island posters |
| Thetis Island LTA | <ul style="list-style-type: none"> • What is Islands Trust? What is a policy statement? Why does it need updating? • The draft is ready for public comment • Engagement opportunities in communities • We want to hear from the public | Trust Area-wide activities* | Town Hall during regular business meeting February 3, 2026 | Website update: Event listing What's Happening on LTC page | Subscriber notice | Social post specific to LTA activities | On-island posters |

* Website updates, Trust Area-wide educational mailer, printed advertising, subscriber notices, news release(s), on-island posters, printed surveys with pre-paid postage envelopes, webinar, social media. See Trust Area-wide activities on page 1 for more information.

Key messages

Project Status/ Amendment Process & Engagement Opportunities

- On July 29, Islands Trust Council gave First Reading to a new Islands Trust Policy Statement and is launching six months of engagement with the public, agencies and Indigenous Governing Bodies to gather feedback on the document.
- Public engagement on the new draft of the Policy Statement will span six months, allowing for ample opportunities for Trust Area residents to share their perspectives.
- Islands Trust wants to hear from communities – public feedback is vital to this project
- Islands Trust wants to know – did we get it right?
- Engagement opportunities include a survey (online or on paper), connecting with local trustees, connecting with staff, or providing feedback through the website, via email, or via mail.
- Stay informed on the process and future public engagement opportunities by signing up for Islands 2050 updates: (<https://islandstrust.bc.ca/subscribe/>) and visiting the Islands 2050 webpage: <https://islandstrust.bc.ca/programs/islands-2050/>.
- Islands Trust Council and staff are committed to continually improving how the Islands Trust's preserve and protect mandate is implemented.
- The Islands Trust Policy Statement has not been updated in 30 years and a lot has changed during that time. The Policy Statement is being updated to reflect important topics like Reconciliation, climate change, and affordable housing.
- Islands 2050, a multi-year process to amend the Policy Statement, has been underway since 2019 and marks the first comprehensive update in 30 years.
- At the outset of the Policy Statement amendment project, known as Islands 2050, Trust Council set three key priorities: Reconciliation, climate change, and housing options. These align with [Trust Council's Reconciliation Declaration](#) (2019), [Climate Emergency Declaration](#) (2019), and [Housing Equity and Workforce Shortage Crisis Declaration](#) (2021).
- The current Policy Statement, last amended in 2002, contains no mention of the climate crisis and does not appropriately acknowledge First Nations/Indigenous Peoples or reflect the Islands Trust Council's commitment to reconciliation.
- This draft of the Policy Statement reflects input from island communities, Indigenous Governing Bodies, Indigenous peoples, partner agencies, and British Columbians at large, and is designed to be inclusive and reflective of the diverse values and interests in the Islands Trust Area. The current draft responds to Trust Council's 32 Resolutions from an earlier phase of the project and reflects Trust Council's [Reconciliation Declaration \(2019\)](#), [Climate Emergency Declaration \(2019\)](#), and [Housing Equity and Workforce Shortage Crisis Declaration \(2021\)](#)
- The revised draft contains guiding, coordination and reconciliation principles and organizes policy directives under five main goals:
 1. Advance Reconciliation

2. Preserve and protect Indigenous cultural heritage and culturally significant areas, sites, and species
 3. Preserve and protect healthy and biodiverse ecosystems
 4. Foster sustainable, inclusive, and resilient communities
 5. Foster sustainable stewardship of lands and waters
- The Policy Statement update process has involved Trust Council identifying areas for changes based on input and feedback from the public, First Nations and referral agencies and its understanding of the Islands Trust mandate in the *Islands Trust Act*.
 - Key themes from early engagement with Indigenous Governing Bodies included concerns about language in the Policy Statement, governance, rights and responsibilities, and the need for ecosystem protection for cultural/ spiritual/ economic/ ecosystem uses.
 - Feedback from three public engagement processes in 2019, 2021 and 2022 was plentiful and complex. Key themes included: support for the Islands Trust mandate; support for the project; support for environmental protection; a desire for consideration for residents' communities and way of life; concerns with jurisdictional overreach; and a desire for clarified language.

On-island engagement events printed posters



The draft Islands Trust Policy Statement has been developed to help island communities adapt to current and future challenges and opportunities, and to reflect Islands Trust's commitments to Reconciliation, climate change, and diverse housing options.

The multi-year process to amend the Policy Statement marks the first comprehensive update in over 25 years, and we want to know - have we got it right? This phase of public engagement is ongoing until February, 2026.

Your input on the draft Policy Statement matters!

Provide input:

Complete the survey | Email: islands2050@islandstrust.bc.ca | Call: 250-405-5151
Attend the Lasqueti Local Trust Committee meeting on October 6, 2025

Learn more:

Register to attend the virtual Town Hall on September 10, 2025
Read the draft Policy Statement
Scan the QR code or visit: islandstrust.bc.ca/programs/islands-2050



The draft Islands Trust Policy Statement has been developed to help island communities adapt to current and future challenges and opportunities, and to reflect Islands Trust's commitments to Reconciliation, climate change, and diverse housing options.

The multi-year process to amend the Policy Statement marks the first comprehensive update in over 25 years, and we want to know - have we got it right? This phase of public engagement is ongoing until February, 2026.

Your input on the draft Policy Statement matters!

Provide input:

Complete the survey | Email: islands2050@islandstrust.bc.ca | Call: 250-405-5151
Attend the Gabriola Local Trust Committee meeting on November 20, 2025

Learn more:

Read the draft Policy Statement
Watch the recorded virtual Town Hall
Scan the QR code or visit: islandstrust.bc.ca/programs/islands-2050



Household mailer

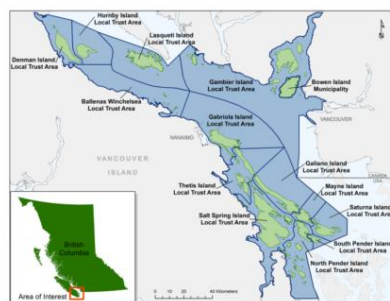


What is Islands Trust?

Islands Trust is a special-purpose government responsible for planning and land use management decisions in the Islands Trust Area, which is comprised of 13 major islands and more than 450 smaller islands and the surrounding waters in the Strait of Georgia and Howe Sound.

Islands Trust was created in 1974 through the *Islands Trust Act* with a legislated mandate (object):

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



What is the Policy Statement?

The Islands Trust Policy Statement is a document required by provincial legislation that sets out the Islands Trust Council's principles and its policy framework for planning and land use management within the lands and waters of the Islands Trust Area.

It guides the development of the official community plans and land use bylaws of local trust committees and Bowen Island Municipality, and the development of Trust Council's Strategic Plan.

It is the guiding document that Trust Council uses to carry out the preserve and protect mandate for this special part of British Columbia.

Why is the Policy Statement being updated?

The Islands Trust Policy Statement is being updated for the first time in more than three decades so that Islands Trust can better manage today's challenges and opportunities. The draft Policy Statement puts a needed focus on reconciliation with Indigenous Peoples, the housing needs of current and future residents, and responding to climate change. The draft Policy Statement reaffirms the Islands Trust's enduring mandate to preserve and protect this unique region.

How was the draft Policy Statement developed?

In 2019, Islands Trust launched the Policy Statement Amendment Project—Islands 2050—to update the Policy Statement. The draft Policy Statement was developed through public engagement, and input from Indigenous Governing Bodies and government agencies. The resulting document reflects a broad range of perspectives and is now ready for your feedback.

Where can I learn more about the draft Policy Statement?

Read more online at: www.islandstrust.bc.ca/programs/islands-2050/



How will the draft Policy Statement impact me?

The Islands Trust Policy Statement is not a set of regulations. It does not change how land in the Islands Trust Area may be used under existing regulations. The Policy Statement contains policies that local trust committees and island municipalities will use to guide decisions about future policy and regulatory change at the local level, and that Island Trust Council will use it to guide decisions at a regional level. The Policy Statement may affect how land in the Islands Trust Area can be used in the future when a local trust committee or island municipality amends its bylaws to bring official community plans and land use bylaws into alignment with the goals of the Policy Statement.

Does the draft Policy Statement enable the Islands Trust to preserve and protect the natural environment?

While the draft Policy Statement includes policies meant to help address community challenges related to housing, it retains its focus on protecting the ecosystems of the Islands Trust Area.

How will the draft Policy Statement help with housing challenges on the islands?

The draft Policy Statement offers support for islands to move beyond the large single-detached dwellings that characterize most of the current housing stock toward a range of housing types that better reflect today's affordability challenges and the diverse needs within island communities.

How will the draft Policy Statement advance reconciliation with Indigenous Peoples?

In 2019, Islands Trust Council passed a Reconciliation Declaration through which the organization commits "to establishing and maintaining mutually respectful relationships between Indigenous and non-Indigenous Peoples." The draft Policy Statement addresses matters of importance to Indigenous Governing Bodies and Indigenous Peoples such as protection of Indigenous heritage and culturally significant areas, ecosystem protection, housing, and commits the organization to ongoing engagement.

How will the draft Policy Statement help address climate change on the islands?

The draft Policy Statement is full of policies that direct local trust committees and island municipalities to protect the health of island ecosystems, which is one of the best ways to reduce the impacts of climate change on island communities.

However, we also know that climate change is already happening, and that raises risks for community members. To respond to these risks, the draft encourages local trust committees and island municipalities to identify and restrict development in areas that are more likely to experience flooding, sea level rise, erosion, or wildfires. It directs local trust committees and island municipalities to ensure that watersheds are protected and freshwater resources are maintained. The draft also supports planning for transportation networks that help reduce greenhouse gas emissions.

How will the draft Policy Statement be implemented?

The Policy Statement helps ensure that local planning decisions on each island support the overall vision of Islands Trust. Section 15 of the *Islands Trust Act* requires the Islands Trust Executive Committee to assess whether proposed amendments to official community plans and land use bylaws are consistent with the Policy Statement. At the regional level, the Policy Statement guides Islands Trust Council in setting priorities.

What's next for the draft Policy Statement?

Islands Trust Council gave first reading to the draft Policy Statement on July 29, 2025. Phase 4 of public engagement on the Policy Statement has begun, and will be open until February 2026. During that time, Islands Trust will also be referring the draft Policy Statement to Indigenous Governing Bodies, government agencies, and other organizations for their input. After that, Islands Trust Council will consider all feedback received to inform further amendments to the draft Policy Statement before advancing it further.

Steps In The Process



Goals and Policy Directions

The draft Policy Statement is organized around five goals. Directive policies are outlined within each goal area and can be viewed in the full draft Policy Statement.

GOAL 1: Advance Reconciliation

The policies to achieve this goal aim to acknowledge the history, legacy and continuing relationship of Indigenous Peoples to the area since time immemorial, to recognize and respect the interests of Indigenous Governing Bodies regarding planning and land use management decisions that impact their territories, and to build foundations for collaborative governance and shared decision making.

GOAL 2: Preserve and Protect Indigenous Cultural Heritage and Culturally Significant Areas, Sites, and Species

The policies to achieve this goal lay out general types of Indigenous cultural heritage and culturally significant areas, sites, and species that should be identified and protected in each local planning area; this should be guided by Indigenous Peoples, Indigenous Governing Bodies and Indigenous Knowledge Holders and undertaken in a culturally sensitive manner that respects protocols around the sharing of Indigenous Knowledge.

GOAL 3: Preserve and Protect Healthy and Biodiverse Ecosystems

The policies to achieve this goal aim to identify and protect key ecosystem types and characteristics that safeguard biodiversity and promote resilience to climate change.

Engaging with Indigenous Governing Bodies

The draft Policy Statement is organized around five goals. Directive policies are outlined within each goal area and can be viewed in the full draft Policy Statement.

PHASE 1: Capacity funding to four First Nations & one Tribal Council to engage through meetings

PHASE 2: Capacity funding to six Indigenous Governing Bodies & one Leadership Council to support their comments on Draft 1

PHASE 3: Capacity funding to nine Indigenous Governing Bodies to support their comments on Draft 2

PHASE 4: Formal referral

PHASE 5: Engagement report provided to Minister of Municipal Affairs with bylaw for approval

PHASE 6: Engagement report provided to Minister of Municipal Affairs with bylaw for approval

PHASE 7: Engagement report provided to Minister of Municipal Affairs with bylaw for approval

PHASE 8: Engagement report provided to Minister of Municipal Affairs with bylaw for approval

PHASE 9: Engagement report provided to Minister of Municipal Affairs with bylaw for approval

PHASE 10: Engagement report provided to Minister of Municipal Affairs with bylaw for approval

PHASE 11: Engagement report provided to Minister of Municipal Affairs with bylaw for approval

PHASE 12: Engagement report provided to Minister of Municipal Affairs with bylaw for approval

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PHASE 47: Engagement report provided to Minister of Municipal Affairs with bylaw for approval

PHASE 48: Engagement report provided to Minister of Municipal Affairs with bylaw for approval

PHASE 49: Engagement report provided to Minister of Municipal Affairs with bylaw for approval

PHASE 50: Engagement report provided to Minister of Municipal Affairs with bylaw for approval

Get Involved!

Your input on the draft Policy Statement matters!

The multi-year process to amend the Policy Statement marks the first comprehensive update in over 30 years, and we want to know - Have we got it right?

Share your views!

Visit the Islands 2050 webpage to: Complete the online survey

Attend an on-island engagement event (where offered)

Participate in the virtual Town Hall on September 10, 2025

www.islandstrust.bc.ca/programs/islands-2050/

Email: islands2050@islandstrust.bc.ca

Call: 250-405-5151

Subscribe for updates at: www.islandstrust.bc.ca/subscribe/

Talk to a local trustee: www.islandstrust.bc.ca/contact-us/contact-trustees/

Islands Trust Draft New Policy Statement Designed Document - <https://islandstrust.bc.ca/document/bylaw-183-policy-statement-schedule-a/>

Complete the Survey online, or pick up a postage-paid, paper version of the survey at select on-island locations from September 1, 2025:

- Bowen Island – Bowen Island Public Library
- Denman Island – Dora Drinkwater Community library
- Gabriola Island – Gabriola Island Library
- Galiano Island – Galiano Island Community Library
- Hornby Island – Hornby Library
- Lasqueti Island – Lasqueti Community Association Community Hall and Lasqueti Post Office
- Mayne Island – Mayne Island Community Library
- Pender Island – Pender Island Public Library
- Piers Island – Piers Island Library
- Salt Spring Island – Salt Spring Island Public Library
- Saturna Island – Saturna Island Library
- Thetis Island – Forbes Hall Library

Policy Statement Education

- The Islands Trust Policy Statement provides the overarching vision, principles, and policies framework for land use within the Trust Area.
- The Policy Statement provides a roadmap for decision-makers, fostering continuity with community priorities and ensuring that actions are consistent with the overarching goals and values. This document reflects the evolving needs and perspectives of the community, requiring ongoing engagement and collaboration to remain relevant and responsive to changing circumstances.
- The Islands Trust Policy Statement provides the overarching vision, principles, and policies framework for land use within the Trust Area and is the critical document that guides how the Islands Trust will fulfill its mandate in the coming decades.
- The draft Policy Statement includes proactive planning for a changing climate, advancing reconciliation efforts with Indigenous communities, and addressing the housing needs of both current and future residents. Updating the Policy Statement reinforces our commitment to preserve and protect this unique part of the world.
- The Islands Trust Policy Statement guides the development of official community plans and land use bylaws of local trust committees and Bowen Island Municipality
- Islands Trust preserves and protects the islands in the context of many complex challenges, including climate change, lack of affordable housing, freshwater limitations, hundreds of species at risk, many cultural heritage sites, development and tourism pressures, changing demographics, and high expectations for public engagement.

Frequently Asked Questions

The [frequently asked questions webpage](#) on the Islands Trust website to help answer questions about the project history and process. It can be updated instantly, and no previous versions of the FAQ documents that could create confusion for the public.

Social Media graphics and captions



Captions

Preserve and Protect—Together. The Islands Trust has a special responsibility: to preserve and protect the Trust Area and its unique amenities and environment. The Policy Statement guides all decisions on land use, environmental protection, and planning. After 30 years, it's being updated to meet today's challenges—like climate change and housing. Your voice matters. Stay tuned for ways to get involved in 2025! #IslandCommunity #ClimateAction #AffordableHousing

The Islands Are Evolving—So Is Our Policy Statement! For the first time in 30 years, the Islands Trust Policy Statement is being updated to address today's priorities. Want to help shape the future of your island community? We look forward to hearing from you! 🗣️ Learn more → <https://islandstrust.bc.ca/programs/islands-2050/>. #Islands2050 #PreserveAndProtect #CommunityVoices

What is the Islands Trust Policy Statement, and why should you care? It's the guiding document that shapes land use, environmental protection, and community planning across the islands. After decades, it's time for an update—and we need your input to ensure it reflects the values of island communities today and in the future. Stay tuned for public engagement opportunities in 2025! #Islands2050 #YourVoiceMatters

Curious about the Islands Trust Policy Statement Update? This draft includes changes to address important contemporary themes, like Reconciliation, climate change, and housing options. These updates reflect feedback from Indigenous Governing Bodies, referral agencies, and YOU—the public. View the latest draft here: <https://islandstrust.bc.ca/programs/islands-2050/> #Islands2050 #PreserveAndProtect #HaveYourSay

The Islands Trust Policy Statement is getting an upgrade! For the first time in 30 years, Islands Trust is updating this guiding document to reflect important issues like Reconciliation, climate change, and housing options. We're taking a thoughtful, measured approach, and your feedback will be key! Learn more about the process and stay involved: <https://islandstrust.bc.ca/programs/islands-2050/>. #Islands2050 #CommunityEngagement #PreserveAndProtect

We want to hear from you! Islands Trust has been working on updating the Islands Trust Policy Statement to reflect important issues like Reconciliation, climate change, and housing options. Please give us your feedback here: <https://islandstrust.bc.ca/programs/islands-2050/> #Islands2050 #CommunityEngagement #PreserveAndProtect

Hey [name] Island – we're talking about the draft Islands Trust Policy Statement at the [event name] at the [venue name] on [name] Island – we hope you can join us! Connect with staff and trustees to hear more about the draft Policy Statement, ask questions, and tell us what you think. More about this event here [link] #Islands2050 #CommunityEngagement #PreserveAndProtect

The new draft of the Islands Trust Policy Statement reflects input from island communities, Indigenous governing bodies, Indigenous Peoples, and local agencies. It includes and reflects the diverse values and interests that make up the Islands Trust Area. The new draft of the Policy Statement has five goals:

1. Advance Reconciliation
2. Preserve and protect Indigenous cultural heritage and culturally significant areas, sites, and species
3. Preserve and protect healthy and biodiverse ecosystems
4. Foster sustainable, inclusive, and resilient communities
5. Foster sustainable stewardship of lands and waters

Learn more about where we are at in the process and how to provide your feedback here: <https://islandstrust.bc.ca/programs/islands-2050/> #Islands2050 #CommunityEngagement #PreserveAndProtect

Promoting ltc engagement events:

Hey [island name] Island Community! Do you have questions or feedback on the draft Islands Trust Policy Statement?

Join the [name] Island Local Trust Committee meeting.

Date: [date] – includes a Town Hall/CIM where you can learn more and share your thoughts.

Details: <https://islandstrust.bc.ca/event/mayne-ltc-regular-meeting-11-2-2-2-2-2/>

- Can't attend? You can still have your say!
- Complete the online survey - <https://qrco.de/bgBzz5>
 - Pick up a paper survey on-island [location]
 - Email or call Islands Trust

👉 Learn more about other Local Trust Committee engagement events and ways to provide input: <https://islandstrust.bc.ca/programs/islands-2050/>



Subscriber notices

10/30/2025

Draft Policy Statement Survey

Complete the Islands Trust Draft Policy Statement Survey

Hello ,

On July 29, Islands Trust Council gave first reading to the [Islands Trust draft Policy Statement](#). Now is your chance to review it and provide input.

The multi-year process to amend the Policy Statement marks the first comprehensive update to the document in over 25 years, and we want to know—have we got it right?

Read the draft Islands Trust Policy Statement [here](#).

[Complete the survey here.](#)

Can't complete the survey online? There are various ways you can provide input.

- Pick up a paper survey with a prepaid envelope on-island - find a location in your community [here](#).
- Call Islands Trust staff at 250-405-5151.
- Email your feedback to islands2050@islandstrust.bc.ca.
- Connect with your local trustees - find contact details for your local trustees [here](#).

Learn more about the draft Policy Statement and how to provide input [here](#).

*Please do not reply to this message.
You may use the links below to contact us or change your subscription settings.*

| | | |
|--|--|----------|
| Home Page Contact Us Privacy Policy Manage your Subscription Unsubscribe | <p>Islands Trust 200 1627 Fort Street Victoria British Columbia V8R 1H8 Canada</p> | |
|--|--|----------|

Print Advertising



We want to hear from you!

The draft Islands Trust Policy Statement has been developed to help island communities adapt to current and future challenges and opportunities, and to reflect Islands Trust's commitments to Reconciliation, climate change, and diverse housing options.

Your input on the draft Policy Statement matters!

Provide input:
 Complete the survey | Email: islands2050@islandstrust.bc.ca | Call: 250-405-5151
 Connect with your local trustees

Learn more:
 Register to attend the virtual Town Hall on September 10, 2025
 Read the draft Policy Statement
 Scan the QR code or visit: islandstrust.bc.ca/programs/islands-2050




Preserving and protecting over 450 islands and surrounding waters in the Salish Sea



We want to hear from you!

The draft Islands Trust Policy Statement has been developed to help island communities adapt to current and future challenges and opportunities, and to reflect Islands Trust's commitments to Reconciliation, climate change, and diverse housing options.

Your input on the draft Policy Statement matters!

Provide feedback:
 Complete the survey | Email: islands2050@islandstrust.bc.ca
 Call: 250-405-5151 | Attend the Saturna Island LTC meeting on January 15, 2026

Learn more:
 Read the draft Policy Statement
 Scan the QR code or visit:
islandstrust.bc.ca/programs/islands-2050



Video project - [YouTube](#)



Islands 2050 - the Islands Trust Policy Statement...

Trust Council may be interested to know that the Conservancy Board passed the following resolution:

That the Islands Trust Conservancy Board request staff to invest \$1 million of the Opportunity Fund into a high-yield fund while the Islands Trust Conservancy Board seeks input from Indigenous Governing Bodies and conservation partners on the purpose, structure and priorities of donation-supported funds as part of the Five-Year Plan engagement process.

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

Prepared By: Wendy Tyrrell, Manager, Islands Trust Conservancy

Reviewed By/Date: Clare Frater, Director, Trust Area Services / November 18, 2025

1. ACCESSIBILITY COMMITTEE

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

The Accessibility Committee met on October 7, 2025 and approved a business case for \$19,000 to hire a consultant to help the Accessibility Committee and Trust Council meet the legislative requirement to have an Accessibility Plan in place. This would include ensuring a plain language version of the plan and a section on implementation.

2. LEGISLATIVE SERVICES

Legislative Services is continuing to work in the background to begin preparing for the 2026 local government elections. Part of the process is reviewing legislative changes to the elections process, and beginning to work on contracts with regional districts for the administration of the local trust committee elections. More information and agreements will be brought to Trust Council in March 2026.

Update to Closed Meetings Legislation

Bill 27, Miscellaneous Statutes Amendment Act (No. 2) 2025 received Royal Assent on October 30, 2025. This bill contains amendments to the *Community Charter* to allow local governments to close meetings to the public for consideration of information that if disclosed could be harmful to the interests of an Indigenous people, and for negotiations between local governments and First Nations. The amendment came into force on the date of Royal Assent. This means that local governments may now close meetings for receipt of information on cultural heritage, traditional knowledge, traditional cultural expression and manifestations of sciences, technologies or cultures.

A resolution to close would be as follows:

“THAT the meeting be closed to the public under s.90(1)(i-1) of the Community Charter for information that is prohibited, or information that if it were presented in a document would be prohibited, from disclosure under section 18.1 of the Freedom of Information and Protection of Privacy Act.”

A resolution to close for negotiations with a First Nation would be as follows:

“THAT the meeting be closed to the public under s.90(2)(b) of the Community Charter for the consideration of information received and held in confidence relating to negotiations between the [local trust committee, islands trust conservancy, Trust Council] and a First Nation or between a First Nation and a third party.”

Private Members Bill M-216 Professional Reliance Act

This is a private members bill that received Second Reading on November 17, 2025. The Bill is currently in Committee and public comment is being accepted until December 2, 2025. This Bill proposes to establish the *Professional Reliance Act*. This Act will require local governments to accept any submission by a certified professional under the *Professional Governance Act* (PGA) for any permit or bylaw application. Local government in this Act includes local trust committees under the *Islands Trust Act*. The local government cannot peer review the professional report. The proposed Act also allows the Minister, by regulation, to designate other local bodies as local governments, establish dispute procedures, and set timelines for development application processing. Any disputes would be resolved by the superintendent appointed under the PGA.

Ombudsperson Report on Open Meetings

On September 11, 2025, the Ombudsperson released a consultation draft of an update to the 2012 open meeting guidelines. The current document was published in 2012, so this reflects an update to address changes in legislation and common law. Comment period for this closed on October 31, 2025. While this document is still draft, it may offer some guidance for orientation of trustees after the 2026 local government elections.

Link to the draft:

https://bcombudsperson.ca/assets/media/Open-Meetings-Guide_Consultation-Draft_Sept-11-2025.pdf

Link to the existing publication:

<https://bcombudsperson.ca/wp-content/uploads/2025/07/Special-Report-No-34-Open-Meetings-Best-Practices-Guide-for-Local-Governments.pdf>

3. INFORMATION SERVICES

Information Services continues to maintain all technology services and support to staff and trustees as part of ongoing operations. Focus over the next two months are:

1. Supporting Trust Council at the December Trust Council meeting. This involves equipment checks, updates and planning to ensure connectivity.
2. Major geographic Information System software update, including implementation and then bringing systems back on-line.
3. Switching our virtual machine software to a different system; this change has become urgent due to significant cost increases in the marketplace that have made our current system financially unsustainable. This software is essential for staff to undertake all of its day-to-day work. The new system operates differently, but the differences will only be noticeable to technical staff responsible for

maintaining it. For staff and trustees, day-to-day access will remain the same. This change is required to prevent escalating costs and ensures long-term stability of our operational systems.

MapIT and TAPIS

The previous MapIT had to be shut down as the software it was running on was out of date and no longer supported. We are upgrading our online mapping software in mid-November, which requires extensive modifications, and accommodation to ensure the data is secure. Staff is currently working updating the software and on the necessary scripts that automate the continued updating of data in MapIT. Once this is complete, and security concerns are addressed and tested, a version (called MapIT) will be made available to the public via our website, with an estimation of late November/early December.

TAPIS (Trust Area Planning Information System) is an internal map for staff which has been running again since March 2025 and will continue to do so after the software upgrade.

Operational

We are in the processing of recruiting for the vacant Information Technology Manager and hope to have that position filled by the end of the year.



Islands Trust

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

Overview

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

Submissions

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

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

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

I wish to address Islands Trust Council or _____ Council Committee

at the meeting of December 2-4, 2023

I REPRESENT Friends of the Gulf Islands Society
(Name of Organization if applicable)

AS President
(Capacity/Office)

NAME OF PRESENTER or Alternate Jennifer Margison

ADDRESS [Redacted] Galizna BC V0N1P0

TELEPHONE NO.(s) 250-[Redacted] E-MAIL [Redacted]

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

I will be addressing the need for growth limits
assessments in the islands of the Trust Area.
(If more space is required, please attach an additional page to this form.)

- Will submit shortly.
- I will have a PowerPoint or video presentation and will submit it at least three weeks in advance of the meeting.
 - I am aware that the meeting and my presentation will be live streamed via the Islands Trust website and recorded.

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

Date: Nov. 14, 2023 Signed: [Redacted]

Growth Limits for the Islands Trust Area

Friends of the Gulf Islands Society



The Purpose of the Islands Trust

- Created in 1974 as a public trust to preserve and protect the islands' natural environment, rural character and unique amenities
- Recognized **then** that development would have to be controlled in order to achieve these goals



Why This Issue Matters Now

- Unprecedented growth pressures in recent years
- Between 2016 and 2021, population increased 27% while BC grew only 7.6% and Canada 5.2%
- Ecosystem conversion has already surpassed safe thresholds on some islands



The Critical Questions

- How many residents and visitors can the islands sustain without compromising the very values the Trust was created to protect?
- What level of development is compatible with ecosystem health?
- What preserves long-term livability?



Why Growth Limits Matter

- Some argue: “It’s not how many people, but how we live.”
 - But the evidence shows: numbers do matter for sustainability
 - Each person uses water, creates waste and relies on ferries, roads and services
- Population affects ecological resilience and infrastructure



Environmental Pressures

Development harms ecosystems by:

- Removing vegetation and fragmenting forests
 - Impacting wildlife and species-at-risk
- Reducing groundwater recharge and ecosystem health



The Warning Signs

- Significant water trucking is already happening on islands
 - Gabriola, Galiano, Pender, Mayne, Saturna
- Indicates islands may already have exceeded their natural capacity
- A Trust-declared Climate Emergency in 2019 adds urgency



A Pressure-State-Response-Model

Organization for Economic Co-operation and Development

- Pressure: Human activities that stress ecosystems
 - State: The condition of these ecosystems
- Response: The policies and actions taken to reduce damage



Build-out Numbers: the Missing Piece

- Build-out = full development by current zoning
- Essential to estimate future population and impacts
- Zoning should reflect what the island can actually support



What to Measure in Each Island Study

1. Ecosystem Health

- species diversity, forest cover, invasive species, water quality

2. Freshwater Availability

- balance between human use and ecosystem needs

3. Waste Absorption Capacity

- septic system impacts on groundwater and marine life

4. Service and Infrastructure

- ferries, roads, health care, housing, schools



Key Concerns on Water and Waste

- Groundwater sustains forests, wildlife, wells
- Rainwater collection and desalination have limits
- On-site septic systems do not remove all contaminants



Facing the Challenge

- Determining growth limits is complex but possible
 - Political courage will be required
- Some landowners may not be able to expand beyond their existing development potential



The Precautionary Principle

"A well-informed estimate is better than none at all."

- Uncertainty must not justify inaction
 - Control now to preserve:
 - Ecosystem health
 - Community resilience
 - Longterm livability



Conclusion: Plan for Limits, Plan for the Future

- Growth limits = sustainable future
- Protecting nature protects community well-being
 - The time to act is now

"For the sake of current and future generations – and the natural world we all depend on – it's time to act."



Friends of the Gulf Islands Society

See our two new reports:

Build-out Analysis Needed for Each Islands Trust Island

Growth Limits Assessment for the Islands Trust Area

friendsofthegulfislands.ca



Friends of the Gulf Islands Society
Build-out Analysis Needed for Each Islands Trust Island
British Columbia, Canada
November 17, 2025

A build-out analysis for each island would determine how many people would likely be living there if all properties were developed to their current zoning potential. This document explains in more detail what “build-out” is, how it is determined and why it is needed.

Explaining build-out Each island in the Trust Area is divided into parcels or lots. This is how land ownership is held and tracked in British Columbia. Each lot has a Parcel Identification Number or PID that allows the Provincial government and others, to track who owns each parcel of land.

Local government (or in this case each island’s elected Local Trust Committee) passes a Land Use Bylaw to control what uses can occur on each category of lots. For example, some lots are zoned residential and certain uses are allowed there. Other lots are zoned commercial or industrial, likewise with a list of allowed uses. Generally, the zoning depends on lot size and location.

What is subdivision potential? When most people buy a lot, that lot cannot be further divided without special permission from their local government. However, there are lots (usually larger) that have what is called “subdivision potential”. This means they can be further divided into more lots with the number being controlled by the Land Use Bylaw. Subdividing property is a complicated process involving (in the Trust Area) the Ministry of Transportation, proving adequate water, location of driveways and more. At the end of the process and if approved, the land has been divided into more lots and the owner can sell the new individual lots to new owners.

How to count development potential? To determine how many residences are allowed on an island by current zoning, first we count the number of existing lots on an island. Then we also have to count how many additional lots are allowed to be created by dividing the lots with subdivision potential under the zoning bylaw.

Lots zoned for multiple residences If there are lots that are zoned to allow multi-unit residences, i.e. apartments or condos, duplexes, suites or cottages, then those additional residences must be counted.

Floor Area Ratio Another example of zoning for more than one residence is a policy known as Floor Area Ratio (FAR) or Flexible Zoning Model. This policy permits adopting a zoning (Land Use Bylaw) that would set a maximum area to be covered by a building footprint and gives the land owner a choice how to allocate that space, i.e. by allocating that building footprint to one or more residences.

For example, Mayne Island’s Local Trust Committee adopted such a bylaw that allows the following on a few lots, previously zoned for only one residence:

(a) On lots less than 1.5 acres, one additional dwelling is permitted if the total combined square footage of all dwellings does not exceed 2500 square feet.

(b) On lots having between 1.5 acres and 3 acres, two dwellings, and a cottage are permitted if the total combined square footage of all dwellings does not exceed 3500 square feet.

(c) On lots between 3 acres and 10 acres, three dwellings and a cottage are permitted if the total combined square footage of all dwellings and cottages does not exceed 4750 square feet. (It is not clear whether 3 acre lots fit into category (b) or (c).

Such a bylaw could allow even more residences for larger floor areas. Since the number of future possible residents is not known, an estimate would be made.

How to estimate the number of residents? We can estimate how many people will live in those residences by multiplying the average number of residents in each residence on that particular island (as determined by Statistics Canada) by the number of allowed residences. The average number of residents per residence across the Islands Trust area is two.

Objections to determining build-out When one of our members asked a staff person about determining build out, she was told that that this was too complicated, too expensive and that residents would not understand the result. We disagree. Those residences may not be built in the next year or even the next few years but development is likely to eventually occur. -Planning is not just about “now” but about planning for the future.

Is it possible to do a build out analysis? The answer is “yes”. It has already been done on Gabriola Island. A build-out report was prepared for Gabriola in 2021. According to a Gabriola trustee at that time, it still needed some tweaking but gave a general idea of build-out based on current zoning. The method used to prepare the Gabriola build out analysis was to be made publicly available for use on other islands. But that has not yet happened. The lack of such data was also referenced in the 2022 Islands Trust Governance Review.

Why is build-out data needed? Many islands are considering adopting zoning bylaws that will allow significantly more people to live on each island than are allowed now. Good planning anywhere requires a clear understanding of how many residents you have already planned for, before expanding those plans further. This especially important on islands with limited water supplies and services.

A build-out analysis would give us hard data from which to plan for worker housing, necessary services such as health care. Decisions should be made with consideration and knowledge of the entirety of the development picture on our islands. This is good planning.

Friends of the Gulf Islands Society
Growth Limits Assessment for the Islands Trust Area
British Columbia, Canada
November 17, 2025

Introduction

Islands Trust is a unique “public trust” created by the British Columbia legislature in 1974 to stop unrestrained development and preserve the natural environment, rural character and unique amenities of these islands for all British Columbians. It was recognized then that development would need to be controlled in order to achieve these goals. Now, these islands are faced with unprecedented growth pressures and calls to increase the number of residences allowed. Before this is done, it is essential that it be determined how many residents and visitors the islands can sustain without compromising the values that the Trust was created to protect.

The Need is Critical

A 2019 Islands Trust report, [State of the Islands Indicator Project: Final Report](#) indicates (on page 19) that natural areas converted to human use had already surpassed the accepted threshold for ecosystem health on one island and were nearing this threshold for two other islands.

Population and development have only increased in the years since. Between 2016 and 2021, the Islands Trust Area experienced its most rapid period of population growth on record. According to Statistics Canada, the total population rose from 26,218 to 30,512, representing a 27.0% increase over five years—significantly higher than British Columbia’s overall growth of 7.6% and Canada’s 5.2% during the same period. See [Population Growth in the Islands Trust Area 2011-2021](#) report.

This is why we are urging Islands Trust to determine the growth limits appropriate to each Trust Area as soon as possible.

Why Growth Limits?

An argument is being circulated that the number of residences, and hence residents, is irrelevant. To quote Trust Vice-Chair Toby Elliott: “the real issue is not how many people live here, but how we live here”. The argument goes that limiting the population doesn’t necessarily protect ecosystems; that dispersed housing and big houses can cause more damage than carefully clustered, small homes.

We wish this optimistic evaluation was true but it is not. All development harms the natural environment. The question is how much development, where it goes and what type of development is compatible with preserving the natural environment of the Trust islands. Several small homes can destroy more natural vegetation than a one large house depending on the number and size of the “small homes” and the size of the supposedly large home it is compared to. We are however, in support of bylaws limiting the size of houses on the islands. An inquiry on Salt Spring revealed that most new homes being built were of modest size.

Given that supplies of freshwater from Vancouver Island may eventually be limited, each island should at least be self-sufficient in water. However, significant amounts of water are now being trucked to Gabriola, Galiano, the Penders, Mayne and Saturna islands. This is a warning sign that islands are exceeding their ability to support their current population.

The number of residents is critical because:

- Although zoning for one house on a lot does not control the number of residents living there, according to the 2021 census data, most homes are occupied by 2 or less people.
- Each person uses about the same amount of water and produces about the same amount of sewage regardless of how large or small their house is.

- Small homes clustered in a small area, even if very water conserving, can use enough groundwater in that particular area that the production of wells of nearby residents can be reduced.
- More people place more pressure on all island services including ferries, schools, roads and health facilities.
- Dispersed new development will increase the number of cars and fuel used, ignoring the need to reduce Greenhouse gases. The Islands Trust declared a “Climate Emergency” in 2019.

Pressure on the Natural Environment

It is obvious that development harms the natural environment because it removes vegetation and uses more resources. Fragmenting the forest canopy diminishes the recharge to groundwater that supplies water to streams, wetlands and lakes especially during the dry months.

Development has less impact on the natural environment if it is located near the main road, rather than into the forest. Building near the road renders homes more resistant to fire.

Pressure of development on the natural environment can be measured by the “Pressure-State-Response framework” developed by the Environmental Secretariat of the Organization for Economic Cooperation and Development (OECD). In this framework, which is based on ecosystem and watershed mapping, “pressure” refers to the constellation of human activity that places stress on ecosystems; “state” refers to the condition of ecosystems as a consequence of pressure from human activity and “response” relates to the policies and other actions that are taken to mitigate environmental damage – e.g. through regulations, laws, moral suasion, monetary and fiscal policy, etc. ([*Rapport, David, “An Ecosystem Health Perspective relevant to Salt Spring Island’s OCP Review”, February 27, 2007 p 4\).*](#))

Build-out Numbers are Essential

A critical step in determining growth limits is to estimate the population that would result if all properties were developed to their current zoning potential (build-out). Zoning is the primary tool used to plan for island development. It is foolhardy to zone for more population than the island can support on the assumption that it may never be developed. Zoning should reflect a reasonable estimate of an appropriate development level.

What Parameters should be Measured to Determine Growth Limits?

The islands cannot sustain themselves with food or fuel, just as the province of BC is not self-sufficient in either. But, each island should have a clear understanding of how much of, and where, the natural environment must be protected and what size of human population can be supported without adversely impacting healthy ecosystems, while keeping the islands as liveable and affordable as possible. A study for each island should include the following:

- **Ecosystem health** - A comprehensive determination of the current health of island ecosystems by measuring specific indicators such as species diversity, stresses from human activities, effects of invasive species, contiguous forest cover, fresh and marine water quality. A potential method is described by David J. Rapport’s in “*An Ecosystem Health Perspective relevant to Salt Spring Island’s OCP Review*”.
- **Freshwater availability** –A determination of the amount of fresh water that is available for human use without compromising water needed for the natural environment. Groundwater not only supplies wells for human use; some of its other essential uses are nourishing our forest and other vegetation, providing water for terrestrial and marine wildlife, and maintaining creeks through the dry season. This information is likely already available through the Islands Trust Freshwater Sustainability Project. If not, it should be.

Importing water is not a substitute because the expense increases the cost to live on the islands, and other off-island and on-island commercial water sources may not be available forever.

Rainwater collection, while useful for garden and farming during the summer, cannot fully replace well or surface water for household use several reasons: A very large amount is needed to sustain a family through our long dry season. Systems needed to ensure rainwater is safe to use for potable water are expensive and need detailed maintenance. Both of these factors will increase the cost of living on the islands, making the islands less not more affordable. Additionally, as long as the property qualifies for a well, there does not appear to be a way to require that rainwater collection systems be used instead of well water.

Desalination is problematic because it is costly and uses a large amount of electricity, something to be reduced to fight climate change. It also produces a salt byproduct that, when released to the sea, can harm native ecosystems.

- **Waste absorption capacity** – The amount of waste from on-site septic systems that can be successfully treated without polluting ecosystems and domestic wells should be determined. Studies have shown that onsite household septic treatment plants do not necessarily remove a variety of contaminants (including pharmaceuticals) that can be carried into groundwater and into the ocean where they can harm marine ecosystems. This is concerning given the demand for high density of housing adjacent to the coast on some islands.
- **Services and infrastructure** – An estimate should be made of the resident population and visitors that can be supported by services and current infrastructure such as housing, ferry service, health care, roads and schools. Some islands are reporting several hours of wait time to catch a ferry in the summer months or the inability to get required reservations for days. At some point, this will become too burdensome on residents and will discourage visitors on whom many island businesses and economies rely. It is already very difficult to recruit healthcare workers for the islands and it is more expensive to maintain island roads than elsewhere.

Facing the Challenge

We have been told that determining limits to growth is “too difficult”. We say that it is complex, but it can and must be done. We suspect that one challenge is that the resulting information may indicate that elected officials should make decisions that will displease some. Some property owners who want to increase the development potential of their property may not be able to do so. It is hard to say “no”. But in the end, if we don’t acknowledge these limits, current and future residents, visitors and our natural ecosystems will suffer and the very values that Islands Trust was created to protect could be lost.


Conclusion: Plan for Limits, Plan for the Future

We have suggested some elements of determining growth limits with the recognition that the result will always be an estimate. But a well-informed estimate is better than none at all. We welcome further suggestions about other parameters that should be measured. The use of technology has allowed humans to override the limits of their immediate environment and resources, i.e. natural limits. But this comes at a cost. Overuse is difficult to measure until those resources are gone. It is crucial therefore, and in everyone’s interest, to implement the precautionary principle and err on the side of caution.

For the sake of current and future generations – and the natural world we all depend on – it’s time to act.

DRAFT Islands Trust Council Quarterly Meeting Schedule December 2-4, 2025

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

| Tuesday, December 2 | Wednesday, December 3 | Thursday, December 4 |
|---|--|--|
| 10:00 Executive Committee Meeting | 9:00 Executive Office (Continued) Decision/Discussion Item(s) | 9:00 Trust Area Services Consent Agenda Item(s) Decision/Discussion Item(s) 9:45 San Juan County Joint Session |
| 12:00 Lunch | 10:30 Break | 10:30 Break |
| 1:00 Territorial Acknowledgement / Territorial Welcome (Vancouver Island Ballroom) Councillor Sherry Thomas Call to Order and Approval of Agenda | 10:45 Closed Meeting Public are welcome to attend all sessions excluding the Closed Meeting Rise and Report | 10:45 San Juan County Joint Session (Continued) |
| 1:30 General Business Arising Consent Agenda Item(s) Islands Trust Active Priorities Chart Committees Work Programs (EC, GC, FPC, RPC, TPC, AC, ITCB) Committee Chair Verbal Reports | 11:30 Financial and Employee Services Consent Agenda Item(s) Decision/Discussion Item(s) | |
| | 12:00 Lunch | 12:00 Lunch |
| 2:15 New Business | 1:00 Financial and Employee Services (Continued) Decision/Discussion Item(s) | 12:30 Islands Trust Annual Awards |
| 2:45 Legislative and Information Services Consent Agenda Item(s) | | 12:55 Correspondence |
| 3:00 Break | 3:30 Break | 1:00 Trustee Roundtable |
| 3:15 Legislative and Information Services (Continued) Decision/Discussion Item(s) | 3:45 Financial and Employee Services (Continued) | 1:50 Disposition of Delegations/Public Comment & Correspondence and Meeting Wrap-up |
| 3:45 Executive Office Consent Agenda Item(s) Decision/Discussion Item(s) | 4:20 Planning Services Consent Agenda Item(s) | 2:00 Trust Council Adjournment (approx.) |
| 4:30 Delegations / Public Comment | 4:30 Short Term Rental Act Discussion Hannah Rabinovitch, Director of the BC Housing Policy Branch will participate in a discussion on opting-in to the principal residence requirements of the <i>Short Term Rental Act</i> . |  Islands Trust <small>*times are provided for information and may vary</small> |
| 5:30 Adjourn for the Day (approx.) | 5:30 Adjourn for the Day (approx.) | |
| 5:35-6:30 Trustee Training Session (Not open to the public) | | |
| 6:30-7:30 Dinner | 6:00-7:00 Dinner | |



REQUEST FOR DECISION

To: Executive Committee **For the Meeting of:** November 19, 2025
From: Trust Area Services **Date Prepared:** November 10, 2025
SUBJECT: **AVICC/UBCM RESOLUTION SELECTION PROCESS** (Annual Item)

RECOMMENDATION: That the Executive Committee direct staff to e-mail trustees and staff requesting suggestions for topic(s) for the Islands Trust resolution(s) for the 2026 AVICC/UBCM conventions.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The Islands Trust has had a practice of submitting resolutions to AVICC/UBCM. Resolutions that are endorsed by the UBCM membership can trigger advocacy support from UBCM staff and usually result in a well-considered response from the affected Ministry. Depending on the resolution(s) submitted, the Executive Committee may wish to consider additional advocacy such as proposing a related session for the AVICC or UBCM conventions or a meeting with a minister.

- 1 **PURPOSE:** To seek direction about initiating selection of a resolution topic for the Association of Vancouver Island and Coastal Communities (AVICC) and Union of British Columbia Municipalities (UBCM) conventions.
- 2 **BACKGROUND:** Islands Trust Council policy 6.12.ii on AVICC/UBCM Membership and Resolutions provides guidance on the annual selection and presentation of Islands Trust resolutions.

In past years, the Islands Trust has suggested successful resolutions such as:

- Request that UBCM call upon the Province of British Columbia’s Ministry of Health to review the Manual of Composting Toilet and Greywater Practice to update the onsite application criteria for residuals based on current scientific knowledge; and provide funding for demonstration projects and for practitioners professional development on composting toilets and greywater practices. (2024)
- Request that the Province, co-develop with First Nations, new financial mechanisms and legislation for protection of biodiversity, ecosystem health and species at risk (2023)
- Request that the Province fund and support the development and integration of climate risk and vulnerability assessments into Official Community Plan review processes (2022)
- Request that the Province provide funding and support to local governments and Islands Trust to facilitate affordable housing projects in rural areas in British Columbia (2022)
- Request that the Province in partnership with Indigenous leadership, develop and communicate in a timely way the process and timelines through which they will develop new legislation to protect and restore biological diversity and ecosystem health, in a manner consistent with the United Nations Declaration on the Rights of Indigenous Peoples, and with the involvement of local governments, civil society groups, Indigenous Knowledge Holders, scientists, and members of the public. (2022)
- Request that province change legislation so that temporary use permit and public hearing notifications can be provided electronically (2021)

- Request that the province work with First Nations, and federal, provincial, and local government stakeholders, to develop a coordinated strategy to study and address the environmental and social impacts associated with liveaboards on the British Columbia coastline. (2020)
- Request that the provincial government improve the enforceability of development permit area requirements by enabling local government to enforce violations by way of prosecution, ticket or bylaw notice (2019);
- Request that the provincial government prioritize the approval of key marine cumulative effects values for long-term monitoring and assessment in coastal regions (2019);
- Request for DFO review of potential cumulative impacts of increased geoduck aquaculture (2018);
- Preventing Rigid Foam Pollution in the Marine Environment (2017)
- Assessment and Mitigation of Marine Shipping Risks and Impacts in the Salish Sea (2016)
- Coastal Douglas-fir and Associated Ecosystems Conservation Partnership (CDFCP) funding (2015);
- Derelict & Abandoned Vessels (2013);
- Industry Funding for Oil Spill Prevention, Preparedness & Response (2012);
- Southern Strait of Georgia National Marine Conservation Area Reserve (2010) and Derelict & Abandoned Vessels, Barges & Docks (2010).

It is possible for Islands Trust to submit more than one resolution. Staff do not recommend proposing more than two resolutions in any one year due to the resulting workload and the difficulty in advocating for more than two topics at one convention.

In the past the Executive Committee has supported selected resolutions by suggesting/organizing complementary AVICC/UBCM sessions and by requesting and/or attending Minister meetings at the UBCM convention to discuss the proposed topic. When selecting a resolution, the Executive Committee should be guided by section 4.2 of the Islands Trust policy 6.12.ii on UBCM/AVICC Membership and Resolutions:

All Islands Trust bodies that develop resolutions for consideration at AVICC and UBCM conventions must ensure that their resolutions address topics within their legislated jurisdiction and are consistent with the Islands Trust Policy Statement.

Executive Committee members should also consider that UBCM guidelines suggest that issues identified in resolutions should be relevant to local governments across the province.

At the 2025 UBCM Convention, members endorsed *ER1: Extraordinary Resolution to Amend the UBCM Bylaws to Streamline the Resolutions Process* (attached). The changes to UBCM's Bylaws will impact how resolutions endorsed at AVICC are considered after they are sent to the UBCM Resolutions Committee.

AVICC has also put out a call for nominations of members to serve on the 2026/2027 AVICC Executive Committee (see correspondence section of agenda) with a deadline of February 12, 2026 and a call for workshop or speaker suggestions (by December 4, 2025), for their 2026 AGM and Convention in Victoria, April 24-26, 2026.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Staff anticipate less than half a day of workload associated with this recommendation. However, deciding to solicit suggestions for resolution topics, raises the expectations that the Executive Committee will proceed with submitting a resolution(s) to AVICC/UBCM.

Drafting a resolution and preparing a one-page backgrounder will take up to one day of the Director of Trust Area Services or A/Senior Policy Advisor's time for each topic selected. Some topics may require other staff time to research or proofread, and possible legal advice may be required.

FINANCIAL: Legal fees if required.

POLICY: No implications for existing policy.

IMPLEMENTATION/COMMUNICATIONS: Staff will send an e-mail soliciting requests and will compile the requests in a briefing for Executive Committee's review at its December 17, 2025 meeting. At that time, if Executive Committee selects a topic(s) and requests that staff draft a resolution and backgrounder, staff will provide the draft to the Executive Committee for its review and approval at its January or early February meeting. The resolution(s) must be submitted by February 12, 2026.

FIRST NATIONS: Staff will advise if a resolution does not align with the Islands Trust Reconciliation Declaration. Trustees or staff can seek advice or assistance from staff before submission of any resolution ideas.

OTHER: None.

4 RELEVANT POLICY(S): [Policy 6.12.ii UBCM/AVICC Membership and Resolutions.](#)

5 ATTACHMENTS:

- a. AVICC Call for 2026 Resolutions
- b. 2025 UBCM resolution ER1: Extraordinary Resolution to Amend the UBCM Bylaws to Streamline the Resolutions Process
- c. AVICC Call for 2026 Sessions Submissions

RESPONSE OPTIONS

Recommendation: That the Executive Committee direct staff to e-mail trustees and staff requesting suggestions for topic(s) for the Islands Trust resolution(s) for the 2026 AVICC/UBCM conventions.

Alternative:

1. That the Executive Committee not propose a resolution to AVICC/UBCM.
2. That the Executive Committee undertake a different process for resolution selection.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date: Rueben Bronee, Chief Administrative Officer, November 10, 2025



2026 AGM & CONVENTION

RESOLUTIONS NOTICE REQUEST FOR SUBMISSIONS

The AVICC Executive is calling for resolutions to be considered at the 2026 AGM and Convention that, subject to public health order restrictions, will be held in Victoria at the Victoria Conference Centre as an in-person event from **April 24-26, 2026**. Members are asked to submit resolutions that meet the requirements outlined in the following pages.

DEADLINE FOR RESOLUTIONS:

AVICC must receive all resolutions by: **4:30 pm, Thursday, February 12, 2026**

IMPORTANT SUBMISSION REQUIREMENTS

To submit a resolution to the AVICC for consideration please send a copy of the resolution as a **WORD DOCUMENT** by email to info@avicc.ca by the deadline. AVICC staff will confirm receipt of the submission via email. If confirmation is not received within 3 business days, the resolution sponsor should follow up by phone at 236-237-1202. A mailed hard copy of the resolution is no longer required.

AVICC's goal is to have resolutions that can be clearly understood and that have specific actions. If a resolution is endorsed, its "therefore clause" will form the basis for advocacy work with other levels of government and agencies. Detailed guidelines for preparing a resolution follow, but the basic requirements are:

- Resolutions are only accepted from AVICC member local governments and First Nations and must have been endorsed by the Board or Council of that member.
- **Each member may submit a maximum of three (3) resolutions (updated August 2025).**
- Members are responsible for submitting accurate resolutions. AVICC recommends that local government staff assist in drafting the resolutions, in checking the accuracy of legislative references, and be able to answer questions from AVICC & UBCM about each resolution. If necessary, please contact AVICC staff for assistance in drafting the resolution.
- Each resolution **must include a separate backgrounder** that is a maximum of 3 pages and specific to a **single** resolution. Each resolution submitted must have a separate backgrounder; do not combine backgrounders into a single document. The backgrounder may include links to other information sources and reports.
- Sponsors should be prepared to speak to their resolutions at the Convention. **Each sponsor will be given 2 minutes to introduce their resolution (updated August 2025)**
- Resolutions must be relevant to other local governments within AVICC rather than specific to a single member government.
- The resolution must have at least one "whereas" clause and **should not contain more than two "whereas" clauses**. Each whereas clause must have only one sentence.

LATE AND OFF THE FLOOR RESOLUTIONS

- A resolution submitted after the regular deadline is treated as a "Late Resolution". The Resolutions Committee **only** recommends Late Resolutions for debate if the topic was not known prior to the regular deadline date, or if it is emergency in nature.
- Late Resolutions must be received by AVICC by **noon on Wednesday, April 22nd, 2026**.
- Late Resolutions are not included in the Resolutions Package sent out to members before the Convention. They are included in the Report on Late Resolutions that is distributed on-site.
- Off the Floor Resolutions are considered after all resolutions in the Resolutions Book and all Late Resolutions have been considered. Off the Floor Resolutions must be submitted in writing to the Chair of the Resolutions Session as soon as practicable, and copies must be made available to all delegates no later than 9:00 am on Sunday morning. Contact AVICC staff for more information about how to organize an Off the Floor Resolution for consideration.
- The full Convention Rules, including detailed information about the process for Late and Off the Floor Resolutions, will be published and distributed to members in advance of the Convention.

AVICC RESOLUTIONS PROCEDURES

UBCM urges members to submit resolutions to their Area Association for consideration. Resolutions endorsed at the AVICC annual meeting, except those that are considered to be regional in nature by UBCM, are submitted automatically to UBCM for consideration.

A resolution deemed by UBCM to be specific to the AVICC region is considered a Regional Resolution and if endorsed, it will not be automatically submitted to UBCM for consideration at the UBCM annual meeting, and instead will remain with AVICC, where it may be actioned.

UBCM has observed that submitting resolutions first to an Area Association results in better quality resolutions overall. Local governments may submit Council- or Board-endorsed resolutions directly to UBCM prior to **June 15th, 2025**. Detailed instructions are available on the UBCM website.

AVICC RESOLUTIONS PROCESS

1. Members submit resolutions to AVICC for debate. All resolutions submitted to AVICC are forwarded to UBCM staff for analysis, comment, and recommendations.
2. For some resolutions which focus on issues specific to the AVICC region, UBCM will indicate that they are considered a Regional Resolution and that it won't be admitted to UBCM for debate should it be endorsed. AVICC will work with local governments to address issues identified by UBCM staff to ensure the resolution reflects the intention of the local government.

3. The AVICC Resolutions Committee reviews and finalizes the recommendations, and the Resolutions Book is published and sent to members in advance of the annual meeting.
4. AVICC conveys any Regional Resolutions endorsed at their annual meeting to the appropriate level of government, or takes other action as determined by the AVICC Executive. AVICC will forward any response to the regional resolution sponsor.
5. AVICC submits all other resolutions endorsed at its Convention to UBCM.
6. The UBCM Resolutions Committee reviews the resolutions for submission to its Convention. Please note that the UBCM Bylaws were updated at the 2025 UBCM Convention as included as **Appendix A** with this document.
7. Resolutions endorsed at the UBCM Convention are submitted by UBCM to the appropriate level of government for response.
8. UBCM will forward the response to the resolution sponsor for review.

UBCM BYLAW & RESOLUTIONS PROCESS UPDATE

At their 2025 UBCM Convention, members endorsed ***ER1: Extraordinary Resolution to Amend the UBCM Bylaws to Streamline the Resolutions Process***. The changes to UBCM's Bylaws will impact how resolutions endorsed at AVICC are considered after they are sent to the UBCM Resolutions Committee. Please note the following changes to the UBCM Bylaws [15.(c)]:

- The Resolutions Committee **shall determine which Annual Resolutions will be included for consideration by the membership at Convention;**
- **Any Annual Resolution that falls under one or more of the following criteria, as determined by the Resolutions Committee, will be excluded from consideration by the membership at Convention:**
 - **Resolution is existing UBCM policy (as set by the membership endorsing or not endorsing a previous resolution or policy paper);**
 - **Resolution is outside of the scope of BC local governments and member First Nations;**
 - **Resolution is within the scope of BC local governments and member First Nations, but does not meet UBCM criteria for format or clarity; or**
 - **Resolution is regional in focus.**

ER1 in its entirety and the rationale provided by the UBCM Executive has been included as **Appendix A** with this document.

The AVICC Executive is currently evaluating our own resolutions process. The 2026 Convention Rules & Procedures for handling Resolutions, including detailed information about the process for Late and Off the Floor Resolutions, will be published and distributed to members in advance of the Convention.

AVICC & UBCM RESOLUTIONS GUIDELINES

The Construction of a Resolution:

All resolutions contain a preamble – the whereas clause(s) – and an enactment clause. The preamble describes **the issue** and the enactment clause outlines **the action being** requested of AVICC and/or UBCM. A resolution should answer the following three questions:

- a) **What is the problem?**
- b) **What is causing the problem?**
- c) **What is the best way to solve the problem?**

Preamble:

The preamble begins with "WHEREAS" and is a concise sentence about the nature of the problem or the reason for the request. It answers questions (a) and (b) above, stating the problem and its cause, and should explain, clearly and briefly, the reasons for the resolution.

The preamble should contain **no more than two "WHEREAS" clauses**. Supporting background documents can describe the problem more fully if necessary. **Do not add extra clauses.**

There should be only one sentence per WHEREAS clause.

Enactment Clause:

The enactment clause begins with the phrase "Therefore be it resolved" and is a concise sentence that answers question (c) above, suggesting the best way to solve the problem. **The enactment should propose a specific action by AVICC and/or UBCM.**

Keep the enactment clause as short as possible, and clearly describe the action being requested. The wording should leave no doubt about the proposed action. Consider whether the resolution relates to all local governments, or is specific to municipalities, regional districts and/or First Nations, and use the appropriate language.

HOW TO DRAFT A RESOLUTION

1. Address one specific subject in the text of the resolution.

Because your community seeks to influence attitudes and inspire action, limit the scope of a resolution to one specific subject or issue. If there are multiple topics in a resolution, the resolution may be sent back to the sponsor to rework and resubmit.

2. For resolutions to be debated at UBCM, focus on issues that are province-wide.

The issue identified in the resolution should be relevant to other local governments across BC. This will support productive debate and assist UBCM to represent your concern effectively to the provincial or federal government on behalf of all BC local governments. Local governments are welcome to submit resolutions that address issues specific to the AVICC region. A resolution that addresses a topic specific to the AVICC region may not be entered for debate during the UBCM Convention but may be actioned by the AVICC Executive if endorsed.

3. Use simple, action-oriented language.

Explain the background briefly and state the desired action clearly. Delegates can then debate the resolution. Resolutions that are unclear or that address multiple topics may end up with amendments at the Convention.

4. Check legislative references for accuracy.

Research the legislation on the subject so the resolution is accurate. Where necessary, identify:

- the correct jurisdictional responsibility (responsible ministry or department, and whether provincial or federal government); and
- the correct legislation, including the title of the Act or regulation.

5. Provide factual background information.

Even a carefully written resolution may not be able to convey the full scope of the problem or the action being requested. Provide factual background information to ensure that the intent of the resolution is fully understood for the purpose of debate and UBCM (or AVICC for Regional Resolutions) can advocate effectively with other levels of government and agencies.

Each resolution **must include a separate background** that is a maximum of 3 pages and specific to a single resolution. Do not submit a single background relating to multiple resolutions. The background may include links to other information sources and reports.

Resolutions submitted without background information **will not be considered** until the sponsor has provided adequate background information. This could result in the resolution being returned and having to be resubmitted.

6. Construct a brief, descriptive title.

A title identifies the intent of the resolution. It is usually drawn from the "enactment clause" of the resolution. For ease of printing in the Annual Report and Resolutions Book and for clarity, a title should be no more than three or four words.

TEMPLATE FOR A RESOLUTION

Whereas << *this is the area to include an issue statement that outlines the nature of the problem or the reason for the request* >> ;

And whereas << *if more information is useful to answer the questions - what is the problem? what is causing the problem?>> :*

Therefore be it resolved that **AVICC and/or UBCM** << *specify here the **action(s)** that AVICC **and/or** UBCM are being asked to take on, and what government agency the associations should be contacting to solve the problem identified in the whereas clauses. For regional resolutions, only AVICC may take action, and for all other resolutions, AVICC and UBCM may take action* >>

- **If absolutely necessary**, there can be a second enactment clause (the “therefore” clause that specifies the action requested) with the following format:

And be it further resolved that **AVICC and/or UBCM** << *specify any additional specific actions needed to address the problem identified in the whereas clauses* >>

Section ER

ER1 **Extraordinary Resolution to Amend the UBCM Bylaws to Streamline the Resolutions Process**

UBCM Executive

Whereas the large number of resolutions submitted by UBCM members—more than 200 annually— results in a wide range of policy positions, rendering it challenging for UBCM to focus its advocacy efforts;

And whereas a reduction in the number and breadth of policy positions adopted annually by the membership would enable UBCM to advocate more effectively, by focusing time and resources on issues with significant province-wide impact on local governments and member First Nations:

Therefore be it resolved that Section 15(c) of the UBCM Bylaws be amended by adding the text in bold type as follows, to enable the Resolutions Committee to apply filters to determine which resolutions may be included for consideration by the membership at Convention:

15. COMMITTEES (Other than Nominating Committee):

(c) The Resolutions Committee:

- shall examine all Annual Resolutions regularly submitted to the Convention;
- **shall determine which Annual Resolutions will be included for consideration by the membership at Convention;**
- shall recommend in favour of or against the Annual Resolutions respectively;
- may correlate Annual Resolutions; and
- may recommend amendments.

Any Annual Resolution may be referred by the Convention to the Resolutions Committee either alone or with new resolutions for study and report to the Convention.

Any Annual Resolution that falls under one or more of the following criteria, as determined by the Resolutions Committee, will be excluded from consideration by the membership at Convention:

- **Resolution is existing UBCM policy (as set by the membership endorsing or not endorsing a previous resolution or policy paper);**
- **Resolution is outside of the scope of BC local governments and member First Nations;**
- **Resolution is within the scope of BC local governments and member First Nations, but does not meet UBCM criteria for format or clarity; or**
- **Resolution is regional in focus.**

UBCM Resolutions Committee Recommendation: **Endorse**

UBCM Resolutions Committee Comments:

The Resolutions Committee is seeking membership approval of this Extraordinary Resolution to reduce the volume of resolutions received and considered each year and improve the quality of resolutions considered.

Lens #1 - Resolutions that reaffirm existing policy

The Committee proposes that any resolution that aligns with resolutions already endorsed or not endorsed by the membership should be received rather than put forward for further consideration by the membership. The current intent of the Resolutions Committee is that a 5 year window would be adopted to establish existing policy under this lens.

Lens #2 - Resolutions outside of local government scope

The Committee suggests that limiting resolutions for consideration to those that directly relate to local government service delivery will strengthen the efficacy and credibility of UBCM's advocacy.

Lens #3 - Resolutions that are unclear or poorly formatted

UBCM staff and the Resolutions Committee currently expend considerable time working with the sponsors to help them to clarify and format their resolutions. Removing this function will encourage those drafting resolutions to meet established standards for clarity and better resolutions.

Lens #4 - Resolutions that are regional in focus

Resolutions for consideration at UBCM should have a province-wide focus. Resolutions that are regional in focus should be considered and acted upon by Area Associations.

The Committee proposes to include all resolutions captured by one or more of the lenses in an appendix of the Resolutions Book. While these resolutions are being published for transparency, these resolutions are not to be considered and are not available to be brought forward for consideration via a motion to vary the agenda.

The Committee would point out that section 14(d) of the UBCM Bylaws grants the UBCM Executive authority to bring forward to Convention a resolution on any matter at any time. This authority of the UBCM Executive enables UBCM to respond quickly to a changing policy or legislative environment, bringing forward issues or concerns that may fall within existing UBCM policy, but require immediate consideration.

Members are encouraged to read the accompanying backgrounder found in the Appendix of this Resolutions Book to learn more about the proposed Extraordinary Resolution.

Conference decision: Endorsed

Section ER

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Members are encouraged to read the accompanying backgrounder found in the Appendix of this Resolutions Book to learn more about the proposed Extraordinary Resolution.

Conference decision: Endorsed



AVICC 2026 Convention
April 24-26, 2026
Victoria Conference Centre
CALL FOR SESSION
SUBMISSIONS

Thank you for your interest in participating in the 2026 AVICC Convention, being held Friday April 24, 2026 – Sunday April 26, 2026, at the Victoria Conference Centre, Victoria BC.

To submit a session proposal, please fill in the information requested on the following pages and email this document back **as a word document** to info@avicc.ca.

The deadline for submissions is **Thursday, December 4, 2025**.

There are limited spots on the program including:

- three 60-minute plenary presentations;
- six 60-to-90-minute concurrent workshops on Saturday afternoon; and
- one 2-to-3-hour pre-convention workshop to take place on Friday morning.

Session Proposal Considerations:

- Delegates prefer sessions that involve **multi-party perspectives** (panels) and that are **interactive**, rather than “talking head” presentations.
- Preference will be given to sessions with an **interactive** or **facilitated** component to their proposal.
- Topics should be relevant to our local government members – focusing on the important issues impacting local government elected officials and their communities.
- Successful applicants must confirm their session description, session title, and final list of presenters by **January 31st, 2026** for inclusion in the brochure and program.
- Changes to presenters or failure to meet this deadline may result in the session being cancelled.
- Confirmed presenters agree to submit all PowerPoint presentations by **April 9th, 2026**.

Please complete the following section with **as much information as possible**. The AVICC Executive will consider all the proposed sessions at their December 12, 2025 meeting, with final decisions made at the January 24, 2026 meeting. Panelist information can be updated after the December 4th deadline as sessions and details are confirmed.

| | |
|---|--|
| Title of Session: | |
| Name of Organization: | |
| Contact Person Name: | |
| Phone: | |
| Address: | |
| Email: | |
| Session Description (for review of AVICC Executive Committee. This information will also be used in program materials): | |
| Proposed Session Length: | |
| Preferred Time and Day: | |
| Audio Visual Requirements: | |
| Travel or other expenses if any: | |
| # of Proposed Presenters: | |

| | |
|--|--|
| Name - Presenter #1: | |
| Bio and Organization - Presenter #1: | |
| Name - Presenter #2: | |
| Bio and Organization - Presenter #2: | |
| Name - Presenter #3: | |
| Bio and Organization - Presenter #3: | |
| Name - Presenter #4: | |
| Bio and Organization - Presenter #4: | |
| Any other Information or requirements: | |

- Successful applicants must confirm their session description, session title, and final list of presenters by **January 31st, 2026** for inclusion in the brochure and program.
- Changes to presenters or failure to meet this deadline may result in the session being cancelled.
- Presenters agree to submit all PowerPoint presentations by **April 9th, 2026**

I agree to the above conditions and deadlines:

Signature: _____

Name: _____

Date: _____

Islands Trust currently enrolls trustees in the Enhanced Benefit Plan (administered by Pacific Blue Cross) through UBCM's Group Benefits Plan for Elected Officials, in addition to the Employee and Family Assistance Plan (EFAP). Mental health coverage under these plans includes:

- **Enhanced Benefits Plan** – Provides up to \$300 per year for services from registered psychologists and Online Cognitive Behavioral Therapy. Clinical counsellors are not included in this coverage.
- **EFAP** – Delivered through Homewood Health, this program offers short-term clinical counselling services, including telephone assessment, consultation, resources, support, advice, and coaching. These services address a wide range of personal and family issues. The number of sessions covered is determined by Homewood Health on a case-by-case basis.

Historically, it has not been possible to increase or customize the standard plan for elected officials, as Islands Trust staff are not enrolled in the UBCM benefit plan. This limitation is noted in the [Group Insurance for Elected Officials – 2022 Plan Guide](#) which states (emphasis added):

“For those local governments that have their staff benefits through the UBCM Group Benefits Plan, there is the option to provide your elected officials with the same level of benefits/plan design that you provide to your non-union staff for Extended Health and Dental. Under this approach, the existing group rates for the non-union staff plan would apply.

If you do not have staff benefits under the UBCM Group Benefits Plan, or you do not wish to provide the same level of benefits to Elected Officials, then you can choose a standard package.”

Possible Scenario:

In response to the Executive Committee's direction, staff contacted UBCM to explore whether Islands Trust's options have evolved—particularly in light of broader, provincewide recognition that mental health coverage for elected officials may be inadequate in the current context.

We have confirmed that Pacific Blue Cross has approved an increase in annual coverage under the Enhanced Benefit Plan, allowing Islands Trust to match staff-level benefits, despite staff plans being administered outside the UBCM framework.

This enhancement would:

- Increase annual mental health coverage from \$300 to \$750 per year (a \$450 annual increase)
- Extend coverage to include Clinical Counsellors under the Enhanced Benefit Package, supplementing the coverage already provided to trustees under the EFAP plan.

Cost Impact: The enhancement would result in a 3.5% premium increase, amounting to \$193 per month or \$2,314 annually.

Implementation Timing: The change can be implemented at any time through UBCM and Pacific Blue Cross.

Upon review of the information presented above, the Executive Committee passed the following resolution:

that Executive Committee request staff to prepare a request for decision on enhancing mental health benefits for trustees under the Union of British Columbia Municipality extended benefit plan for elected official and request staff to include options to fund the planned overspend.

Enhancing mental health benefits for trustees would increase annual costs by \$2,314—an amount not included in the approved 2025/26 budget. The [Trust Council's Budget Control and Adjustment Authority](#) policy provides guidance on how to address unplanned financial outlays:

“An organization can address a changed approach to financial expenditures in one of two ways, while still maintaining the same total expenditure budget:

3.1 Overspend in one expense area (e.g. contracted services), while underspending in another area (e.g. salaries and benefits). In financial reporting at the detail level, this approach retains the original financial plan but requires some variance analysis to explain why the actual expenditures did not follow the original plan.

3.2 Adjust the budget so the area requiring greater expenditures (e.g. contracted services) receives a transfer of budget funds from the area requiring lesser expenditures (e.g. salaries and benefits). In financial reporting at the detail level, this approach loses the intent of the original financial plan, but does not require any variance analysis.

In most cases, Islands Trust will use approach 3.1 so that the original approved budget can be compared against actual results.”

Potential Areas of Underspending:

To date, staff have been unable to identify areas of potential underspending that could offset this increased cost. This is largely because the 2025/26 budget—only recently approved—already includes substantial reductions, leaving little flexibility. Additionally, with only two months of the fiscal year completed, a clear picture of financial forecasts has not yet emerged.

As a result, any unfunded overspending would likely need to be covered by Islands Trust surplus funds at the end of the fiscal year. Staff caution that the general revenue surplus fund is currently under pressure, particularly regarding the recommended minimum balance that should be maintained under policy. At present, the planned draws from surplus in the current year approved budget will push surplus balances below policy recommended minimums by approximately 6% (\$109,000), assuming no significant increases come forward in the 2026/27 budget which influences the calculation of policy recommended minimums. Any additional unplanned draws on the surplus will further exacerbate the shortfall and further increase tax pressures in the development of the 2026/27 budget.

Revise Policy Interpretation/Implementation to Generate Savings:

As an alternative to absorbing the increased cost, Trust Council could consider revising its interpretation of the [Trustee Remuneration policy](#) to clarify that benefit premium coverage for trustees is limited to the cost of a single-person plan. Trustees who choose to enroll in a family plan would be responsible for paying the additional premium cost themselves. The current policy language is non-specific regarding the type of benefit plan covered (e.g., single vs. family), allowing for interpretation in either direction.

Currently, 17 trustees are enrolled in the family plan and 7 in the single-person plan. Because the family plan premium is approximately 2.4 times higher than that of a single plan, adopting this revised interpretation would generate estimated annual savings of \$2,770. This change would not only align with the [UBCM Council & Board Remuneration Guide](#), which recommends covering only the cost of individual plan premiums, but would also advance the prior-term Financial Planning Committee recommendation that Trust Council adopt this standard in its upcoming review of trustee remuneration.

A clarified policy interpretation would promote consistent application across Council terms and enhance budget predictability. Importantly, the resulting savings would be sufficient to fully offset the \$2,314 required to enhance mental health benefits for trustees.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: Enhancing mental health benefits for trustees will cost approximately \$2,314 in fiscal 2025/26, though benefit plan premium changes may take effect later in the 2025 calendar year.

POLICY: No policy changes required. However, interpretation of trustee benefits provision per Trust Council's Trustee Remuneration Policy may be revised.

IMPLEMENTATION/COMMUNICATIONS: Staff will implement direction for benefit plan changes through the plan administrator as soon as possible, and will communicate to trustees when the change is complete and revised coverage limits are accessible.

FIRST NATIONS RELATIONS: None.

OTHER: None.

4 **RELEVANT POLICY(S):**
[Trust Council Policy 7.2.1 Trustee Remuneration](#)

5 **ATTACHMENT(S):**
None.

RESPONSE OPTIONS

Recommendation:

1. That Trust Council approve enhancing the trustee benefit plan to provide a mental health coverage limit of \$750 annually, equal to the limit provided to Islands Trust staff.

AND

2. That the additional cost for this enhanced mental health coverage be funded by _____.

Alternative:

This conversation could be deferred until November 2025 when the first official financial forecast for the fiscal year will be available. This would clarify if current year savings have been identified that could cover the cost of the benefit plan enhancement.

Prepared By: J. Mobbs, Director, Financial and Employee Services
Reviewed By/Date: R. Bronee, CAO, May 30, 2025



2026 AGM & CONVENTION

CALL FOR NOMINATIONS FOR AVICC EXECUTIVE

AVICC members elect directors to the Executive Committee at the AGM. The Executive Committee ensures that the policies set by the general membership are carried forward, and provides direction for the Association between annual meetings. This circular is notice of the AVICC Executive Committee positions open for nomination, and the procedures for nomination.

1. POSITIONS OPEN TO NOMINATIONS

The following positions are open for nomination:

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

2. NOMINATION PROCESS AND QUALIFICATIONS FOR OFFICE

Candidates must be an elected official of an AVICC member and must be nominated by two elected officials of an AVICC member. Background information on the key responsibilities and commitments of an AVICC Executive member is provided following the nomination form. The Chair of the 2026 Nominating Committee is Past President Penny Cote.

3. NEXT STEPS

The Nominating Committee will review the credentials of each candidate for eligibility. A Report on Nominations, including a photo and biography will be prepared under the direction of the Nominating Committee, and distributed prior to the Convention.

**To be included in the Report on Nominations,
Nominations Must Be Received by 4:30 PM, Thursday, February 12, 2026**

4. AT CONVENTION

Candidates may also be nominated at the Convention from the floor. Candidates and their two nominators must be elected officials of an AVICC member.

5. SUBMISSION INFORMATION

All submissions should be forwarded by email to:

Past President Penny Cote, Chair, 2025 Nominating Committee
c/o AVICC
P.O. Box 28058
Victoria, BC V9B 6K8
Phone: (236) 237-1202
email: info@avicc.ca

NOMINATIONS FOR THE 2025-26 AVICC EXECUTIVE

We are qualified under the AVICC Constitution to nominate¹ a candidate and we nominate:

Candidate Name: _____

Local Government Position (Mayor/Councillor/Director): _____

Member Local Government Represented: _____

Nomination for AVICC Executive Position: _____

MEMBERS NOMINATING THE CANDIDATE:

Printed Name: _____ Printed Name: _____

Position: _____ Position: _____

Muni/RD/FN: _____ Muni/RD/FN: _____

Signature: _____ Signature: _____

CONSENT FORM

I consent to this nomination and attest that I am qualified to be a candidate for the office I have been nominated for pursuant to the AVICC Bylaws and Constitution². I also agree to provide the following information to info@avicc.ca by **4:30 PM, Thursday February 12, 2026**

- Photo in digital format
- Biographical information of approximately 300 words that may be edited by AVICC

Printed Name: _____

Current Position: _____

Muni/RD/FN: _____

Signature: _____

Date: _____

¹ Nominations require two elected officials of local governments that are members of the Association.
² All nominees must be an elected official of an AVICC member. Nominees for the position of Electoral Area Representative must be an Electoral Area Director.

**Return To: Past President Penny Cote, Chair, Nominating Committee,
c/o AVICC, P.O. Box 20858, Victoria, BC V9B 6K8
or via email to info@avicc.ca**

From: Joan Harper [REDACTED]
Sent: Friday, October 17, 2025 12:49 PM
To: SouthInfo <SouthInfo@islandstrust.bc.ca>
Subject: Land costs

Oct. 17, 2025
To Whom It May Concern"

I am a former resident of Pender Island who would very much like to return. I find however, the cost of living a strong deterrent. Not only do residents have to pay the cost of ferries to and from medical appointments with specialists, visits to relatives and shopping for items not readily available on Pender but the cost of property taxes is prohibitively high. They are high everywhere but especially so on Pender partly due to additional taxes paid to the Island Trust. When it was first formed we were told it would be a no cost item to residences but that didn't last long. Cost of living is the main item that needs addressing if you truly want to improve your situation. In the meantime it is useless to waste money on meetings and lesser issues.

Yours Truly, Joan Harper
[REDACTED]

From: Customer Relations
<customer.relations@bcferries.com>
Subject: BC Ferries
Date: November 12, 2025 at 10:22:10 AM PST
To: "syates@islandstrust.bc.ca"
<syates@islandstrust.bc.ca>

Hello Susan,

Thank you for following up on your earlier correspondence with our Executive Director of Communications, Jeff Groot. He has asked that Customer Relations respond on his behalf.

You're absolutely right – the Experience Card has a long history on the Gabriola route. After paper commuter books were phased out in 2008, the Experience Card was introduced to offer the same principle of pre-purchasing multiple trips at a discount, while improving efficiency at our terminals. The minimum load amount reflects that intent and helps reduce in-person reloads that can slow traffic flow.

As Jeff mentioned, we review fare programs each year as part of our regulated process under the BC Ferry Commissioner. Ahead of the next fiscal year, we're assessing whether adjustments to the Experience Card minimum buy-in are feasible, including options to make online top-ups easier for customers while maintaining operational efficiency.

We've also shared your suggestion regarding passenger booth hours on Gabriola with our operations team for consideration as part of their ongoing terminal service review to assess what's feasible given staffing and cost implications.

Thanks again for reaching out - we appreciate you taking the time to share your perspective.

Kind regards,

Jill Hawe
Senior Customer Relations Advisor

Customer Care

British Columbia Ferry Services Inc.

The Atrium

Suite 500, 1321 Blanshard Street, Victoria, BC V8W 0B7

T: 236.969.1915 **F:** 250.978.1240

BC Ferries acknowledges and respects the territories of Indigenous peoples on whose beautiful lands and waters our ships, offices, terminals, and work sites operate along the Pacific West Coast.

Notice:

This message, including any attachments, is confidential and may contain information that is privileged or exempt from disclosure. It is intended only for the person to whom it is addressed unless expressly authorized otherwise by the sender. If you are not an authorized recipient, please notify the sender immediately and permanently destroy all copies of this message and any attachments.

From: Susan <syates@islandstrust.bc.ca>
Subject: Re: BC Ferries
Date: November 17, 2025 at 4:47:02 PM PST
To: BC Ferries Customer Relations
<customer.relations@bcferries.com>

Thank you Jill,

I appreciate your reply on behalf of BC Ferries ED of Communications Jeff Groot. Thank you for acknowledging the Experience card's history and importance to residents of coastal communities and to the islands in the Islands Trust Area.

In all my years (43) living on Gabriola Island, I haven't come across anyone abusing this system, although I recognize this could and probably does happen occasionally. I want to reiterate that it is more important for BC Ferries to provide affordable and reliable transportation to ferry-dependent communities, than it is to focus on possible abuse of the experience card system.

Therefore I ask that you consider lowering the minimum cost of re-loading our Experience cards. \$130 to re-load for the Gabriola ferry is beyond the ability of many people to give in one instalment. I say this in the context of speaking to many residents who find this a financial hardship. Especially when the amount went directly from \$110 to \$130, and previously from \$90 to \$110.

Thank you also for sharing my comments about the

urgency of having the passenger booth *and* the vehicle booth staffed until the 7:40 pm sailing from Nanaimo. This would provide a huge relief for parents, children, commuters, and everyone else trying to get home on that sailing instead of the 9:25 pm sailing.

Regards,
Susan Yates,
Trustee, Gabriola Island Local Trust Area

cc: Vanessa Craig, Regional Director for Area B,
Regional District of Nanaimo
Erin Udal, Executive Director, Gabriola Chamber of
Commerce
Derek Kilbourn, editor, Gabriola Sounder
Ivan Bulic, Gabriola Transportation Society
Steven Earle, Gabriola Ferry Advocacy Committee
Laura Patrick, Chair, Islands Trust Council, and
Chair of Gabriola Local Trust Committee
Mayor Andrew Leonard, Bowen Island Municipality

On Nov 12, 2025, at 10:22 AM, Customer Relations
<customer.relations@bcferries.com> wrote:
Hello Susan,

Thank you for following up on your earlier correspondence with our Executive Director of Communications, Jeff Groot. He has asked that Customer Relations respond on his behalf.

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Jill Hawe
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Customer Care
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T: 236.969.1915 **F:** 250.978.1240

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Active Projects Report

Executive Committee

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

Responsible

Dates

Activity:

Rueben Bronee

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

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.)

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

Responsible

Dates

Activity:

Clare Frater

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

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

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

Responsible

Dates

Activity:

Clare Frater

Rec'd: 02-Sep-2020
Target: 31-Mar-2026

Initiation timeline: Staff drafting underway

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. <i>Pay Transparency Report Submission & Posting</i> | Responsible | Date Received |
|---|-------------------------------|---------------|
| <p>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.</p> | Julia Mobbs | 11-May-2023 |
| 2. <i>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)</i> | Responsible | Date Received |
| <p>Trust Council endorsed Policy 5.5.1 and Best Practice Manual amendments. RPC to draft Implementation Plan and final amendments. Present to Trust Council for adoption and subsequent monitoring and reporting.</p> | Stefan Cermak | 12-Mar-2025 |
| 3. <i>Explore new engagement models (virtual and in person forums) to reach more community members (Strategic Plan Initiative 1.2.2)</i> | Responsible | Date Received |
| <p>Initiation timeline TBD</p> | Clare Frater | 12-Mar-2025 |
| 4. <i>Review all Trust Council and local trust committee agreements and where appropriate, amend, combine or rescind (Strategic Plan Initiative 1.2.6)</i> | Responsible | Date Received |
| <p>Initiation timeline: 2026/27: (May 2023 EC asked for priority to Ministry of Transportation and Infrastructure)</p> | Clare Frater Rueben Bronee | 12-Mar-2025 |
| 5. <i>Design a plan to advocate to enhance community access to funding for housing in the Trust Area (Strategic Plan Initiative 2.3.2)</i> | Responsible | Date Received |
| <p>Initiation timeline: Priority for this Council term</p> | Clare Frater | 12-Mar-2025 |

Future Projects Report

Executive Committee

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| <p>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></p> | <p>Responsible</p> | <p>Date Received</p> |
| <p>Initiation timeline: Priority for this Council term</p> | <p>Clare Frater</p> | <p>12-Mar-2025</p> |
| <p>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></p> | <p>Responsible</p> | <p>Date Received</p> |
| <p>Initiation timeline: TBD</p> | <p>Clare Frater</p> | <p>12-Mar-2025</p> |
| <p>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></p> | <p>Responsible</p> | <p>Date Received</p> |
| <p>Initiation timeline: Priority for this Council term</p> | <p>Clare Frater</p> | <p>12-Mar-2025</p> |
| <p>9. <i>Clarify opportunities for co-governance and co-management of the Trust Area (Strategic Plan Initiative 5.1.2)</i></p> | <p>Responsible</p> | <p>Date Received</p> |
| <p>Initiation timeline: Priority for this Council term</p> | <p>Clare Frater Rueben Bronee</p> | <p>12-Mar-2025</p> |
| <p>10. <i>Develop a schedule and plan for leader-to-leader meetings with Indigenous Governing Bodies (Strategic Plan Initiative 5.1.3)</i></p> | <p>Responsible</p> | <p>Date Received</p> |
| <p>Initiation timeline: 2026/27</p> | <p>Clare Frater Rueben Bronee</p> | <p>12-Mar-2025</p> |
| <p>11. <i>Develop tailored public engagement processes that acknowledge preferred engagement methods of Indigenous Peoples (Strategic Plan Initiative 5.2.2)</i></p> | <p>Responsible</p> | <p>Date Received</p> |
| <p>Initiation timeline: Priority for this Council term</p> | <p>Clare Frater</p> | <p>12-Mar-2025</p> |

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 |