Islands Trust Council

Committee of the Whole Meeting Agenda

Date: Friday, June 6, 2025

Time: 1:00 p.m. - 4:00 p.m.

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

Islands Trust Victoria Office

#200 - 1627 Fort Street

Victoria, BC V8R 1H8

Pages

6.1 2022 Governance Report Recommendations - Request For Decision 19 - 33

Continuation of item 6.1 (G) to (M) from the Committee of the Whole meeting of May 13th.

A. Regarding recommendation 1 of the 2022 Governance Report [election of Trust Council leadership], that Trust Council *request staff to work with Governance Committee to review the process for election of the Executive Committee, and delegated authorities to the Executive Committee*;

B. Regarding recommendation 3 of the 2022 Governance Report [committee membership], that Trust Council consider whether any work is warranted;

C. Regarding recommendation 4 of the 2022 Governance Report [committee mandates], that Trust Council *request staff to review how it establishes its committee work programs;*

D. Regarding recommendation 5 of the 2022 Governance Report [roles of committees], that Trust Council *request staff to review how committees present and support their advice to Trust Council and the timing of the presentations to Trust Council,*

E. Regarding recommendation 6 of the 2022 Governance Report [helping trustees understand their roles], that Trust Council *request staff to work with the Executive Committee to develop, in advance of the 2026 election, communication materials on the roles of trustees;*

F. Regarding recommendation 7 of the 2022 Governance Report [helping trustees fulfil their roles] that Trust Council *request staff to update, in advance of the 2026 election, the orientation approach for trustees with a focus on procedural and substantive matters*;

G. Regarding recommendation 8 of the 2022 Governance Report [secretary to Trust Council] that Trust Council *request staff review the function of the Corporate Secretary*;

H. Regarding recommendation 11 of the 2022 Governance Report [adoption of comprehensive, multi-year planning document] that Trust Council *request staff update and recommend to Trust Council policies to incorporate the Corporate Plan Planning Framework in its operations and budgeting processes;*

I. Regarding recommendation 12 of the 2022 Governance Report [communications and engagement] that Trust Council *request staff work with the Executive Committee to review and update Trust bodies' advocacy policies*;

J. Regarding recommendation 13 of the 2022 Governance Report [management alignment with Trust Council] that Trust Council *request staff to work with the Executive Committee to review staff support to Trust Council, identify strengths and weaknesses in that support, and options for addressing that analysis*;

K. Regarding recommendation 14 of the 2022 Governance Report [exploiting the potential for synergy between ITC and other components of Islands Trust] that Trust Council *request staff to report back on the current situation, strengths and weaknesses, and options for addressing opportunities to improve synergy between Islands Trust Conservancy and Islands Trust operations;*

L. That Trust Council not undertake any further work on the following recommendations of the 2022 Governance Report:

- recommendation 2 [Number of Committees and Committee Mandates];

- recommendation 9 [First Nations Representation], pending the outcome of the request of the Province to review the Islands Trust governance structure;
- recommendation 10 [Provincial Representation] pending the outcome of the request of the Province to review the Islands Trust governance structure' and
- recommendation 15 [Trustee Compensation], pending the Trustee Remuneration Policy review.

M. That Trust Council request staff to prioritise in order these recommendations:

- G [secretary to Trust Council],
- H [adoption of comprehensive, multi-year planning document], and
- F [helping trustees fulfil their roles],

with the understanding that recommendations:

- A [election of Trust Council leadership],
- B [committee membership],
- C [committee mandates],
- D [roles of committees], and
- E [helping trustees understand their roles]

will be undertaken by staff as appropriate, and recommendations:

- I [communications and engagement],
- J [management alignment with Trust Council] and
- K [exploiting the potential for synergy between Islands Trust Conservancy and Islands Trust]

will be undertaken when prioritised by Trust Council.

7. CLOSED MEETING (If needed)

8. RISE AND REPORT

9. NEW BUSINESS

10. NEXT MEETING

The next Committee of the Whole meeting is scheduled to be held electronically on June 30, 2025 at 1:00 p.m.

11. ADJOURNMENT

DRAFT

Trust Council Committee of the Whole
Minutes of a Regular Meeting

Date:	**May 6, 2025**
Location:	**Electronic Meeting**
Executive Members Present:	**1. Laura Patrick, Trust Council Chair, Salt Spring Trustee** **2. Tobi Elliott, Vice-Chair, Gabriola Trustee** **3. David Maude, Vice-Chair, Mayne Trustee** **4. Timothy Peterson, Vice-Chair, Lasqueti Trustee**
Members Present:	**5. Sue Ellen Fast, Bowen Municipal Trustee** **6. Judith Gedye, Bowen Municipal Trustee** **7. Sam Borthwick, Denman Trustee** **8. David Graham, Denman Trustee** **9. Susan Yates, Gabriola Trustee** **10. Joe Bernardo, Gambier Trustee** **11. Jeanine Dodds, Mayne Trustee** **12. Deb Morrison, North Pender Trustee** **13. Mairead Boland, Saturna Trustee** **14. Lee Middleton, Saturna Trustee** **15. Kristina Evans, South Pender Trustee**
Members Regrets:	**16. Lisa Gauvreau, Galiano Trustee**
Members Absent:	**17. Ben Mabberley, Galiano Trustee** **18. Kate-Louise Stamford, Gambier Trustee** **19. Alex Allen, Hornby Trustee** **20. Grant Scott, Hornby Trustee** **21. Mikaila Lironi, Lasqueti Trustee** **22. Aaron Campbell, North Pender Trustee** **23. Jamie Harris, Salt Spring Trustee** **24. Dag Falck, South Pender Trustee** **25. Ken Hunter, Thetis Trustee** **26. Peter Luckham, Thetis Trustee**
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, Finance and Employee Services** **Joe Elliott, Senior Indigenous Advisor** **Alexandra Trifonidis, Executive Coordinator** **Lisa Millard, Meeting Administrator/Recorder**
Others Present:	**There were two members of the public in attendance.**

1. CALL TO ORDER

Chair Patrick called the meeting to order at 5:32 p.m.

2. TERRITORIAL ACKNOWLEDGEMENT

Chair Patrick acknowledged that the meeting was held on the territory of the Coast Salish First Nations and recognized that the previous day was Red Dress Day, a National Day of Awareness and remembrance for missing and murdered Indigenous women and girls (MMIWG) and 2slgbtqi+ people.

3. APPROVAL OF AGENDA

By general consent the agenda was approved as presented.

4. ADOPTION OF MINUTES / RESOLUTIONS WITHOUT MEETING

4.1 Draft Committee of the Whole Trust Meeting Minutes of February 6, 2025

By general consent the Committee of the Whole meeting minutes of February 6, 2025 were adopted as presented.

4.2 Draft Committee of the Whole Trust Meeting Minutes of February 21, 2025

By general consent the Committee of the Whole meeting minutes of February 21, 2025 were adopted as presented.

4.3 TC COW RWM 2025-01 Schedule Meeting

Received for information.

4.4 TC COW RWM 2025-02 Cancel March 31, 2025 Committee of the Whole Meeting

Received for information.

4.5 TC COW RWM 2025-03 Cancel April 15, 2025 Committee of the Whole Meeting

Received for information.

5. FOLLOW UP ACTION LIST

All previous items on the Follow Up Action List related to the draft Policy Statement Amendment Project have been moved to the Trust Programs Committee Follow Up Action List.

6. BUSINESS

6.1 Islands Trust Mandate - Discussion

6.1.1 <u>Background</u>

Chair Patrick provided written background information, included in the agenda package, which summarized a series of resolutions made by a previous Trust Council in 2021 and the 2022 Governance Report outlining the recommendation that Trust Council interpret the Object.

6.1.2 How did the September 2023 statement come about?

Trustees Gedye and Bernardo reviewed how the September 2023 *Islands Trust Council Statement on the Scope and Meaning of Section 3 of the Islands Trust Act* was prepared and highlighted the following:

- At the beginning of the term, the Governance Committee understood its task was to assess and prioritize the recommendations outlined in the Governance Report and bring forward implementation proposals for Trust Council's consideration;
- The report identified the lack of an agreed upon interpretation of the Section 3 mandate resulting in challenges establishing policy direction due to trustees competing conceptions of its meaning;
- The Governance Committee asked staff to go through archives to find any past legal opinions that addressed Section 3 interpretation;
- Two of the legal opinions were prominent including one provided by the law firm Young Anderson prepared at Trust Council's request in response to another prepared by the law firm Mandell Pinder requested by a third party;
- The Governance Committee discussed the legal opinions and determined to bring them to Trust Council's attention as part of the discussion on interpreting the Object of the Islands Trust;
- The Governance Committee provided an accompanying summary of the key points and issues of the legal opinions and the summary became the basis for subsequent discussion during an in-camera meeting;
- The Committee did not provide this information to staff for input or recommendations;
- During the September 2023 in-camera meeting the Governance Committee explained, to the best of their ability, the legal opinions;
- The statutory interpretation of the Object was pivotal to taking three distinct elements into consideration;
- Following the in-camera meeting, the edited and published version of the rise and report did not have the same understanding of importance of items of consensus; and
- Following the publication of the rise and report, and subsequent removal of the link for the website, it became apparent from feedback there were significant community concerns.

6.1.2.1 Islands Trust Council Statement on the Scope and Meaning of Section 3 of the Islands Trust Act (Object Clause)

Statement included in agenda package for reference.

6.1.2.2 Publicly Released Legal Opinion

Opinion included in agenda package for reference.

Trustee Middleton joined the meeting at 5:55 p.m.

6.1.3 How do we understand the mandate?

Each trustee contributed to a roundtable discussion and the following common themes were heard:

Results of the in-camera session and content and release of the *Islands Trust Council Statement on the Scope and Meaning of Section 3 of the Islands Trust Act*

- The controversary and confusion as a result of the in-camera session and communication following the discussion and decision as outlined in the September 2023 Statement was unfortunate and not anticipated;
- The in-camera session consisted of thorough consideration of the various legal opinions and the term "consensus" used in the public communication led to the implication that a decision was made in-camera;
- The in-camera session was not a decision-making process about the mandate but a decision-making process about the legal interpretation of the mandate which was appropriate for a closed meeting;
- The Statement was intended to be a summary statement and came to be called a consensus statement and many consider the term consensus to mean unanimous;
- The September 2023 release stated consensus about the Object of the Islands Trust to preserve and protect three specific elements including the Trust area, its unique amenities, and the environment for the benefit of its residents and the people of BC and there was consensus on this; however, the statement that it is Trust Council's view that unique amenities are broad ranging was not a consensus view;
- The rise and report left the community with the impression that the preservation and protection of the natural environment would no longer be a priority;
- The statement made to the public that Trust Council's view is that unique amenities are broad ranging and may include issues such as, but not limited to, housing, livelihoods, infrastructure and tourism was problematic and not framed correctly;
- The rise and report language ought to have been more robust, communication could have been timelier, and an explanation of why the meeting was held in-camera is important.

The elements of the Islands Trust Mandate and the Trust Policy Statement

- The 1975 Trust Policy Statement states "recognition of the islands are, first of all, an existing community of people, and the welfare of those peoples, and those who join them and come after them, must always be a primary concern of the Trust" and these words speak to the intent of the founders of Islands Trust;

- The current Trust Policy Statement, and its meaning, remains valid and should be included in the amended Trust Policy Statement with the inclusion of First Nations reconciliation and obligations under the Declaration on the Rights of Indigenous Peoples Act (DRIPA);
- There is a misperception that Trust Council is attempting to redefine the Object;
- It is Trust Council's discretion to decide how much emphasis to put on each of the three elements of the mandate at any given time, or on any given issue while still balancing each of them;
- The statement reflects that a balance must be established between the needs of all stakeholders;
- The words preserve and protect the environment and the unique amenities show that there are parallel paths;
- Islands Trusts is a land use planning agency that must take the Object into consideration when making land use decisions;
- The Trust Area was not created as an ecological reserve and includes human and economic functions and environmental protections need to consider these factors;
- Positing the Trust mandate to support inclusive, sustainable, healthy communities as separate from the mandate to enhance and protect the natural ecosystem will fail to serve either of them as people are not separate from the land and the water;
- Ministry staff have reinforced the view that the statement is open to interpretation intentionally to permit and allow Trust Council to work within the words; and
- It would be beneficial to publish an information piece on the website which explains the Mandate, and Trust Council's interpretation of it, more fully.

The 1986 Agreement between Islands Trust and the Province of BC

- The 1986 position piece had not been referenced in previous discussions and it remains relevant and could be used to create an updated version; and
- Trust Council needs to take time to review and consider the 1986 agreement between the Trust and the Province and expand on the public facing opinion received from Young Anderson with focus on the July, 2007 opinion and clarify the legalese to the public.

Chair Patrick summarized the roundtable discussion as follows:

- A thoughtful, plain language, website page summarizing what the mandate means should be published;
- Include a clear version of the interpretation of the mandate within the Trust Policy Statement and provide clarity on how the mandate connects to the Statement;
- Create summary notes of the May 6, 2025 Committee of the Whole meeting to release to the public; and
- There is support for an archivist to aid in research.

During the roundtable discussion at 6.1.3, Trustee attendance was recorded as follows:
Trustee Maude joined the meeting at 6:12 p.m.
Trustee Peterson left the meeting at 6:20 p.m. and returned at 6:23 p.m.
Trustee Dodds left the meeting at 6:30 p.m. and returned at 6:40 p.m.
Trustee Bernardo left the meeting at 6:40 p.m.
Trustee Borthwick left the meeting at 6:47 p.m. returned 6:51 p.m.
Trustee Middleton left the meeting at an unknown time and returned at 6:54 p.m.
Trustee Morrison left the meeting at 7:40 p.m.

6.1.4 Next steps

Discussion ensued regarding potential recommendations to Trust Council on next steps.

TC-COW-2025-020
It was MOVED by Trustee Peterson, and SECONDED by Trustee Yates,
that Committee of the Whole recommend that Executive Committee direct staff to produce a short summary of the Committee of the Whole meeting of May 6 for public release.

CARRIED

A trustee requested Trust Programs Committee consider Section II of the Islands Trust's Object and it's meaning, Page 5, in the current Islands Trust Policy Statement, 1998 for inclusion in the current interpretation and reinstated in the new policy.

The Director of Trust Programs noted it would be prudent to look at feedback received from First Nations on language that was in the original Trust Policy Statement amendment.

Trustee Dodds left the meeting at 8:00 p.m.

At 8:00 p.m. quorum was lost due to a member leaving the meeting. As a result, the meeting was adjourned. A limited procedural action of confirming the next meeting date was taken during this time, but no formal voting was possible.

7. CLOSED MEETING (If needed) - None

8. RISE AND REPORT - None

9. NEW BUSINESS - None

10. NEXT MEETING

The next scheduled Committee of the Whole meeting will take place electronically on May 13, 2025 at 1:00 p.m.

11. ADJOURNMENT

Laura Patrick, Chair

Certified Correct:

Lisa Millard, Meeting Administrator/Recorder

Meeting minutes are not official until adopted at a subsequent meeting.

DRAFT

Trust Council Committee of the Whole Minutes of a Regular Meeting

Date:	**May 13, 2025**
Location:	**Electronic Meeting**
Executive Members Present:	1. Laura Patrick, Trust Council Chair, Salt Spring Trustee 2. Tobi Elliott, Vice-Chair, Gabriola Trustee 3. David Maude, Vice-Chair, Mayne Trustee 4. Timothy Peterson, Vice-Chair, Lasqueti Trustee
Members Present:	5. Judith Gedye, Bowen Municipal Trustee, Acting Chair 6. Sue Ellen Fast, Bowen Municipal Trustee 7. Sam Borthwick, Denman Trustee 8. David Graham, Denman Trustee 9. Joe Bernardo, Gambier Trustee 10. Kate-Louise Stamford, Gambier Trustee 11. Deb Morrison, North Pender Trustee 12. Jamie Harris, Salt Spring Trustee 13. Mairead Boland, Saturna Trustee 14. Lee Middleton, Saturna Trustee 15. Kristina Evans, South Pender Trustee 16. Dag Falck, South Pender Trustee 17. Peter Luckham, Thetis Trustee
Members Regrets:	18. Grant Scott, Hornby Trustee 19. Susan Yates, Gabriola Trustee 20. Lisa Gauvreau, Galiano Trustee 21. Mikaila Lironi, Lasqueti Trustee 22. Jeanine Dodds, Mayne Trustee
Members Absent:	23. Ben Mabberley, Galiano Trustee 24. Alex Allen, Hornby Trustee 25. Aaron Campbell, North Pender Trustee 26. Ken Hunter, Thetis Trustee
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 Advisor Alexandra Trifonidis, Executive Coordinator Lisa Millard, Meeting Administrator/Recorder
Others Present:	There were no members of the public in attendance.

1. CALL TO ORDER

Acting Chair Gedye called the meeting to order at 1:05 p.m.

2. TERRITORIAL ACKNOWLEDGEMENT

Acting Chair Gedye acknowledged that the meeting was held on the territory of the Coast Salish First Nations.

3. APPROVAL OF AGENDA

By general consent the agenda was approved as presented.

4. ADOPTION OF MINUTES

At the time of agenda circulation, there were no Committee of the Whole draft meeting minutes for review and adoption.

5. FOLLOW UP ACTION LIST

At the time of agenda circulation, there were no items on the Follow Up Action List.

6. BUSINESS

6.1 2022 Governance Report Recommendations - Request For Decision

Chair Gedye stated the March 2022 Governance Review was commissioned by a previous Trust Council and the meeting was an opportunity for the Committee of the Whole to accept or amend the recommendations made by the Governance Committee pertaining to each of the 15 recommendations outlined in the Governance Report and ascertain what to put before Trust Council for further discussion.

A. Regarding recommendation 1 of the 2022 Governance Report [election of Trust Council leadership], that Trust Council *request staff to work with Governance Committee to review the process for election of the Executive Committee, and delegated authorities to the Executive Committee*;

Discussion ensued and there was general support for review of the process of Executive Committee elections and the following comments were noted:

- Establishing an interim Executive Committee for a three-month period would allow Trustees to get to know the candidates and their positions;
- Many authorities have been delegated to Executive Committee over a period of years and a review is necessary;
- Those interested in running for the Executive Committee could provide information about their qualifications during the period between the election and the first Trust Council meeting; and
- Emphasis should be put on training and orientation rather than evaluating qualifications for the role.

Trustee Falck joined the meeting at 1:50 p.m.

B. Regarding recommendation 3 of the 2022 Governance Report [committee membership], that Trust Council consider whether any work is warranted;

C. Regarding recommendation 4 of the 2022 Governance Report [committee mandates], that Trust Council *request staff to review how it establishes its committee work programs;*

D. Regarding recommendation 5 of the 2022 Governance Report [roles of committees], that Trust Council *request staff to review how committees present and support their advice to Trust Council and the timing of the presentations to Trust Council,*

Discussion ensued on Items B, C, and D and there was general support to request Trust Council form a working group of the Governance Committee to provide options on topics regarding recommendations 2, 3, 4 and 5 of the 2022 Governance Report and the following comments were noted:

- Fewer trustees are participating in committees and consideration could be given to a policy requiring participation in at least one committee;
- Disclosure of the time commitment required to sit on committees is needed;
- Smaller committees with focussed topics might achieve higher participation;
- Exploration of options for inter-agency and inter-governmental committees could be returned to Governance Committee for discussion;
- There are administrative constraints on the committee structure and clarity is needed on what constitutes a committee versus a working group;
- Additional staff support is not available to review how committee work programs are established and Trust Council would need to determine how priorities fit into the work program.

Trustee Bernardo left the meeting 2:19 p.m.

Trustee Middleton left the meeting at 3:00 p.m.

The meeting recessed for a break at 3:00 p.m. and reconvened at 3:10 p.m.

E. Regarding recommendation 6 of the 2022 Governance Report [helping trustees understand their roles], that Trust Council *request staff to work with the Executive Committee to develop, in advance of the 2026 election, communication materials on the roles of trustees;*

F. Regarding recommendation 7 of the 2022 Governance Report [helping trustees fulfil their roles] that Trust Council *request staff to update, in advance of the 2026 election, the orientation approach for trustees with a focus on procedural and substantive matters*;

Discussion ensued on recommendations 6 and 7 of the Governance Report and there was general support for developing additional materials to help inform trustees of their roles and the following comments were recorded:

- Provide initial training, ongoing support, and mentorship opportunities;
- Provide information on the estimated time commitments required to perform the role of a trustee at the Local Trust Committee and Federation levels prior to individuals committing to election;
- Provide each trustee a professional learning budget; and
- Communicate to the public regarding the role of trustees.

Trustee Luckham left the meeting at 3:18 p.m.

Trustees Stamford and Morrison left the meeting at 4:00 p.m.

At 4:00 p.m. quorum was lost due to members leaving the meeting. As a result, the meeting was adjourned.

Staff noted the meeting notes would be provided to the Governance Committee.

Due to time constraints Item 6.1 (G) to Item 11 were not discussed and will be brought forward to a future meeting.

G. Regarding recommendation 8 of the 2022 Governance Report [secretary to Trust Council] that Trust Council *request staff review the function of the Corporate Secretary*;

H. Regarding recommendation 11 of the 2022 Governance Report [adoption of comprehensive, multi-year planning document] that Trust Council *request staff update and recommend to Trust Council policies to incorporate the Corporate Plan Planning Framework in its operations and budgeting processes;*

I. Regarding recommendation 12 of the 2022 Governance Report [communications and engagement] that Trust Council *request staff work with the Executive Committee to review and update Trust bodies' advocacy policies*;

J. Regarding recommendation 13 of the 2022 Governance Report [management alignment with Trust Council] that Trust Council *request staff to work with the Executive Committee to review staff support to Trust Council, identify strengths and weaknesses in that support, and options for addressing that analysis*;

K. Regarding recommendation 14 of the 2022 Governance Report [exploiting the potential for synergy between ITC and other components of Islands Trust] that Trust Council *request staff to report back on the current situation, strengths and weaknesses, and options for addressing opportunities to improve synergy between Islands Trust Conservancy and Islands Trust operations;*

L. That Trust Council not undertake any further work on the following recommendations of the 2022 Governance Report:

- recommendation 2 [Number of Committees and Committee Mandates];

- recommendation 9 [First Nations Representation], pending the outcome of the request of the Province to review the Islands Trust governance structure;
- recommendation 10 [Provincial Representation] pending the outcome of the request of the Province to review the Islands Trust governance structure' and
- recommendation 15 [Trustee Compensation], pending the Trustee Remuneration Policy review.

M. That Trust Council request staff to prioritise in order these recommendations:

- G [secretary to Trust Council],
- H [adoption of comprehensive, multi-year planning document], and
- F [helping trustees fulfil their roles],

with the understanding that recommendations:

- A [election of Trust Council leadership],
- B [committee membership],
- C [committee mandates],
- D [roles of committees], and
- E [helping trustees understand their roles]

will be undertaken by staff as appropriate, and recommendations:

- I [communications and engagement],
- J [management alignment with Trust Council] and
- K [exploiting the potential for synergy between Islands Trust Conservancy and Islands Trust]

will be undertaken when prioritised by Trust Council.

7. CLOSED MEETING (If needed)

8. RISE AND REPORT

9. NEW BUSINESS

10. NEXT MEETING

The next Committee of the Whole meeting is scheduled to be held electronically on May 29, 2025 at 1:00 p.m.

11. ADJOURNMENT

Judy Gedye, Acting Chair

Certified Correct:

Lisa Millard, Meeting Administrator/Recorder

Meeting minutes are not official until adopted at a subsequent meeting.

ISLANDS TRUST COUNCIL
COMMITTEE OF THE WHOLE
RESOLUTION WITHOUT MEETING

RESOLUTION WITHOUT MEETING NO. TC-COW-RWM-2025-004

Pursuant to Trust Council RWM policy, the following resolution is considered urgent and cannot wait until the next regular business meeting:

- Cancel the May 29, 2025 Committee of the Whole meeting

Trustees were notified, via email, of the call for resolution on May 15, 2025.
Trustees were notified, via email, of the call for the vote on May 15, 2025.

It was Moved by Trustee Peterson and Seconded by Trustee Allen,
that Trust Council request staff cancel the May 29, 2025 Committee of the Whole meeting.

TRUSTEES CONTACTED	DATE VOTE RECEIVED	VOTE
1. Alex Allen	May 15, 2025	In Favour
2. Laura Patrick	May 15, 2025	In Favour
3. David Maude	May 15, 2025	In Favour
4. Joe Bernardo	May 15, 2025	In Favour
5. Lee Middleton	May 15, 2025	In Favour
6. Sue Ellen Fast	May 15, 2025	In Favour
7. Judi Gedye	May 15, 2025	In Favour
8. Tim Peterson	May 15, 2025	In Favour
9. Jeanine Dodds	May 15, 2025	In Favour
10. Sam Borthwick	May 15, 2025	In Favour
11. Tobi Elliott	May 15, 2025	In Favour
12. Mikaila Lironi	May 15, 2025	In Favour
13. Kate-Louise Stamford	May 15, 2025	In Favour
14. Mairead Boland	May 15, 2025	In Favour
15. Deb Morrison	May 15, 2025	Opposed
16. Ken Hunter	May 15, 2025	In Favour
17. Susan Yates	May 15, 2025	In Favour
18. Kristina Evans	May 15, 2025	In Favour
19. Dag Falck	May 16, 2025	In Favour
20. Peter Luckham	May 20, 2025	In Favour

TRUSTEES VOTE NOT AVAILABLE

1. Aaron Campbell
2. Lisa Gauvreau
3. David Graham
4. Jamie Harris
5. Ben Mabberley
6. Grant Scott

FINAL VOTE COUNT (19) IN FAVOUR (1) OPPOSED DECISION: **CARRIED**

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE *ISLANDS TRUST ACT* ON MAY 20, 2025.

CHAIR'S SIGNATURE

RECORDER'S SIGNATURE

Islands Trust

Print Date: May 29, 2025

Follow Up Action Report

Committee Of The Whole

Progress	Activity		Responsibility	Dates	Status
100%	1	Staff to advise Executive Committee that Committee of the Whole recommend Executive Committee direct staff to produce a short summary of the Committee of the Whole meeting of May 6 for public release.		Meeting: 06-May-2025 Target: 16-May-2025	Completed

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	June 17, 2025
From:	**Governance Committee**	**Date Prepared:**	April 9, 2025
SUBJECT:	**2022 Governance Report Recommendations**		

RECOMMENDATION:

A. Regarding recommendation 1 of the 2022 Governance Report [election of Trust Council leadership], that Trust Council *request staff to work with Governance Committee to review the process for election of the Executive Committee, and delegated authorities to the Executive Committee*;

B. Regarding recommendation 3 of the 2022 Governance Report [committee membership], that Trust Council consider whether any work is warranted;

C. Regarding recommendation 4 of the 2022 Governance Report [committee mandates], that Trust Council *request staff to review how it establishes its committee work programs;*

D. Regarding recommendation 5 of the 2022 Governance Report [roles of committees], that Trust Council *request staff to review how committees present and support their advice to Trust Council and the timing of the presentations to Trust Council,*

E. Regarding recommendation 6 of the 2022 Governance Report [helping trustees understand their roles], that Trust Council *request staff to work with the Executive Committee to develop, in advance of the 2026 election, communication materials on the roles of trustees;*

F. Regarding recommendation 7 of the 2022 Governance Report [helping trustees fulfil their roles] that Trust Council *request staff to update, in advance of the 2026 election, the orientation approach for trustees with a focus on procedural and substantive matters*;

G. Regarding recommendation 8 of the 2022 Governance Report [secretary to Trust Council] that Trust Council *request staff review the function of the Corporate Secretary*;

H. Regarding recommendation 11 of the 2022 Governance Report [adoption of comprehensive, multi-year planning document] that Trust Council *request staff update and recommend to Trust Council policies to incorporate the Corporate Plan Planning Framework in its operations and budgeting processes;*

I. Regarding recommendation 12 of the 2022 Governance Report [communications and engagement] that Trust Council *request staff work with the Executive Committee to review and update Trust bodies' advocacy policies*;

J. Regarding recommendation 13 of the 2022 Governance Report [management alignment with Trust Council] that Trust Council *request staff to work with the Executive Committee* *to review staff support to Trust Council, identify strengths and weaknesses in that support, and options for addressing that analysis*;

K. Regarding recommendation 14 of the 2022 Governance Report [exploiting the potential for synergy between ITC and other components of Islands Trust] that Trust Council *request staff to report back on the current situation, strengths and weaknesses, and options for addressing opportunities to improve synergy between Islands Trust Conservancy and Islands Trust operations;*

L. That Trust Council not undertake any further work on the following recommendations of the 2022 Governance Report:
   - recommendation 2 [Number of Committees and Committee Mandates];
   - recommendation 9 [First Nations Representation], pending the outcome of the request of the Province to review the Islands Trust governance structure;
- recommendation 10 [Provincial Representation] pending the outcome of the request of the Province to review the Islands Trust governance structure' and
   - recommendation 15 [Trustee Compensation], pending the Trustee Remuneration Policy review.

M. That Trust Council request staff to prioritise in order these recommendations:
   - G [secretary to Trust Council],
   - H [adoption of comprehensive, multi-year planning document], and
   - F [helping trustees fulfil their roles],

   with the understanding that recommendations:
   - A [election of Trust Council leadership],
   - B [committee membership],
   - C [committee mandates],
   - D [roles of committees], and
   - E [helping trustees understand their roles]

   will be undertaken by staff as appropriate, and recommendations:
   - I [communications and engagement],
   - J [management alignment with Trust Council] and
   - K [exploiting the potential for synergy between Islands Trust Conservancy and Islands Trust]

   will be undertaken when prioritised by Trust Council.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The recommendations are presented in order of the 2022 Governance Report recommendations. While recommendations A, B, C, D and E are either relatively routine and required to be done, or are well underway, others will require prioritization. The 2022 Governance Report recommendations not recommended to advance are those that have been dealt with, or that require provincial legislative amendments. As Trust Council has already asked for a review of its governance structure, these should await the response from the Province to that request.

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1 PURPOSE:
To provide direction on implementation of the 2022 Governance Report recommendations

2 BACKGROUND:
In February 2022 Trust Council received a report entitled "Islands Trust Governance Review" that it commissioned from Great Northern Management Consultants on the governance of the Islands Trust. The report contains 15 recommendations related to Trust Council's operations and the Islands Trust Conservancy, and an appendix with recommendations related to land use planning.

The Director, Planning Services has been working with his staff to implement many of the planning services recommendations. This Request for Decision is focused on the 15 recommendations related to the Islands Trust operations.

In regards to recommendations 9 and 10 in the Governance report, Trust Council has sent a request to the Province for a review of its legislation. It is explicit in the letter to the Province that addressing the interests of Indigenous governing bodies is the highest priority for the Trust and a review of the Islands Trust governance structure should address this.

In regard to recommendation 12 in the Governance report (here referred to as “I”), an updated policy would refresh the approach to advocacy, communication, engagement and government relations by Trust bodies, and ensure the work is relevant and appropriate to further the Object of the Islands Trust.

Attachment 1 is a working document from staff for the Governance Committee which includes the 15 recommendations from the Governance Report, along with relevant information from that report explaining the recommendation, an indication of work already undertake in relation to that recommendation, and Governance Committee recommendations (as of December, 2024) on next steps.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Some recommendations (A through E) are mostly routine and work that would need to be done to some degree to prepare of the 2026 elections, and improve Trust Council meeting processes. These are not likely to add much work for staff. Recommendations F, G and H will require consideration of prioritization and in some instance funding to support consultants (if this is a desired approach). Recommendations I and J will involve staff time and prioritization on the Executive Committee work program in order to undertake them. The work for I would be under Trust Area Services with support from Legislative and Information Services; the work for J would be largely undertaken by the Executive office with support from Legislative and Information Services. Recommendation L to not undertake the listed items, will allow staff time to be focused on other areas. As noted, some of the items in L have already been dealt with, or pending the outcome of action already taken by Trust Council. Postponing any further work on these will allow any work to be aligned with the results of action already taken (such as the TC ask of the Province).

FINANCIAL:
If consultants are required to undertake some of the reviews (for recommendations G or H) then additional funding will be required in the budget for this purpose.

POLICY:
Updated policies as per recommendations B, E and F.

IMPLEMENTATION/COMMUNICATIONS:
Communication and implementation as per normal procedures for advancing Trust Council work; additions to appropriate work programs and follow-up action lists.

FIRST NATIONS RELATIONS:
Consideration of First Nations participation on Trust Council has been included in the request for Provincial review of the Islands Trust governance structure.

OTHER:
There are no other implications.

4 RELEVANT POLICY(S):
Islands Trust Act

5 ATTACHMENT(S):
Appendix 1: 2022 Governance Review Recommendations and Comments

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RESPONSE OPTIONS

Recommendation:
As outlined above.
Alternative:
As requested by Trust Council.

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

Reviewed By/Date: **Rueben Bronee, Chief Administrative Officer**
Governance Committee, April 9, 2025

Attachment 1: 2022 Governance Report Recommendations, Work undertaken to Date, and Governance Committee Recommendations

LEADERSHIP

Consultant's Report Recommendation 1 - Election of Trust Council Leadership

More time should be provided for Trustees to assess the suitability of candidates running for Trust Council Chair and Vice-Chair. It is up to Trust Council itself to determine what method best addresses the need for better-informed elections to Trust Council leadership positions.

Report Commentary on Recommendation:
The most important consideration any new election system must take into account is Trustees' need for a reasonable amount of time before votes are held for the election of Chair, Executive Committee members and other Committee Chairs.

Providing more time for Trustees to assess the suitability of candidates would allow for a more substantive exchange of information regarding candidates' qualifications and perspectives on how they see the Islands Trust evolving and how they see their role.

The extra time should also provide the opportunity for Trustees to acquire a high-level appreciation of the priorities and pressing issues the Islands Trust is facing.

It is up to Trust Council itself to determine what method best addresses the need for better-informed elections to Trust Council leadership positions. The only constraint is the need to ensure the continuity of leadership.

For example, Trust Council could elect an interim Chair and interim members of the Executive Committee for a short period of time, pending the opportunity for Trustees to get to know each other and hold an informed election. Furthermore, it is the prerogative of Trustees to determine the term of the Chair and Executive Committee members.

Islands Trust Actions Taken to Date to Address Recommendation 1:

Following local election results, 2 letters of introduction sent informing newly elected on next steps, orientation processes, inaugural Trust Council and elections of executive.

Electronic meet and greet held prior to first Council meeting.

In 2022, a call for those interested in standing for Executive Committee was sent out in advance of the inaugural November meeting, and election of the Executive Committee was held on the last day of the three-day meeting to allow time for trustees to get to know candidates.

Governance Committee Recommendation A:

> ***That Trust Council request staff to work with Governance Committee to revise the process for election of the Executive Committee, and review delegated authorities to the Executive Committee, in consideration of Recommendation 1 [election of trust council leadership] of the 2022 Governance Report.***

Work on the process for the Election of the Executive Committee is something staff will be working on regardless. Staff can develop information for the lead up to the election, and schedule the first three-day Trust Council meeting in a way to maximise time for trustees to get to know each other, and the role of the Executive Committee.

Reviewing delegated authorities to the Executive Committee would involve significant staff work, and involve reviewing multiple Trust Council policies, in which most of the delegations occur. This work could also be undertaken as part of the Governance Committee project to review all Trust Council policies.

TRUST COUNCIL COMMITTEES

Consultant's Report Recommendation 2 - Number of Committees and Committee Mandates

The Trust Council should undertake a comprehensive review of its committee structure, with the idea of increasing the number of committees with mandates more focused on the subjects and issues that reflect Trust Council priorities. Frequent use should be made of sub-committees and ad hoc committees to address particular topics.

Report Commentary on Recommendation:
The only way a 26-member Council, meeting relatively infrequently, can govern effectively is through a robust committee system.

Islands Trust Actions Taken to Date to Address Recommendation 2:

June 2022 – In response to receipt of the governance report, Trust Council established the Standing Governance Committee (GC), members elected by Trust Council

March 2024 – Establishment of Committee of the Whole

Working groups established:
02-14-2023 - Corporate Working Group (see #11)
05-24-2024 - Tiny House on Wheels Working Group
07-12-2024 – Governance Committee Working Group/Provincial Review

Governance Committee Recommendation L:

That Trust Council not undertake any further work on the following recommendations of the 2022 Governance Report:

- ***recommendation 2 [Number of Committees and Committee Mandates];***

Trust Council had made changes to its committee structure with the use of select committees and the addition of Governance Committee and Committee of the Whole. Trust Council could now focus on using these committees in an efficient way, and may consider making amendments to its Council Committee policy and Meeting Procedures Bylaw to do so.

Consultant's Report Recommendation 3 - Committee Membership

While the number of committees should increase, the number of trustees on committees could be reduced. Membership should strive for some regional balance, and a match of Trustees' interests and expertise with committee mandates.

Report Commentary on Recommendation:
All Trustees should be members of at least one committee. Individuals other than Trustees should also be considered for committee membership where appropriate to ensure the desired representation, subject-matter expertise, or other relevant criteria.

All committee membership should be subject to Trust Council approval. This manner of proceeding will have a particular impact on membership of the Financial Planning Committee, which is currently dominated by Executive Committee members and appointees.

Islands Trust Actions Taken to Date to Address Recommendation 3:
Existing Council Committee System Policy 2.3.1 requires ratification of all appointments to committees by Trust Council. Select committees may only be created by Trust Council resolution. The policy was amended by Trust Council to create the Governance Committee (as a standing committee), and this committee membership is selected by election of Trust Council members.

Governance Committee Recommendation B:

> ***That Trust Council consider whether any work on recommendation 3 [Committee Membership] of the 2022 Governance Report is warranted.***

Trust Council had made changes to its committee structure with the use of select committees and the addition of Governance Committee, and Committee of the Whole. Trust Council could now focus on using these committees in an efficient way, and may consider making amendments to its Council Committee policy and Meeting Procedures Bylaw to do so. It is likely additional committees would require increased resources to properly support their work and administration.

Consultant's Report Recommendation 4 - Committee Mandates

Committee mandates should reflect Trust Council's priorities and areas of greatest concern.

Report Commentary on Recommendation:
For example, it may be useful to have a committee focused on marine issues, or a committee that fosters better approaches and mechanisms to increase inter-LTC sharing of best practices. Establishment of a governance committee with a mandate to ensure that governance best practices are in place at Trust Council is of special importance.

Islands Trust Actions Taken to Date to Address Recommendation 4

June 2022 – Trust Council established the Standing Governance Committee (GC), members elected by Trust Council. Terms of Reference include making recommendations to Trust Council on governance best practices.

No action taken to discuss creation of a committee focused on marine issues. Currently, such matters would be addressed by Trust Programs Committee (advocacy and education related) and Regional Planning Committee (from a planning perspective).

Trust Council's other standing committees are already aligned with Trust Council's primary areas of function:

RPC – Planning related issues
TPC – Trust-wide related issues
FPC – Financial management

Governance Committee Recommendation C:

That Trust Council request staff to review how it establishes its committee work programs, as per Recommendation 4 [committee mandates] of the 2022 Governance Report.

The mandates of the Council Committee are established by Trust Council policy; however, while the committees all report their top priorities to Trust Council, there is not a clear process during the meeting to ensure that the committees are receiving Trust Council endorsement or direction on particular work. Generally, the reports are received and therefore deemed to be approved unless stated otherwise.

Consultant's Report Recommendation 5 - Role of Committees

Recommendations from committees to Trust Council should be truly "owned" and championed by the committee.

Report Commentary on Recommendation:

The role of committees is not only to ensure proposals recommended to Trust Council are sound policies, but also that all other considerations arising from the proposals, including political considerations, have been recognized and, where appropriate and possible, taken into account.

There is also an important onus on committee members to ensure proposals have been considered from a Trust-wide, federal point of view. The aim is always to provide a recommendation that will shape the debate at Trust Council in such a manner as to focus quickly on what is truly important and, possibly, contentious; doing so will facilitate meaningful discussion and satisfactory resolution by Trustees, without using an undue amount of time.

Always, when developing committee recommendations, the importance of achieving consensus should be a priority.

Islands Trust Actions Taken to Date to Address Recommendation 5

Trust Council agenda includes work program reports from committees, and this is an opportunity for the committee chair to speak to the items.

Governance Committee Recommendation D:

That Trust Council request staff to review how committees present and support their advice to Trust Council and the timing of the presentations to Trust Council, as per Recommendation 5 [roles of committees] of the 2022 Governance Report.

The mandates of the Council Committee are established by Trust Council policy; however, while the committees all report their top priorities to Trust Council, there is not a clear process during the meeting to ensure that the committees are receiving Trust Council endorsement or direction on particular work. Generally, the reports are received and therefore deemed to be approved unless stated otherwise.

TRUST COUNCIL SUPPORT

Consultant's Report Recommendation 6 - Helping Trustees Understand Their Role

Exercising agency requires that Trustees understand their dual role, be prepared to expend the effort necessary to fulfil it, and are properly equipped to do so.

Report Commentary on Recommendation:

Prior to standing for election, Trustee candidates should have the benefit of a briefing that provides a full description of what the job entails. Of particular importance is the need to ensure candidates understand Trustees' "federal" responsibilities. Often, Trustees' role at Trust Council is seen as secondary, if it is considered at all, when individuals decide to stand for office. Yet, the federal role can be the more challenging one, requiring Trustees to think beyond the interest of their LTA and adopt Trust-wide perspectives, without which effective governance cannot be achieved.

Islands Trust Actions Taken to Date to Address Recommendation 6
No work has taken place on this to date.

Governance Committee Recommendation E:

> ***That Trust Council request staff to work with the Executive Committee to develop communication materials in advance of the 2026 election on the roles of trustees as per Recommendation 6 [helping trustees understand their roles] of the 2022 Governance Report.***

This work could be undertaken by staff well in advance of the 2026 election to develop materials to assist candidates to understand the role as local trustee and member of Trust Council.

Consultant's Report Recommendation 7 - Helping Trustees Fulfill Their Role

To help Trustees fulfill their role, post-election briefings and workshops should be held, covering both procedural and substantive matters integral to their duties at Trust Council.

Report Commentary on Recommendation:

Section 17(1)(a) of the Islands Trust Act authorises Trust Council to appoint a person to the Office of Secretary. A corporate secretary's duties include ensuring the framework by which the organisation's governing body fulfills its duties and responsibilities is upheld and operates efficiently, including compliance with statutory and regulatory requirements, and in such a manner as to facilitate optimal interface and alignment with management. It is noted that the manner in which Trust Council organises itself and is supported in terms of developing meeting agendas, organising and conducting meetings, and providing briefing materials needs to be revamped to better foster collaborative decision making. The Corporate Secretary should be the lynchpin between Trust Council and management in the collaborative effort to make this happen

Islands Trust Actions Taken to Date to Address Recommendation 7
No work has taken place on this to date.

Governance Committee Recommendation F:

That Trust Council request staff to update the orientation approach for trustees in advance of the 2026 election with a focus on procedural and substantive matters in accordance with Recommendation 7 [helping trustees fulfil their roles] of the 2022 Governance Report.

This work could be undertaken by staff well in advance of the 2026 election to develop materials to assist candidates to understand the role as local trustee and member of Trust Council.

Consultant's Report Recommendation 8 - Secretary to Trust Council

The Office of Secretary should be staffed with a full-time incumbent, reporting to Trust Council through the Chair of Trust Council.

Report Commentary on Recommendation:

Section 17(1)(a) of the Islands Trust Act authorises Trust Council to appoint a person to the Office of Secretary. A corporate secretary's duties include ensuring the framework by which the organisation's governing body fulfills its duties and responsibilities is upheld and operates efficiently, including compliance with statutory and regulatory requirements, and in such a manner as to facilitate optimal interface and alignment with management.

It is noted that the manner in which Trust Council organises itself and is supported in terms of developing meeting agendas, organising and conducting meetings, and providing briefing materials needs to be revamped to better foster collaborative decision- making. The Corporate Secretary should be the lynchpin between Trust Council and management in the collaborative effort to make this happen.

The principals that underpin the Public Service Act must be followed in a hiring process, for example, the hiring of the Secretary should follow sound merit-based public service principles but the classification and the employment relationship directly to Council should be explored by Council.

Islands Trust Actions Taken to Date to Address Recommendation 8
In fall of 2024, Governance Committee considered a business case to fund consultants work on this. However, the Committee was unable to define the specific desired outcomes and shelved the business case, pending more work on determining the intent of this role.

Trust Council has sent a request to the province for a review of its legislation. While not specified in that ask, it is possible that the province could consider a different governance model for the Islands Trust.

Governance Committee Recommendation G:

That Trust Council request staff review the function of the Corporate Secretary per recommendation 8 [secretary to Trust Council] of the 2022 Governance Report.

As this aspect of governance may be included in a review by the Province, it would not make sense to advance this at the same time; however, there is an opportunity to review and revise the means that corporate secretary services are provided to Trust Council.

EXPANDING TRUST COUNCIL MEMBERSHIP

Consultant's Report Recommendation 9 - First Nations Representation

Following consultation with the appropriate First Nations, the province should make provision for the appointment of First Nations representatives to the Islands Trust Council. This would require an amendment to the Act.

Report Commentary on Recommendation:

Currently, Trust Council does not include Trustees who represent First Nations or the wider interests of residents of British Columbia generally.

That said, Trust Council must now both prepare for, and encourage, the advancement of the co-governance proposition as it applies both to the Trust Council itself and LTCs. As an immediate priority, Trust Council should take steps, in consultation with concerned parties, to identify other mechanisms to provide First Nations with appropriate and meaningful roles in the Islands Trust governance framework.

Islands Trust Actions Taken to Date to Address Recommendation 9
Trust Council has sent a request to the province for a review of its legislation. While not specified in that ask, it is possible that the province could consider a different governance model for the Islands Trust.

Governance Committee Recommendation L:

That Trust Council not undertake any further work on the following recommendations of the 2022 Governance Report:

- **Recommendation 9 [First Nations Representation], pending the outcome of the request of the Province to review the Islands Trust governance structure;**

As this aspect of governance may be included in a review by the Province, it would not make sense to advance this at the same time.

Consultant's Report Recommendation 10 - Provincial Representation

The province should amend the Islands Trust Act to include a provision for the appointment of Trustees by the Governor-in-Council.

Report Commentary on Recommendation:

A requirement of the Object for the Trust is to act for the benefit of all British Columbians. Having a province-wide perspective on Trust Council would also encourage Trustees to look beyond local issues and take account of broader considerations.

Islands Trust Actions Taken to Date to Address Recommendation 10
Trust Council has sent a request to the province for a review of its legislation. While not specified in that ask, it is possible that the province could consider a different governance model for the Islands Trust.

Governance Committee Recommendation L:

That Trust Council not undertake any further work on the following recommendations of the 2022 Governance Report:

- ***Recommendation 10 [Provincial Representation] pending the outcome of the request of the Province to review the Islands Trust governance structure***

As this aspect of governance may be included in a review by the Province, it would not make sense to advance this at the same time.

STRATEGIC PLANNING

Consultant's Report Recommendation 11 - Adoption of Comprehensive, Multi-year Planning Document

Trust Council should adopt a four- or five- year corporate plan that integrates strategic and financial components, reviewed and updated annually, identifying the initiatives to be undertaken, the corresponding financial resources, along with performance metrics to measure achievement.

Report Commentary on Recommendation:

Only extraordinary circumstances should allow for the consideration of significant initiatives of financial expenditures that are not part of the approved corporateplan.

The annual development and adoption of an integrated and comprehensive multi-year plan facilitates strategic priority-setting, helps ensure there is a fair distribution of resources throughout the Trust Area, and sets the stage for accountability.

Islands Trust Actions Taken to Date to Address Recommendation 11

09-26-2023 Draft Corporate Planning Framework adopted

Governance Committee Recommendation H:

> ***That Trust Council request staff update and recommend Trust Council policies to incorporate the Corporate Plan Planning Framework in its operations and budgeting processes in relation to Recommendation 11 [adoption of comprehensive, multi-year planning document] of the 2022 Governance Report.***

A policy would establish the general framework, timelines, and monitoring processes that staff would follow when developing business cases and budget documents for Trust Council consideration.

ADVOCACY

Consultant's Report Recommendation 12 - Communications and Engagement

A communications and engagement function should be established to replace the current advocacy function. A communications and engagement strategy should be developed as part of the annual corporate plan, and in support of the priorities identified therein.

Report Commentary on Recommendation:

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, influencers, 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.

The communications and consultation strategy would identify specific initiatives, along with performance metrics to assess performance. As is the case with any public-facing organisation, an important component of such a strategy must be a digital and social media plan that allows Islands Trust to more effectively connect with its target audiences, both transmitting and receiving information.

Islands Trust Actions Taken to Date to Address Recommendation 12
No work has taken place on this to date.

Governance Committee Recommendation I:

> ***That Trust Council request staff work with the Executive Committee to review and update Trust bodies' advocacy policies as per Recommendation 12 [communications and engagement] of the 2022 Governance Report.***

An updated policy would refresh the approach to advocacy, communication and engagement by Trust Council, and ensure the work is relevant and appropriate to further the Object of the Islands Trust.

MANAGING THE CHANGE TRANSITION

Consultant's Report Recommendation 13 - Management Alignment with Trust Council

A management review should be undertaken to identify measures that will improve alignment of staff to Trust Council, and improve reporting and accountability.

Report Commentary on Recommendation:

This report emphasises the need for Trust Council to change how it goes about its business in order to foster a more deliberative and collegial set of behaviours, and to take up the challenge of effecting change.

Appropriately, Trust Council relies on Islands Trust staff for support in both formulating policies and implementing decisions. However, many have reported a disconnect between Trustees and senior staff that inhibits the efficient functioning of both the Trust Council and Trust management.

Some Trustees feel staff's efforts lean toward managing Trust Council, rather than enabling it. Trustees sometimes feel that questioning of staff recommendations or activities is construed to be challenging the Preserve and Protect Object itself. Some staff are concerned that Trustees do not always fully consider information and advice provided.

The level of trust, and the assurance that Trustees and staff are working together needs to be strengthened.

Islands Trust Actions Taken to Date to Address Recommendation 13

No work has taken place on this to date.

Governance Committee Recommendation J:

> ***That Trust Council request staff to work with the Executive Committee to review staff support to Trust Council, identify strengths and weaknesses in that support, and options for addressing that analysis, as per Recommendation 13 [management alignment with Trust Council] of the 2022 Governance Report.***

This work could be time consuming and involve all of the directors in reviewing, or alternatively, could involve hiring an independent consultant to assist with the review. In either case, this would need to be a major work program item to allow resources to be allocated.

ISLANDS TRUST CONSERVANCY

Consultant's Report Recommendation 14 - Exploiting the Potential for Synergy Between the Conservancy and the Other Components of Islands Trust

Without compromising the independence of the Islands Trust Conservancy, necessary for tax and other reasons, take measures to ensure greater sharing of expertise, experience, and resources between the Conservancy and other Islands Trust operations.

Report Commentary on Recommendation:

The Conservancy's place in the federation seems to be downplayed, even though it is probably the most broadly popular aspect of the Islands Trust brand.

Islands Trust Actions Taken to Date to Address Recommendation 14

1. *Increased frequency of Executive Committee and Conservancy Board liaison meetings.*
2. *Conservancy Chair attends Trust Council providing verbal updates, presenting related business items.*
3. In January 2024 Executive Committee requested staff report back on options for sharing geographic information systems (GIS) information. On October 30, 2024 staff reported back on on-going staff discussions and efforts to share information, and that all geographic information system layers are used by both planning and Islands Trust Conservancy staff.

Governance Committee Recommendation K:

> ***That Trust Council request staff to report back on the current situation, strengths and weaknesses, and options for addressing opportunities to improve synergy between Islands Trust Conservancy and Islands Trust operations, as per Recommendation 14 [exploiting the potential for synergy between ITC and other components of Islands Trust] of the 2022 Governance Report.***

This work could be time consuming and involve all of the directors in reviewing, or alternatively, could involve hiring an independent consultant to assist with the review. In either case, this would need to be a major work program item to allow resources to be allocated.

TRUSTEE COMPENSATION
Consultant's Report Recommendation 15 -Trustee Remuneration
The significant time and effort required of Trustees must be reasonably compensated, which means an increase in current compensation levels. Currently, much of the time Trustees spend on Trust Council business, including preparation for meetings, participation in some meetings, and travel time, are not compensated at all. **Report Commentary on Recommendation:** *A central theme of this report is the need for Trustees themselves to assume responsibility for reform of Trust Council, so that it achieves its promise as an effective governing body. This requires Trustees to play a leadership role, being prepared to devote the time necessary to overcome procedural and bureaucratic complications to provide sound policy direction, and to ensure the efficient delivery of outcomes and services.*
Islands Trust Actions Taken to Date to Address Recommendation #15 Trust council amended its policy to provide for compensation for trustees attending standing committees. The Governance Committee has submitted a business case and request for funding in 2025/26 to undertake a review of trustee remuneration. 1. *Review of Remuneration Policy sent to Financial Planning for recommendations for update based on UBCM's Council and Board Remuneration Guide.* 2. *Independent consultant business case proposed to review remuneration methodology and values.*
Governance Committee Recommendation L: **That Trust Council not undertake any further work on the following recommendations of the 2022 Governance Report:** • **recommendation 15 [Trustee Compensation], pending the Trustee Remuneration Policy review.** The Financial Planning Committee is considering amendments to the remuneration policy, and the Governance Committee has a project to review the remuneration values in fiscal year 2025/26. Trust Council may then consider adoption of a revised remuneration policy that addresses the concerns raised in the 2022 Governance Report once these pieces of work are completed.