Islands Trust Council
Quarterly Meeting Revised Agenda

Date: Tuesday, September 16, 2025 to Thursday, September 18, 2025

Time: 1:00 p.m. start time on Tuesday

Location: The Haven - Phoenix Auditorium

240 Davis Rd., Gabriola Island, BC V0R 1X1

Pages

1. CALL TO ORDER 1:00 PM - 1:05 PM

2. LAND ACKNOWLEDGEMENT / TERRITORIAL WELCOME 1:05 PM - 1:25 PM

Snuneymuxw Elder Lolly

3. APPROVAL OF AGENDA 1:25 PM - 1:30 PM

3.1 Review of the Agenda

Late items, new items, and re-ordering of the agenda.

3.2 Approval of the Agenda

4. GENERAL BUSINESS ARISING 1:30 PM - 2:15 PM

4.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in items 4.1.1, 4.1.2 and 4.1.3.

4.1.1 Draft June 17-19 Islands Trust Council Quarterly Meeting Minutes 11 - 29

THAT Islands Trust Council adopt the minutes as presented.

4.1.2 Draft July 29 Islands Trust Council Special Meeting Minutes 30 - 35

THAT Islands Trust Council adopt the minutes as presented.

4.1.3 Resolution without Meeting Report 36 - 37

Receive for information.

4.1.4 Islands Trust Active Priorities Chart 38 - 40

Receive for information.

4.1.4.1 Executive Committee Work Program Report 41 - 45

Chair Laura Patrick - verbal update

THAT Trust Council approve the Executive Committee Work Program Report as presented.

4.1.4.2 Governance Committee Work Program Report 46 - 48

Chair Judi Gedye - verbal update

THAT Trust Council approve the Governance Committee Work Program Report as presented.

4.1.4.3 Financial Planning Committee Work Program Report 49 - 51

Chair Sue Ellen Fast - verbal update

THAT Trust Council approve the Financial Planning Committee Work Program Report as presented.

4.1.4.4 Regional Planning Committee Work Program Report 52 - 55

Chair Mairead Boland - verbal update

THAT Trust Council approve the Regional Planning Committee Work Program Report as presented.

4.1.4.5 Trust Programs Committee Work Program Report 56 - 60

Chair Kristina Evans - verbal update

THAT Trust Council approve the Trust Programs Committee Work Program Report as presented.

4.1.4.6 Accessibility Committee Report

Trustee Lisa Gauvreau - verbal update

4.1.4.7 Islands Trust Conservancy Quarterly Report 61 - 64

Chair Lisa Gauvreau - verbal update

By general consent Islands Trust Council adopt the recommendation as presented in items 4.1.4, 4.1.4.1, 4.1.4.2, 4.1.4.3, 4.1.4.4, 4.1.4.5 and 4.1.4.7.

5. NEW BUSINESS 2:15 PM - 3:00 PM

5.1 Notice of Motion - December Trust Council Meeting

Trustees Elliott and Borthwick

THAT Trust Council amend the Strategic Plan to add under Strategic Direction 1.2 [strengthen governance, decision-making and workflow processes] new key initiative "1.2.7 Use of generative artificial intelligence in the Islands Trust workplace" with a start date in Fiscal Year 2026/27.

THAT Trust Council request Executive Committee to report back to Trust Council on the implications and policy options, including costs, of the use of generative artificial intelligence (AI) by Islands Trust staff, trustees, and contractors.

5.2 *Notice of Motion - December Trust Council Meeting*

Trustees Stamford and Patrick

THAT Trust Council request staff to provide options for local trust committees to obtain the permission to hold advisory body meetings by means of electronic or by other communication facilities.

5.3 *Request for Sponsorship of Development ApplicationFee - Request for Decision* *65 - 101*

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

6. CORRESPONDENCE 3:00 PM - 3:15 PM

6.1 2025-06-27 Ministry of Forests - NOTICE- Land Use Planning Agreement Between Squamish Nation and British Columbia 102 - 104

6.2 2025-07-07 C Robertson - Grafton Lake Water Supply and the Building Code 105 - 108

6.3 2025-08-29 Friends of the Gulf Islands Society - Correspondence for Trust Council Meeting Package 109 - 109

BREAK

3:15 PM - 3:30 PM

7. EXECUTIVE 3:30 PM - 4:30 PM

7.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in items 7.1.1, 7.1.2, 7.1.3, and 7.1.4.

7.1.1 Chief Administrative Officer's Report 110 - 122

Receive for information.

7.1.2 Strategic Plan Quarterly Report 123 - 126

Receive for information.

7.1.3 Continuous Learning Plan 127 - 131

Receive for information.

7.1.4 Evaluation of Potential Locations for Trust Council Meetings – December 2025 and March 2026 - Briefing 132 - 133

Receive for information.

7.2 Discussion / Decision Items

7.2.1 Islands Trust Operational Review - Verbal Update

CAO Bronee to speak.

8. ENGAGEMENT / COLLABORATION 4:30 PM - 5:30 PM

8.1 Delegations

None were submitted at the time of agenda circulation.

8.2 Public Comments

WEDNESDAY, SEPTEMBER 17

9. CLOSED MEETING 9:00 AM - 10:25 AM

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

10. RISE AND REPORT 10:25 AM - 10:30 AM

BREAK

10:30 AM - 10:45 AM

11. PLANNING SERVICES 10:45 AM - 12:00 PM

11.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in items 11.1.1, 11.1.2, 11.1.3 and 11.1.4.

11.1.1 Director of Planning Services Report 134 - 139

Receive for information.

11.1.2 Bylaw Compliance and Enforcement Statistical Reports - Briefing 140 - 147

Receive for information.

11.1.3 Dark Sky Principles - Briefing 148 - 149

Receive for information.

11.1.4 Local Trust Committee Comments on Developments Adjacent to Local Trust Areas - Briefing 150 - 151

Receive for information.

11.2 Discussion / Decision Items

11.2.1 **Housing Strategic Action Plan - Request For Decision** 152 - 164

1. THAT Trust Council endorse the Housing Strategic Action Plan as included in the RFD of September 16, 2025.

2. THAT Trust Council amend Trust Council's Strategic Plan by:
a. replacing Key Initiative 2.3.2 "Design a plan to advocate to enhance community access to funding for housing in the Trust Area" with: "Implement the Housing Strategic Action Plan."

11.2.2 **Bylaw Compliance and Enforcement Policy Review - Draft Policy 5.5.1 and Manual - Request For Decision** 165 - 203

1. THAT Trust Council endorse draft Bylaw Compliance and Enforcement Policy 5.5.1.

2. THAT Trust Council endorse draft Bylaw Compliance and Enforcement Best Practices Manual.

LUNCH

12:00 PM - 12:30 PM

12. **COMMUNITY FIELD TRIP** 12:30 PM - 2:00 PM

Gabriola Island Recycling Organization and Makerspace

13. **PLANNING SERVICES (continued)** 2:00 PM - 2:45 PM

14. **TRUST AREA SERVICES** 2:45 PM - 5:00 PM

14.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in items 14.1.1, 14.1.2, 14.1.3 and 14.1.4.

14.1.1 **Director of Trust Area Services Report** 204 - 211

Receive for information.

14.1.2 **Policy Statement Amendment Project - Project Update - Briefing** 212 - 214

Receive for information.

14.1.3 **Agreements Monitoring - Briefing** 215 - 237

Receive for information.

14.1.4 Public Feedback on 2026/27 Budget Priorities - Briefing 238 - 302

Receive for information.

BREAK

3:30 PM - 3:45 PM

14.2 Discussion / Decision Items

14.2.1 Recommendations Regarding Pre-budget Surveys - Request For Decision 303 - 308

THAT Trust Council direct staff to draft amendments to the Budget Process Policy (6.3.1) that include consideration of an annual pre-budget survey similar to 2025 in timing.

THAT Trust Council direct Financial Planning Committee to undertake a pre-budget survey prior to development of the draft 2027/28 budget.

14.2.2 Amendment to the Trust Council Communications Policy 6.10.2 - Request For Decision 309 - 324

THAT Trust Council approve the proposed amendments to the Trust Council Communications Policy 6.10.2 to include branded clothing.

14.2.3 Heritage Conservation Act Transformation Project Advocacy - Request For Decision 325 - 338

THAT Trust Council request staff to support the Chair in providing input to the Phase 3 Engagement on Heritage Conservation Act Transformation Project.

15. ADDRESS BY DOUG S. WHITE 5:00 PM - 5:30 PM 339 - 340

Douglas White, special counsel to the Premier on Indigenous Reconciliation, will address Islands Trust Council on First Nations relations and partnerships.

THURSDAY, SEPTEMBER 18

16. LEGISLATIVE & INFORMATION SERVICES 9:00 AM - 10:30 AM

16.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in item 16.1.1.

16.1.1 Director of Legislative and Information Services Report 341 - 342

Receive for information.

16.2 Discussion / Decision Items

16.2.1 **Schedule Committee of the Whole Meeting to Review Islands Trust Draft Code of Conduct**

THAT Trust Council request staff to schedule an electronic Committee of the Whole special meeting to review the draft Islands Trust code of conduct on Monday, November 17, 2025 at 9:00 a.m.

16.2.2 **Trust Council Ratification of Council Committee Member Appointment - Request For Decision** 343 - 344

THAT Trust Council ratify the appointment of Trustee David Maude to the Accessibility Committee.

16.2.3 **Conference/Convention Attendee Reporting Template - Request For Decision** 345 - 354

THAT Trust Council approve the Conference/Convention Attendee Reporting Template for inclusion as an attachment to Policy 6.12.1 – Trustee Training/Conference Attendance, along with the corresponding policy amendments required to incorporate the template.

16.2.4 2022 Governance Report Recommendations - Request For Decision 355 - 361

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 10 [provincial representation].

THAT Trust Council request staff to prioritise, in order, the following recommendations of the 2022 Governance Report:

- recommendation 9 [First Nations representation];
- recommendation 8 [secretary to Trust Council],
- recommendation 11 [adoption of comprehensive, multi-year planning document], and
- recommendation 7 [helping trustees fulfil their roles],

with the understanding that:

- recommendation 1 [election of Trust Council leadership],
- recommendation 3 [committee membership],
- recommendation 4 [committee mandates],
- recommendation 5 [roles of committees], and
- recommendation 6 [helping trustees understand their roles]
- recommendation 15 [Trustee Compensation]

will be undertaken by staff as appropriate, and:

- recommendation 12 [communications and engagement],
- recommendation 13 [management alignment with Trust Council] and
- recommendation 14 [exploiting the potential for synergy between Islands Trust Conservancy and Islands Trust]

will be undertaken when prioritised by Trust Council.

BREAK

10:30 AM - 10:45 AM

17. FINANCIAL AND EMPLOYEE SERVICES 10:45 AM - 12:00 PM

17.1 Consent Agenda Items

By general consent Islands Trust Council adopt the recommendation as presented in items 17.1.1, 17.1.2 and 17.1.3.

17.1.1	**Director of Financial and Employee Services Report**		362 - 366
	Receive for information.		
17.1.2	**June 30, 2025 Financial Results - Request For Decision**		367 - 376
	THAT Trust Council approve the June 30, 2025 Financial Report.		
17.1.3	**Statement of Financial Information (SOFI) - Request For Decision**		377 - 387
	THAT Trust Council approve the 2024/25 Statement of Financial Information.		
17.2	**Discussion / Decision Items**		
17.2.1	**Project Proposal: Cost of Processing Planning Applications – Trust Council Request For Decision**		388 - 390
	THAT Trust Council request staff to prepare a proposed project plan for assessing the full cost of processing planning applications, and that this work be assigned to the Financial Planning Committee.		
17.2.2	**2026/27 Draft Budget Assumptions, Principles, and Guidelines – Request For Decision**		391 - 404
	THAT Trust Council approve Financial Planning Committee's recommended draft 2026/27 Budget Assumptions, Principles, and Guidelines as presented.		

LUNCH

12:00 PM - 12:30 PM

18.	**DISPOSITION OF DELEGATIONS/PUBLIC COMMENT & CORRESPONDENCE**	12:30 PM - 12:45 PM	
19.	**TRUST COUNCIL FOLLOW-UP ACTION LIST**		405 - 417
	Receive for information.		
20.	**TRUSTEE ROUNDTABLE**	12:45 PM - 1:45 PM	
21.	**TRUSTEE UPDATES - Appointed Trustees on External Committees**		
	Written updates received for information only.		
21.1	**Association of Vancouver Island and Coastal Communities Climate Leadership Steering Committee (AVICC-CL)**		
21.2	**Atl'ka7tsem/Howe Sound Biosphere Region**		
21.3	**Baynes Sound/Lambert Channel Ecosystem Forum**		
21.4	**Freighter Anchorages/Oceans Protection Plan (OPP)**		
21.5	**Mount Arrowsmith Biosphere Region**		

21.6 Shellfish Aquaculture Management Advisory Committee (SF AMAC)

21.7 Southern Gulf Islands Forum 418 - 418

Chair Patrick

21.8 Transportation/Ferry Group 419 - 420

Trustee Yates

22. NEXT MEETING

The next Islands Trust Council Quarterly meeting is scheduled to be held in-person in Victoria, December 2-4, 2025.

22.1 Proposed Upcoming Trust Council Program 421 - 421

Received for information.

23. ADJOURNMENT 2:00 PM - 2:00 PM

Trust Council
Minutes of a Regular Meeting

Date: June 17 to June 19, 2025
Location: Harbour House Hotel, Crofton Room
121 Upper Ganges Road, Salt Spring, BC, V8K 2S2

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

Members Present:
5. Sue Ellen Fast, Bowen Island Municipal Trustee
6. Judith Gedye, Bowen Island Municipal Trustee
7. Sam Borthwick, Denman Island Local Trust Area
8. David Graham, Denman Island Local Trust Area
9. Susan Yates, Gabriola Island Local Trust Area
10. Lisa Gauvreau, Galiano Island Local Trust Area
11. Ben Mabberley, Galiano Island Local Trust Area
12. Joe Bernardo, Gambier Island Local Trust Area
13. Kate-Louise Stamford, Gambier Island Local Trust
14. Alex Allen, Hornby Island Local Trust Area
15. Mikaila Lironi, Lasqueti Island Local Trust Area
16. Jeanine Dodds, Mayne Island Local Trust Area
17. Aaron Campbell, North Pender Island Local Trust Area
18. Deb Morrison, North Pender Island Local Trust Area
19. Jamie Harris, Salt Spring Island Local Trust Area
20. Mairead Boland, Saturna Island Local Trust Area
21. Lee Middleton, Saturna Island Local Trust Area
22. Kristina Evans, South Pender Island Local Trust Area
23. Dag Falck, South Pender Island Local Trust Area
24. Ken Hunter, Thetis Island Local Trust Area
25. Peter Luckham, Thetis Island Local Trust Area

Members Regrets: 26. Grant Scott, Hornby Island Local Trust Area

Staff Present:
Rueben Bronee, Chief Administrative Officer
David Marlor, Director, Legislative and Information Services
Clare Frater, Director, Trust Area Services
Julia Mobbs, Director, Financial and Employee Services
Joe Elliott, Senior Indigenous Relations Advisor
Chris Hutton, Regional Planning Manager
Robert Kojima, Regional Planning Manager
Chloe Straw, Programs Coordinator
Alexandra Trifonidis, Executive Coordinator
Lisa Millard, Meeting Administrator/Recorder
Sage Dyck, Technician, Pacific Audio

Others Present: There were up to 26 members of the public in attendance

TUESDAY JUNE 17, 2025

The in-person meeting was recorded, livestreamed, and made available for electronic attendance.

1. CALL TO ORDER

Chair Patrick called the meeting to order at 1:00 p.m. She introduced Tsawout First Nation Chief Pelkey who greeted members of Trust Council with the Paddle Welcome Song.

2. TERRITORIAL ACKNOWLEDGEMENT

Chair Patrick acknowledged the meeting was being held in the territory of Coast Salish First Nations. Each Trustee introduced themselves with acknowledgement of the First Nations territory in which they live and work.

Trustee Stamford left the meeting at 1:08 p.m.

3. APPROVAL OF AGENDA

3.1 Review of the Agenda

3.2 Approval of the Agenda

By general consent the agenda and addendum were approved as presented.

4. GENERAL BUSINESS ARISING

4.1 Consent Agenda Items

4.1.1 Draft March 2025 Trust Council Quarterly Meeting Minutes

THAT Islands Trust Council adopt the minutes as presented.

4.1.2 Resolution without Meeting Report

Receive for information.

4.1.3 Islands Trust Active Priorities Chart

Receive for information.

By general consent Islands Trust Council adopted the recommendations as presented in items 4.1.1, 4.1.2, and 4.1.3.

Each Committee Chair provided a verbal report on the work of their respective committees.

4.1.3.1 Executive Committee Work Program Report

THAT Trust Council approve the Executive Committee Work Program Report as presented.

4.1.3.2 Governance Committee Work Program Report

THAT Trust Council approve the Governance Committee Work Program Report as presented.

4.1.3.3 Financial Planning Committee Work Program Report

THAT Trust Council approve the Financial Planning Committee Work Program Report as presented.

4.1.3.4 Regional Planning Committee Work Program Report

THAT Trust Council approve the Regional Planning Committee Work Program Report as presented.

Trustee Stamford returned to the meeting at 1:25 p.m.

4.1.3.5 Trust Programs Committee Work Program Report

THAT Trust Council approve the Trust Programs Committee Work Program Report as presented.

By general consent Islands Trust Council adopted the recommendations as presented in items 4.1.3.1, 4.1.3.2, 4.1.3.3, 4.1.3.4, and 4.1.3.5.

4.1.3.6 Accessibility Committee Report

Trustee Gauvreau provided a verbal report.

4.1.3.7 Islands Trust Conservancy Report

Islands Trust Conservancy Chair Lisa Gauvreau provided a verbal report highlighting recent successes and recognized the Conservancy's 35th anniversary.

5. NEW BUSINESS - None

6. CORRESPONDENCE

6.1 2025-03-11 W̱SÁNEĆ Leadership Council - MOU between Islands Trust Council and the W̱SÁNEĆ Leadership Council

6.2 2025-03-30 Transport Canada – Reply

6.3 2025-05-05 D Ellis - The Status of the Herring Populations Spawning around Denman-Hornby Islands

By general consent item 6.1, 6.2, and 6.3 were received for information.

6.4 2025-05-16 North Salt Spring Waterworks District - Letter to Minister Kahlon

Chair Patrick spoke to the contents of the letter and noted the Salt Spring Local Trust Committee passed a resolution at their June 5, 2025 meeting recommending that Trust Council support endorsement of North Salt Spring Waterworks District's request to the province.

Trustee Lironi left the meeting at 1:50 p.m.

Trustee Gedye arrived to the meeting at 1:52 p.m.

TC-2026-045
It was MOVED by Trustee Fast, and SECONDED by Trustee Luckham, that Trust Council request the Chair to write a letter on behalf of Trust Council in support of the request by North Salt Spring Water District's letter to the province dated May 16, 2025.

CARRIED

Trustee Lironi returned to the meeting at 1:57 p.m.

6.5 2025-05-30 Bowen Island Municipality Mayor Andrew Leonard - Convene Meeting with Ferry Dependent Communities

Discussion ensued and there was general support for participation; however, it was recognized that trustee and staff capacity issues might interfere with the ability to do so.

TC-2026-046
It was MOVED by Trustee Gedye, and SECONDED by Trustee Barnardo, that Trust Council reply to the letter, from Bowen Island Municipality dated May 30, 2025, under the signature of the Chair supportive of BC Ferry issues and the process but we are concerned about our capacity.

CARRIED

6.6 2025-06-04 MP Jeff Kibble - A Stronger Future Through Partnership

6.7 2025-06-09 Sunshine Coast Regional District - Coastal Flood Mapping Project Update

6.8 2025-06-10 Gabriola Ferry Working Group - Communication with BC Ferries

6.9 2025-06-11 Trustees Boland & Bernardo - Personal Commentary on Letters to the Minister

6.10 2025-06-14 K Langereis - Draft Bylaw 197

6.11 2025-06-16 A Forest - Trust Council re Mandate

By general consent item 6.6, 6.7, 6.8, 6.9, 6.10, and 6.11 were received for information.

Trustee Campbell arrived to the meeting at 2:22 p.m.

7. FINANCIAL AND EMPLOYEE SERVICES

7.1 Consent Agenda Items

7.1.1 Director of Financial and Employee Services Quarterly Report

Receive for information.

7.1.2 March 31, 2025 Financial Results - Briefing

Receive for information.

7.1.3 Forgone 2025/26 and 2026/27 Allocated Financial Statements - Briefing

Receive for information.

By general consent Islands Trust Council adopted the recommendation as presented in items 7.1.1, 7.1.2, and 7.1.3.

7.2 Discussion / Decision Items

7.2.1 March 31, 2025 Islands Trust Audited Financial Statements and Audit Report - Request For Decision

The Director of Financial and Employee Services summarized the Financial Statements and noted the following:

- A clean audit report was received by the independent auditor;
- net financial assets are just over $2,000,000;
- the accumulated surplus balance has fallen by $200,000 due to the use of surplus to pay for operations in the fiscal year;
- total revenue was $170,000 below budget due to the receipt of fewer application fees and reduced grant revenue; and
- expenses were under budget due to underspending on projects and salaries/benefits associated with employee vacancies.

TC-2025-047
It was MOVED by Trustee Elliott, and SECONDED by Trustee Borthwick,
that Trust Council approve the Islands Trust audited financial statements for the year ended March 31, 2025 and forward them to the Minister of Housing and Municipal Affairs.

CARRIED

8. PLANNING SERVICES

8.1 Consent Agenda Items

8.1.1 Director of Planning Services Quarterly Report

Regional Planning Manager Kojima provided status updates on Bylaw Compliance and Enforcement Policy work and Official Community Plan reviews.

By general consent Islands Trust Council received the Director of Planning Services Quarterly Report for information.

The agenda was reordered and item 18 was discussed following item 8.

18. TRUSTEE UPDATES - Community Committee Participation

18.1 Association of Vancouver Island and Coastal Communities Convention 2025

Trustee Peterson indicated that while Islands Trust's resolution for mental health supports failed, it had been supported at other regional conventions and is expected to be put forward at the upcoming Union of BC Municipalities convention.

18.2 Atl'ka7tsem/Howe Sound Biosphere Region

Spring 2025 Newsletter

Received for information.

April 2025 Forum Review

Received for information.

18.3 Baynes Sound/Lambert Channel Ecosystem Forum

Trustee Borthwick noted the Forum has become a registered society and recent discussions have focussed on the shipbreaking operation in Baynes Sound.

18.4 First Nations Relations

The following updates on First Nations relations and events were provided:

- Chair Patrick spoke to the feast held the previous day which was attended by many trustees, staff, and Tsawout First Nation members and also noted June is National Indigenous History Month and June 21 is National Indigenous Peoples Day;
- Trustee Peterson spoke to the Welcome Mural unveiling hosted by the Xwe'etay/Lasqueti Archaeology Project which was attended by First Nations Elders and representatives, community members, and some trustees and staff;
- Trustee Luckham shared Penelakut Tribes Elder Florence James passed away recently and he acknowledged the legacy of knowledge that she leaves; and
- Trustee Fast reported Squamish First Nation co-presented at the Atl'ka7tsem/Howe Sound Biosphere Region Spring Forum.

18.5 Freighter Anchorages/Oceans Protection Plan (OPP)

Trustee Peterson stated Transport Canada presented several informative online sessions through winter and spring about the Oceans Protection Plan.

18.6 Shellfish Aquaculture Management Advisory Committee (SF AMAC)

Trustee Lironi provided a verbal update and noted new regulations include the requirement for aquaculture operators to label equipment which can aid in shoreline and ocean clean up should any equipment wash away from structures.

18.7 Southern Gulf Islands Forum

No report provided.

18.8 Transportation/Ferry Group

Trustee Yates stated a new ferry advisory working group had formed on Gabriola with the goal of continued advocacy with BC Ferries and Trustee Peterson noted that Lasqueti maintains a ferry committee.

18.9 Vancouver Island Coastal Communities Climate Leadership Steering Committee (VICC-CL)

No report provided.

The meeting was recessed for a break at 3:04 p.m. and reconvened at 3:30 p.m.

The agenda was reordered and item 12 was discussed following item 18.

12. TRUST AREA SERVICES

12.1 Consent Agenda Items

12.1.1 Director of Trust Area Services Quarterly Report

Receive for information.

The Director of Trust Area Services noted updates to the list of First Nations that Islands Trust is required to engage with and clarified that Nations based in the United States have territorial interests that pre-date the establishment of borders between countries.

12.1.2 Islands Trust Conservancy Report

Receive for information.

12.1.3 March 31, 2025 Islands Trust Conservancy Audited Financial Statements - Briefing

Receive for information.

12.1.4 Notice of Natural Area Protection Tax Exemption Program Application Closure (SS-NAP-2020.3) - Briefing

Receive for information.

12.1.5 Stewardship Education Program - Briefing

Receive for information.

By general consent Islands Trust Council adopt the recommendation as presented in items 12.1.1, 12.1.2, 12.1.3, 12.1.4, and 12.1.5.

12.2 Discussion / Decision Items

12.2.1 2024/2025 Draft Annual Report - Request For Decision

The Director of Trust Area Services presented the report for consideration.

TC-2025-048
It was MOVED by Trustee Borthwick, and SECONDED by Trustee Evans,
that Islands Trust Council approve the 2024/25 Annual Report for submission to the Minister of Housing and Municipal Affairs.

CARRIED

The agenda was reordered and item 12.2.5 was discussed after item 12.2.1.

12.2.5 Policy Statement Amendment Project (PSAP) Meeting Schedule - Request For Decision

The Director of Trust Area Services summarized the Request for Decision.

TC-2025-049
It was MOVED by Trustee Mabberley, and SECONDED by Trustee Borthwick,
that Trust Council cancel the Committee of the Whole meeting scheduled for June 30, 2025.

CARRIED

TC-2025-050
It was MOVED by Trustee Mabberley, and SECONDED by Trustee Yates,
that Trust Council schedule a special electronic Committee of the Whole meeting on July 9, 2025 to review the draft new Islands Trust Policy Statement.

CARRIED

TC-2025-051
It was MOVED by Trustee Mabberley, and SECONDED by Trustee Borthwick,
that Trust Council schedule a special electronic Trust Council meeting on the afternoon and evening of July 29, 2025 to consider First Reading of the draft new Policy Statement.

CARRIED

12.2.2 Policy Statement Amendment Project Update - Request For Decision

The Director of Trust Area Services summarized the Request for Decision and noted the revised Project Charter reflects the time taken to edit the document through Trust Programs Committee, the referral period, and time allotted for ministerial review.

A Trustee asked if legal counsel will be present to answer questions when the Policy Statement comes back to Trust Council following legal review and the Director indicated they had made the request but had not yet received confirmation of availability.

TC-2025-052
It was MOVED by Trustee Borthwick, and SECONDED by Trustee Gedye,
that Islands Trust Council endorse Policy Statement Amendment Project Charter V11.

CARRIED

12.2.3 Amendment to Strategic Plan - Request For Decision

The Director of Trust Area Services summarized the Request for Decision and noted the Strategic Plan did not include a commitment to undertaking further review of the Islands Trust Policy Statement and highlighted the importance of indicating Trust Council's intent of ongoing review and engagement with First Nations around the policy document.

Discussion ensued.

TC-2025-053
It was MOVED by Trustee Peterson, and SECONDED by Trustee Fast,
that Trust Council amend the 2025-2028 Strategic Plan to include key initiative 1.1.2, colour coded to indicate that the initiation timeline is to be determined, as "Work with Indigenous Governing Bodies to co-design and implement future Policy Statement amendment review processes that ensure ongoing and more regular review and amendment of the Policy Statement".

CARRIED

12.2.4 Request for Official Recognition Two Place Names on Bowen Island - Request For Decision

The Director of Trust Area Services summarized the Request for Decision.

TC-2025-054
It was MOVED by Trustee Fast, and SECONDED by Trustee Gauvreau,
that Trust Council request staff to draft a letter from the Chair expressing Trust Council's support for official recognition of the Smí7mant Áyalhk̲w and X̲éla7an placenames for beaches on Bowen Island.

CARRIED

Trustees Boland and Lironi left the meeting at 4:15 p.m.

9. ENGAGEMENT / COLLABORATION

9.1 Delegations

9.1.1 Salt Spring Solutions

The delegation recently completed a community engagement project on housing which was undertaken following the 2023 publication of *Homes for Islanders: An Integrated Housing Solutions Framework for Salt Spring Island* which provided decision-makers with an integrated approach to addressing the local housing crisis. They noted that the work is scalable to other Gulf Islands and therefore of interest to Trust Council. The report identified five strategy areas, criteria for the strategies, and forty actions. The community engagement project methods included focus groups, phone interviews and an online public survey which garnered 657 responses. The delegation requested Trust Council review the report card included it their submission for an update on where the project currently stands.

9.1.2 Friends of the Gulf Islands Society

The delegation spoke to the recent letter from the Minister of Housing and Municipal Affairs written in response to Trust Council's request for a review of the *Islands Trust Act*, governance, and structure. They noted support of the principles outlined in the Minster's letter related to an ecological mandate, environmental stewardship, managing growth and development

without exceeding the carrying capacity of local ecosystems, and preserving unspoiled natural amenities. The delegation presented a petition of almost 1000 signatures supporting their position that the Islands Trust Policy Statement not be approved until it affirms that Islands Trust's top priority is protection of the islands land, marine ecosystems, and rural character, and that the term environment refers to the natural environment.

9.2 Public Comments

There were 15 members of the public in attendance during the Public Comments session.

A member of the public spoke to the substandard and unusual living arrangements and accommodations they have experienced during the past four years living on Salt Spring as a young tradesperson and renter and stated the individuals that oppose housing development do not see the unsafe, illegal, insecure housing that people are being forced to live in. They asked that the public allow local trustees to do what they have been elected to do and provide housing for the people while taking care of the environment.

A member of the public stated they are a working resident that moved to Salt Spring to work. They spoke against those that have stable housing who oppose safe housing for working class residents while calling efforts to ease the housing crisis a threat to the environmental protection of the Trust area. They indicated the housing crisis is of equal importance to environmental protection, and preservation of the environment and rural character, while essential, should not be a higher priority over ensuring working people have decent and affordable housing.

A member of the public stated government entities create regulatory environments that are human centric which are hopefully in balance with the natural environment but the natural environment can not exist in communities without structurally coherent government. They expressed that Salt Spring Island should become a municipality rather than be included as part of Islands Trust due to the islands size, population, and amenities and Islands Trust has not created a balance between human needs and the natural environment.

A member of the public stated a vocal minority claims Islands Trust sole purpose is for environmental protection; however, the islands are not just nature reserves but also communities and protecting nature should not mean shutting out those that live and work in the communities. They indicated Islands Trust was created to balance environmental protection with human needs and the Trust must address workforce housing, protect the land, and protect the people who call the land home.

A member of the public spoke to the need for trustees to balance the environment with the needs of the community as the *Islands Trust Act* states protection of the islands is for the benefit of the people. They noted there are gaps between those that have housing and those that don't, artists and artisan residents are leaving due to the cost of living, there is a lack of planning, and impaired health care delivery and services. They disagree that a governance review is not needed and noted a review is necessary to ensure the Trust has the mandate and tools to move forward.

A member of the public spoke to the importance of building consensus and referred to the response to Islands Trust's request for a governance review which points to working toward consensus. They stated the benefit of getting to consensus is that the outcome will be better and where there is a divisiveness within a community on a certain topic consensus building will lead to a better outcome.

Trustee Boland returned to the meeting at 4:40 p.m.

A member of the public spoke to correspondence they sent to Trust Council about the manner in which some trustees reported out on the Minister's response to Islands Trust request for a governance review. They stated the mandate of the Trust, as outlined in the Minster's response, is to protect the natural environment from overdevelopment; however, trustees are trying to redefine what the unique amenities are. They noted there is nothing in the mandate that prevents trustees from working on other key community concerns such as affordable housing and asked that Trust Council respect the mandate.

A member of the public spoke to their concerns with the development permit process which included community members not having the same ability as a proponent to provide expert reports and staff are making decisions about development permits rather than the trustees elected to do so. They suggested Islands Trust hire qualified professionals and charge proponents for the reports to ensure fairness.

A member of the public, a previous trustee, spoke to being involved in the development of the previously revised Salt Spring Island Official Community Plan and noted they had participated in many land use processes. They thanked trustees for sitting at the table, noted the connection between people and land, and that decisions related to that connection can be challenging. They indicated there needs to be agreement to protect the land humans live on to survive otherwise livelihoods will not be successful.

The meeting was recessed for the day at 5:06 p.m.

WEDNESDAY, JUNE 18

The morning training session was closed to the public.

Chair Patrick reconvened the meeting at 11:19 a.m.

Trustee Morrison arrived to the meeting at 11:19 a.m.

10. EXECUTIVE

10.1 Consent Agenda Items

10.1.1 Chief Administrative Officer's Quarterly Report

Receive for information.

10.1.2 Strategic Plan Quarterly Report

Receive for information.

Discussion ensued regarding Trust Council Strategic Plan Priorities and the following comments were noted:

- Work to be started in the 2026/27 fiscal year requires business cases to be developed now in order to be advanced to the first draft budget in September for review by Trust Council in December;
- the Strategic Plan was presented with the expectation that the work on items marked in green and blue could be done and there is staff capacity to do so; and
- the items in blue are expected to be initiated with a business case approved in the current fiscal year with work beginning in the 2026/27 fiscal year.

10.1.3 Continuous Learning Plan

Receive for information.

By general consent Islands Trust Council adopt the recommendation as presented in items 10.1.1, 10.1.2, and 10.1.3.

The meeting was recessed for a break at 11:53 a.m. and reconvened at 1:00 p.m.

The agenda was reordered and item 11 was discussed following item 10.1.3.

11. JARED "QWUSTENUXUN" WILLIAMS PRESENTATION

Senior Indigenous Relations Advisor Joe Elliott introduced and welcomed the presenter.

Indigenous Foods Educator, Jared “Qwustenuxun” Williams introduced himself, acknowledged his ancestors, gave recognition to the Elders that provided him with the knowledge he shares with others, and honoured the Elders with the Remembrance Song “Quw’utsun Tzinquaw”.

He told the ancestry story of Stutsun and Swuq’us and the history and reasoning of placenames for the land related to both activity that took place on the lands and legends told of the places. He then spoke of the traditional concept of ownership of land related to rights to harvesting areas and sharing of collective spaces, recognized the relationship of a being to the food of the earth, how cooking language connects to relationship with plants and animals, that food was a currency for trade, and highlighted the need to open the door to revolutionizing the ability to revitalize the traditional food sources of the land.

10.2 Discussion / Decision Items

10.2.1 Minister Kahlon Letter – Briefing

Chair Patrick stated that a response to Minister Kahlon’s letter requesting a meeting had been sent.

Trustees participated in a roundtable discussion about the response from the Minster and key concepts of the discussion were identified as follows:

- The Minister’s response points out the importance of focus on engagement with community and First Nations; however, there are limited tools and minimal financing available to advance reconciliation

and undertake a meaningful referral process with 31 identified First Nations;

- there is a need to identify and prioritize one request be it engagement, governance, structure, or the mandate;
- Trust Council has a new Strategic Plan and should focus on moving forward with the tools available;
- the letter provides a lot of information and clarity on what needs to be done prior to submitting another request for a review;
- the response indicates Islands Trust is empowered to make decisions and states the province will continue to support those decisions;
- the response points to protection of the environment as a focus; however, the original mandate also spoke to community and residents of the Trust Area;
- the province has downloaded *Declaration of the Rights of Indigenous People Act* (DRIPA) responsibilities without providing the structure to undertake them;
- the existing structure of Trust Council, local trust committees, Standing Committees, and Advisory Planning Commissions is problematic and external advice is needed regarding the structure;
- the tool kit supplied is inadequate to engage with over 30 First Nations and Islands Trust does not have the financial and staff capacity to do so; therefore, any request for increased provincial funding has to focus on capacity to engage in meaningful relationships;
- there is need to look at the Governance Report and determine what to work on and what not to;
- an ecological mandate, community investment, and equitable housing can be done in tandem; and
- First Nations representation needs to be at the table which requires funds and that should be the clear ask to the province.

Trustee Dodds left the meeting at 3:34 p.m.

The meeting was recessed for a break at 3:34 p.m. and reconvened at 3:50 p.m.

The agenda was reordered and items 16.1, 16.2.1, 16.2.2, and 16.2.3 were heard following item 10.2.1.

16.1 Consent Agenda Items

16.1.1 Director of Legislative and Information Services Quarterly Report

The Director of Legislative and Information Services provided clarifications on Bills 13 and 14.

By general consent Islands Trust Council received the Director of Legislative and Information Services Quarterly Report as presented.

16.2 Discussion / Decision Items

16.2.1 Trust Council Bylaw 197: Local Trust Committee Meeting Procedures Bylaw

The Director of Legislative and Information Services stated the Local Trust Committee Meeting Procedures Bylaw was given First, Second, and Third readings at Trust Council on March 13, 2025.

Discussion ensued and the following comments were noted:

- The majority of the language in Bylaw No. 197 was taken from existing meeting procedure bylaws;
- correspondence regarding the proposed bylaw was received and the suggestions are administrative amendments which would not change the substance;
- it was clarified that the language in Section 10 allows two members of a local trust committee to call a special meeting but said meeting can not be called without the third member being aware of the meeting.

TC-2025-055
It was MOVED by Trustee Luckham, and SECONDED by Trustee Bernardo,
that Trust Council adopt Bylaw No. 197, 2024 as presented.

CARRIED
by 2/3 majority vote

16.2.2 Draft Policy 4.1.16 Model Public Notice Bylaw - Request For Decision

The Director of Legislative and Information Services summarized the Request for Decision and indicated the *Local Government Act* stipulates a default notice requirement that certain meetings be published twice in a newspaper that publishes at least once per week and the intent is to draft a model Public Notice Bylaw that local trust committee's can use which does not pre-determine their means of notification.

Discussion ensued and the following comments were noted:

- The cost of publishing in newspapers that community members do not read is high; and
- each local trust committee needs to determine what works best for their community within the criteria specified.

TC-2025-056
It was MOVED by Trustee Bernardo, and SECONDED by Trustee Campbell,
that Trust Council adopt draft Policy 4.1.16 Model Public Notice Bylaw and forward it to the local trust committees for their consideration in the adoption of a public notice bylaw.

CARRIED

Trustee Stamford left the meeting at 4:48 p.m.

16.2.3 Amendment to Trust Council Meeting Procedure Bylaw 101 Regarding Petitions and Delegations - Request For Decision

The Director of Legislative and Information Services summarized the Request for Decision and noted Executive Committee requested edits to the

bylaw including the receipt of late correspondence, changes to requirements of a delegation, and disposition of petitions and delegations.

Discussion on the proposed bylaw commenced and, in order to maintain agenda timelines, the discussion was tabled to Thursday, June 19.

13. MLA ROB BOTTERELL PRESENTATION

There were 26 members of the public present for MLA Botterell's presentation.

MLA Botterell spoke to the following:

- The forests, waters, lands, and people within the Islands Trust area are connected;
- there is less old growth, fewer fish, loss of environment habitat, increased fallow deer, invasive species are on the rise, and ecosystems are under threat;
- in 1986 the special amenities of the Trust Area were described as a combination of mild climate, 500 islands, diverse and natural features, continuous tree cover, large undeveloped areas, numerous areas of archeological significance, a compact marine ecosystem, and small communities and Islands Trust has a pivotal role and responsibility to preserve and protect these amenities;
- legal opinions will not change the priority objective which is to preserve and protect the Trust Area;
- each of the 31 First Nations within the Trust Area is a sovereign government and when First reading of the Trust Policy Statement is done it is expected that many Nations will respond and it was suggested that time necessary to find consensus is allowed;
- Minister Kahlon's response letter has noted the Ministry is not in a position to provide a review before next general elections and this should be respected;
- he urges Trust Council to find a way to work with what the Minister has set out in the response;
- there has been a 62% increase in population in the Trust Area since Islands Trust was established and this indicates there has been a lot of development; and
- any future request should be narrowed to one very specific ask.

MLA Botterell answered questions and responded to comments put forth by trustees.

The meeting was recessed for the day at 5:55 p.m.

Trustees Allen, Campbell, Mabberley, Middleton, and Stamford left the meeting.

THURSDAY, JUNE 19

Chair Patrick recalled the meeting to order at 9:03 a.m.

14. CLOSED MEETING

TC-2025-057
It was MOVED by Trustee Evans, and SECONDED by Trustee Fast,
that the meeting be closed to the public subject to Sections 90(1)(c) of the Community Charter in order to
(c) consider matters related to labour relations or other employee relations
and that staff attend the meeting.

CARRIED

The meeting was closed to the public at 9:04 a.m. and recalled to order at 10:50 a.m.

15. RISE AND REPORT

Chair Patrick rose and report the adoption of the in-camera minutes from the March, 2025 Trust Council meeting.

16. LEGISLATIVE AND INFORMATION SERVICES

16.2.3 Amendment to Trust Council Meeting Procedure Bylaw 101 Regarding Petitions and Delegations - Request For Decision

Discussion on item 16.2.3 began Wednesday, June 18 and resumed Thursday, June 19 and the following points were noted:

- The rationale for delaying a disposition is to allow staff time to provide advice and any relevant background information to ensure Trust Council is fully informed regarding the delegation topic;
- Trust Council has discretion to respond directly; however, the language encourages that time be allowed for consideration of the subject matter;
- it is important to determine if there are staff capacity or financial implications to consider prior to providing direction; and
- allowing further time to review the draft language and engage the community is needed.

TC-2025-058
It was MOVED by Trustee Morrison, and SECONDED by Trustee Borthwick,
to postpone item 16.2.3 Amendment to Trust Council Meeting Procedure Bylaw 101 Regarding Petitions and Delegations to the September, 2025 meeting.

DEFEATED

TC-2025-059
It was MOVED by Trustee EVANS, and SECONDED by Trustee Fast,
that Trust Council request staff to replace the words in section 5.9 that read "Where written application has not been received, or a petition or delegation has been refused, as prescribed in section 5.8," with "To appeal the decision by the Secretary and/or Executive Committee where a petition or delegation has been refused, as prescribed in Section 5.8, or where written application has not been received,".

CARRIED

Discussion continued and the following comments were noted:

- The proposed bylaw is relevant to Trust Council meeting procedures and does not address how local trust committees dispose of delegations;
- a Trustee asked who determines if correspondence or a delegation topic is slanderous or defamatory without a legal opinion and it was noted that Trust Council has been given authority to administer the statute and

Executive Committee exercises its best judgement regarding the inclusion of correspondence, or allowing a delegation, and there is opportunity to appeal said decision; and

- the item has been on publicly available agendas for several Trust Council meetings and while public consultation is useful the bylaw is procedural and provides clarity and transparency for delegates.

TC-2025-060
It was MOVED by Trustee Bernardo, and SECONDED by Trustee Fast,
that Trust Council request staff to amend section 5.8(g) by replacing the word "may" with the word "must".

CARRIED

TC-2025-061
It was MOVED by Trustee Fast, and SECONDED by Trustee Yates,
that Trust Council Bylaw 199, cited as "Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2025" be read a First Time, as amended.

CARRIED

TC-2025-062
It was MOVED by Trustee Fast, and SECONDED by Trustee Evans,
that Trust Council Bylaw 199, cited as "Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2025" be read a Second Time, as amended.

CARRIED

TC-2025-063
It was MOVED by Trustee Fast, and SECONDED by Trustee Yates,
that Trust Council Bylaw 199, cited as "Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2025" be read a Third Time, as amended.

CARRIED

Trustee Morrison left the meeting at 11:50 a.m.

16.2.4 Chief Administrative Officer Performance Evaluation Policy - Request For Decision

The Director of Legislative and Information Services summarized the Request for Decision.

Discussion ensued.

TC-2025-064
It was MOVED by Trustee Gedye, and SECONDED by Trustee Borthwick,
that Trust Council adopt Trust Council Policy "2.5.1 Chief Administrative Officer Performance Evaluation".

CARRIED

TC-2025-065
It was MOVED by Trustee Gedye, and SECONDED by Trustee Evans,
that Trust Council adopt amendments as recommended by the Chief Administrative Officer Performance Evaluation Policy Committee dated June 17, 2025 to Trust Council "Policy 2.3.1 Council Committee System".

CARRIED

TC-2025-066
It was MOVED by Trustee Gedye, and SECONDED by Trustee Elliott,
that Trust Council adopt amendments as recommended by the Chief Administrative Officer Performance Evaluation Policy Committee dated June 17, 2025 to Trust Council "Policy 2.4.1 Executive Committee Terms of Reference" dated June 17, 2025.

CARRIED

17. DISPOSITION OF DELEGATIONS/PUBLIC COMMENT & CORRESPONDENCE

A Trustee indicated they would like a response sent to Salt Spring Solutions recognizing the work they have done.

Trustee Harris left the meeting at 12:03 p.m. and returned at 12:06 p.m.

19. TRUST COUNCIL FOLLOW UP ACTION LIST

The Follow Up Action List was reviewed and updates provided.

TC-2025-067
It was MOVED by Trustee Fast, and SECONDED by Trustee Yates,
that Trust Council request staff remove Item 3 "Staff to schedule a Committee of the Whole meeting for Trust Council to discuss the September Meeting Conduct" from the Chief Administrative Officer Follow Up Action List on page 318 of the June Trust Council agenda.

CARRIED

20. NEXT MEETING

The next Islands Trust Council Quarterly meeting is scheduled to be held in-person on Gabriola Island September 16-18, 2025.

20.1 Draft September Trust Council Program

Received for information.

21. ADJOURNMENT

By general consent the meeting was adjourned at 12:15 p.m.

_____

Laura Patrick, Chair

Certified Correct:

_____

Lisa Millard Meeting Administrator/Recorder

Minutes are not official until adopted at a subsequent meeting.

DRAFT

Trust Council

Minutes of a Special Meeting

Date: July 29, 2025
Location: Electronic Meeting

Executive Members Present:
1. Laura Patrick, Chair, Salt Spring Island Local Trust Area
2. Tobi Elliott, Acting Chair, Vice-Chair, Gabriola Island Local Trust Area
3. David Maude, Vice-Chair, Mayne Island Local Trust Area
4. Timothy Peterson, Vice-Chair, Lasqueti Island Local Trust Area

Members Present:
5. Sue Ellen Fast, Bowen Island Municipal Trustee
6. Judith Gedye, Bowen Island Municipal Trustee
7. Sam Borthwick, Denman Island Local Trust Area
8. David Graham, Denman Island Local Trust Area
9. Susan Yates, Gabriola Island Local Trust Area
10. Lisa Gauvreau, Galiano Island Local Trust Area
11. Ben Mabberley, Galiano Island Local Trust Area
12. Joe Bernardo, Gambier Island Local Trust Area
13. Kate-Louise Stamford, Gambier Island Local Trust Area
14. Mikaila Lironi, Lasqueti Island Local Trust Area
14. Jamie Harris, Salt Spring Island Local Trust Area
15. Mairead Boland, Saturna Island Local Trust Area
16. Lee Middleton, Saturna Island Local Trust Area
17. Kristina Evans, South Pender Island Local Trust Area
18. Ken Hunter, Thetis Island Local Trust Area
18. Peter Luckham, Thetis Island Local Trust Area

Members Regrets:
21. Alex Allen, Hornby Island Local Trust Area
22. Jeanine Dodds, Mayne Island Local Trust Area

Members Absent:
23. Grant Scott, Hornby Island Local Trust Area
24. Dag Falck, South Pender Island Local Trust Area
25. Aaron Campbell, North Pender Island Local Trust Area
26. Deb Morrison, North Pender 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
Joe Elliott, Senior Indigenous Relations Advisor
William Shulba, Senior Freshwater Specialist
Alexandra Trifonidis, Executive Coordinator
Jason Youmans, Senior Policy Advisor
Lisa Millard, Meeting Administrator/Recorder

Others Present: There were four members of the public present.

1. CALL TO ORDER

Acting Chair Elliott called the meeting to order at 1:00 p.m.

2. TERRITORIAL ACKNOWLEDGEMENT

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

3. APPROVAL OF AGENDA

3.1 Introduction of New Items - None

3.2 Approval of Agenda

By general consent the agenda was approved as presented.

4. PUBLIC COMMENT PERIOD

A member of the public spoke to the definition of "environment" in the Glossary of the draft Trust Policy Statement and stated the following:

- The definition is sourced from the Impact Agency of Canada which focuses on the impact of large infrastructure projects and it is not sufficient for the intended purpose;
- Section 1.3 of the September 2023 draft Trust Policy Statement, which defined and supported definitions of "environment" and "unique amenities", has been deleted;
- The current draft is problematic in the absence of contextual explanations of critical parts of the mandate and without contextual information a better definition of "environment", which more clearly supports the intent of the *Islands Trust Act*, is needed; and
- Consideration of this matter prior to First Reading is requested.

Trustee Luckham joined the meeting at 1:14 p.m.

A member of the public spoke to Part 1 of draft Trust Policy Statement and stated the following:

- The draft states places of natural and cultural heritage are protected through Islands Trust Conservancy which results in the appearance that no other bodies of Islands Trust have the mandate to protect places of natural and cultural significance;
- References to the protection of areas of natural and cultural significance being the responsibility of local trust committees and Island Municipalities through Official Community Plan bylaws are mentioned within the Advisory Policies, Directive Policies, and Trust Council Principles sections of the draft Trust Policy Statement;
- The 2025 version of the draft eliminates the unique governance aspect of the preserve and protect mandate; and
- Islands Trust is a government body that is unique in Canada due to its mandate and it appears that trustees would feel more comfortable without being held accountable for the conservation mandate.

A member of the public spoke to the importance of making the islands more suitable for young people and all residents by enhancing the financial and economic status of the islands without harming the environmental aspects.

5. CLOSED MEETING

TC-2025-068
It was MOVED by Trustee Gedye, and SECONDED by Trustee Peterson,
that the meeting be closed to the public subject to Sections 90(1)(i) of the Community Charter in order to consider matters related to the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and that staff attend the meeting.

CARRIED

The meeting was closed to the public at 1:24 p.m. and reconvened at 2:10 p.m.

Trustee Stamford left the meeting at 2:10 p.m.

6. BUSINESS ITEMS

6.1 Policy Statement Bylaw No. 183 – Consideration of First Reading – Request for Decision

Trustee Evans provided a summary of the timeline of the work done through Committee of the Whole and Trust Programs Committee on the draft Trust Policy Statement.

The Senior Policy Advisor introduced the Request for Decision and indicated the agenda package contained both a red line version showing all of the document edits since it was last put before Trust Council in September 2024 and a clean version.

Discussion ensued regarding the definition of "environment" in the Glossary and a trustee noted environment is a broad term, the environment is made up of many different ecosystems, bioregions, and microclimates, there is no holistic definition that encompasses the terrestrial, marine, and ecological environments, and it is impossible to define environment as separate from human interactions as the region was shaped and cultivated by Indigenous Peoples.

TC-2025-069
It was MOVED by Trustee Yates, and SECONDED by Trustee Boland,
that Trust Council Bylaw No. 183, cited as "Trust Council Policy Statement Bylaw, 2025", be amended by removing the definition of "Environment" from the Glossary of Terms.

CARRIED

TC-2025-070
It was MOVED by Trustee Elliott, and SECONDED by Trustee Yates,
that Trust Council Bylaw No. 183 cited as "Trust Council Policy Statement Bylaw, 2025" be amended in the second sentence of the preamble language under Goal 1 from "The policies in this section aim to acknowledge the history and legacy of Indigenous Peoples in the area since time immemorial" to read "The policies in this section aim to acknowledge the history, legacy and continuing relationships of Indigenous Peoples to the area since time immemorial."

CARRIED

The merits and potential challenges of using the word "engage" instead of "cooperate" were discussed.

Trustee Stamford returned to the meeting at 3:15 p.m.

TC-2025-071
It was MOVED by Trustee Boland, and SECONDED by Trustee Luckham, that Trust Council Bylaw No. 183 cited as "Trust Council Policy Statement Bylaw, 2025", be amended by replacing the words "Co-operate with Indigenous Governing Bodies" with the words "Engage with Indigenous Governing Bodies" in the draft Policy Statement Policy headers of Reconciliation Item 3.1.1 and Item 3.1.2.

CARRIED

The meeting was recessed for a break at 3:24 p.m. and reconvened at 3:45 p.m.

Trustee Luckham left the meeting at 3:24 p.m. and returned at 4:05 p.m.

Discussion ensued regarding the use of the term "threat" in section 2.1.5.

TC-2025-072
It was MOVED by Trustee Bernardo, and SECONDED by Trustee Yates, that Trust Council Bylaw No. 183, cited as "Trust Council Policy Statement Bylaw, 2025", be amended as follows: by amending article 2.1.5 by replacing the words "there may be uncertainty over the threats of serious or irreversible damage from development" with "there is material uncertainty over the potential for serious or irreversible damage from development".

TC-2025-073
It was MOVED by Trustee Yates, and SECONDED by Trustee Stamford , that the word "material" be removed from motion on the floor.

CARRIED

The question on the following motion, as amended, was then called.

that Trust Council Bylaw No. 183, cited as "Trust Council Policy Statement Bylaw, 2025", be amended as follows: by amending article 2.1.5 by replacing the words "there may be uncertainty over the threats of serious or irreversible damage from development" with "there is uncertainty over the potential for serious or irreversible damage from development".

CARRIED

Discussion ensued regarding section 2.2.3 which references that Islands Trust be informed by the principles for change used by the National Inquiry into *Missing and Murdered Indigenous Women and Girls Calls for Justice*.

TC-2025-074
It was MOVED by Trustee Bernardo, and SECONDED by Trustee Harris, that Trust Council Bylaw No. 183, cited as "Trust Council Policy Statement Bylaw, 2025", be amended as follows: by deleting article 2.2.3.

DEFEATED

The use of the word "prioritize" within the Directive Policies – Ecosystem Integrity section was discussed.

TC-2025-075
It was MOVED by Trustee Bernardo, and SECONDED by Trustee Borthwick,
that Trust Council Bylaw No. 183, cited as "Trust Council Policy Statement Bylaw, 2025", be amended as follows: by amending articles 3.3.2, 3.3.3, 3.3.4, 3.3.5, 3.3.6, 3.3.7 and 3.3.8 by, in each case, by replacing the word "prioritize" with "establish opportunities for advancing".

DEFEATED

Trustees discussed obtaining legal advice on the use of the word "prioritize" within the context of the draft Trust Policy Statement to determine if there might be unintended consequences of using the term. The Director of Legislative and Information Services indicated that following the receipt of referral and engagement responses all comments will be provided to Trust Council at which point any items that require legal opinion could be sent to legal counsel at the same time.

TC-2025-076
It was MOVED by Trustee Luckham, and SECONDED by Trustee Fast,
that Trust Council Bylaw No. 183, cited as "Trust Council Policy Statement Bylaw, 2025", as amended, be read a first time.

CARRIED

TC-2025-077
It was MOVED by Trustee Fast, and SECONDED by Trustee Yates,
that Trust Council request staff to refer Bylaw No. 183 to the agencies, Indigenous Governing Bodies and organizations listed in attachment 3 of the request for decision dated July 29, 2025.

CARRIED

Trustees Bernardo, Harris, and Mabberley left the meeting at 5:45 p.m.

TC-2025-078
It was MOVED by Trustee Boland, and SECONDED by Trustee Bernardo,
that Trust Council request staff to seek legal advice, prior to 2nd Reading, on the interpretive implications of using the word "prioritize" in Sections 3.3.2-3.3.8 in the draft Policy Statement .

DEFEATED

7. NEW BUSINESS - None

8. ADJOURNMENT

By general consent the meeting was adjourned at 5:55 p.m.

Tobi Elliott, Acting Chair

Certified Correct:

_____

Lisa Millard, Meeting Administrator/Recorder

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

DRAFT

Resolutions Without Meetings Log

Trust Council

Resolution Number	Action	Date
2025-004	**Carried**	**13-Aug-2025**

Adopt Bylaw 199 - Delegations Amendments to Meeting Procedure Bylaw

It was Moved by Trustee Maude, and Seconded by Trustee Peterson,

that Islands Trust Council Bylaw 199, cited as "Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2025", be adopted.

ISLANDS TRUST COUNCIL

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

The following matter is considered urgent and necessary in order for Trust Council to adopt Islands Trust Council Bylaw 199, cited as the "Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2025". Trust Council gave first, second and third readings to this amendment bylaw on June 19, 2025 during their quarterly meeting.

Trustees were notified, via email, of the call for resolution on August 12, 2025.
Trustees were notified, via email, of the call for the vote on August 12, 2025.

It was Moved by Trustee Maude, and Seconded by Trustee Peterson,
that Islands Trust Council Bylaw 199, cited as "Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2025", be adopted.

TRUSTEES CONTACTED	DATE VOTE RECEIVED	VOTE
1. Tobi Elliott	August 12, 2025	In Favour
2. David Maude	August 12, 2025	In Favour
3. Tim Peterson	August 12, 2025	In Favour
4. Sam Borthwick	August 12, 2025	In Favour
5. Sue Ellen Fast	August 12, 2025	In Favour
6. Joe Bernardo	August 12, 2025	In Favour
7. Mairead Boland	August 12, 2025	In Favour
8. Lee Middleton	August 12, 2025	In Favour
9. Dag Falck	August 12, 2025	Opposed
10. Laura Patrick	August 12, 2025	In Favour
11. Jeanine Dodds	August 12, 2025	In Favour
12. Kristina Evans	August 12, 2025	In Favour
13. Judith Gedye	August 12, 2025	In Favour
14. Lisa Gauvreau	August 12, 2025	In Favour
15. Susan Yates	August 12, 2025	In Favour
16. Jamie Harris	August 13, 2025	Opposed
17. Deb Morrison	August 13, 2025	Opposed
18. Kate-Louise Stamford	August 13, 2025	In Favour

TRUSTEES VOTE NOT AVAILABLE

1. Alex Allen
2. Aaron Campbell
3. David Graham
4. Ken Hunter
5. Mikaila Lironi
6. Peter Luckham
7. Ben Mabberley
8. Grant Scott

FINAL VOTE COUNT (15) IN FAVOUR (3) OPPOSED DECISION: **CARRIED**

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

_____
CHAIR'S SIGNATURE
Laura Patrick, Salt Spring Island Local Trust Area

_____
RECORDER'S SIGNATURE
Alexandra Trifonidis, Executive Coordinator

Islands Trust

Island Trust Council
Active Projects
Chart

Print Date: August 29, 2025

Islands Trust Council Strategic Plan Goals
• Clear and transparent policies, administrative processes and structures enable better decision making, advance service delivery and improve employee satisfaction. • Defined capacity constraints and indicators inform decision making. • Planning processes and Trust Area wide programs enable diverse housing options. • Advocacy and policy changes improve control of invasive species to protect and restore sensitive ecosystems. • Diverse community members/groups are invested in revitalizing ecosystems and expanding protected areas. • Marine and foreshore ecosystems are healthy • Land use decisions are informed by data and ongoing monitoring to manage and adapt to climate risks • Communities understand effects of climate change on the Trust Area. • Policies, plans, and resources provide opportunities for collaborative First Nations engagement aligned with UNDRIP. • Indigenous knowledge is incorporated into stewardship and management of Trust Area.

Executive Committee	Governance Committee	Financial Planning Committee
1. Requests to Minister for review of Islands Trust and increased Provincial funding (Strategic Plan Initiative 1.3.1) 2. Finish and adopt Islands Trust Policy Strategic Plan. New Strategic Plan approved by Trust Council March 2025. 3. Update and implement Reconciliation Action Plan (Strategic Plan 5.1.1) 4. Guide the development and implementation of the Islands Trust Strategic Plan. New Strategic Plan approved by Trust Council March 2025.	1. Review of Governance Report 2. Corporate Planning 3. Meeting process (Bylaw 101 and policies) 4. Secretariat and/or in-house legal counsel 5. Policy 7.2.1 Trustee Remuneration - Review and Update	1. Budget 2026/27: Draft 1 Preparation and Review 2. Q2 2025/26 Financial Report 3. Q2 Financial Forecast 4. Budget 2026/27 Public Engagement

Trust Programs Committee	Regional Planning Committee	Islands Trust Conservancy
1. Stewardship Education Program 2. Secretariat Role to Forums within the Trust Area 3. Trust Council Policy 1.2.1 (Policy Statement Amendment)	1. 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) 2. Update and Implement Freshwater Sustainability Strategy (2022-2032) (Strategic Plan Initiative 2.1.3) 3. Monitor progress of protection of ecosystem health in all land use planning decisions (Strategic Plan Initiative 3.2.4)	1. Strategic Planning/Administration 2. Covenant and Property Acquisitions 3. Property and Covenant Management 4. Communications 5. Fundraising and Conservancy Support

Local Trust Committees

Northern Islands
Ballenas-Winchelsea, Denman, Gabriola, Gambier, Hornby, Lasqueti, Thetis

Denman Island

- Major Project - Denman Housing (OCP and LUB) Review Project - Stage 2, Phase 2
- Minor Project - Housing Related TUP Review

Gabriola Island

- Major Project - Gabriola Island Comprehensive OCP and LUB Review - Phase 2

Gambier Island

- Major Project - Gambier OCP & LUB Targeted Review - Phase 2
- Minor Project - Keats Island Shoreline Protection Project - Phase 3 (Continued)

Southern Islands
Galiano, Mayne, North Pender, South Pender, Saturna

Galiano Island

- Minor Project - Groundwater Sustainability
- Associated Islands Regulations Review

Mayne Island

- Major Project - Housing Options Project - Phase 2

North Pender Island

- Major project - Housing Access and Affordability Project
- Minor project - Update of Raptors Nest DPAs

Saturna Island

- Minor Project - Minor housing amendments review project

South Pender Island

- Minor Project - Minor LUB Review Project
- STVR Regulation & Policy Review

Northern Islands
Ballenas-Winchelsea, Denman, Gabriola, Gambier, Hornby, Lasqueti, Thetis

Hornby Island

- Major Project - Hornby Island Official Community Plan and Land Use Bylaw Review

Lasqueti Island

- Minor Project - Official Community Plan Review - Phases 2 & 3

Salt Spring

Salt Spring Island

- Extraordinary Project - OCP-LUB Update
- Minor Project - Housing Action Program - Implementation (Bylaw 537)
- Major Project - Water Sustainability - coordinate multiple jurisdictions in planning for water sustainability and watershed protection.

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: 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\n b) request for increased Provincial funding. (Minister denied the request for a review for review for the balance of this Council term in his April 28, 2025 letter.)	Rueben Bronee	Rec'd: 01-Nov-2023 Target: 31-Mar-2025

2. *Finish and adopt Islands Trust Policy Statement in accordance with project work plans (Strategic Plan key initiative 1.1.1)*	Responsible	Dates
Activity: Project underway guided by Trust Council project charter. Anticipated project completion by November 2026.	Clare Frater	Rec'd: 26-Feb-2020 Target: 01-Nov-2026

3. *Update and implement Reconciliation Action Plan (Strategic Plan 5.1.1)*	Responsible	Dates
Activity: Initiation timeline: Updating to begin in Summer 2025	Clare Frater	Rec'd: 02-Sep-2020 Target: 31-Mar-2025

Active Projects Report

Executive Committee

4. *Guide the development and implementation of the Islands Trust Strategic Plan. New Strategic Plan approved by Trust Council March 2025.*	Responsible	Dates
Activity: Implementation underway.	Rueben Bronee	Rec'd: 03-May-2023 Target: 31-Mar-2025

Islands Trust

Print Date: August 29, 2025

Follow Up Action List

Future Projects Report

Executive Committee

1. *Pay Transparency Report Submission & Posting*	Responsible	Date Received
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.	Julia Mobbs	11-May-2023

2. *Improve bylaw enforcement policies and procedures to be administratively fair, reasonable and transparent with the aim of restoring public confidence (Strategic Plan Initiative 1.2.3) (joint with RPC)*	Responsible	Date Received
RPC endorsed Policy 5.5.1 and Best Practice Manual amendments. Referred to Trust Council for endorsement.	Stefan Cermak	12-Mar-2025

3. *Explore new engagement models (virtual and in person forums) to reach more community members (Strategic Plan Initiative 1.2.2)*	Responsible	Date Received
Initiation timeline TBD	Clare Frater	12-Mar-2025

4. *Review all Trust Council and local trust committee agreements and where appropriate, amend, combine or rescind (Strategic Plan Initiative 1.2.6)*	Responsible	Date Received
Initiation timeline: 2026/27: (May 2023 EC asked for priority to Ministry of Transportation and Infrastructure)	Clare Frater Rueben Bronee	12-Mar-2025

5. *Design a plan to advocate to enhance community access to funding for housing in the Trust Area (Strategic Plan Initiative 2.3.2)*	Responsible	Date Received
Initiation timeline: Priority for this Council term	Clare Frater	12-Mar-2025

Future Projects Report

Executive Committee

	Responsible	Date Received
6. ***Advocate for the development and implementation of a fallow deer strategy, including advocacy for deer harvesting (Strategic Plan Initiative 3.1.1)***		
Initiation timeline: Priority for this Council term	Clare Frater	12-Mar-2025
7. ***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)***	**Responsible**	**Date Received**
Initiation timeline: TBD	Clare Frater	12-Mar-2025
8. ***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)***	**Responsible**	**Date Received**
Initiation timeline: Priority for this Council term	Clare Frater	12-Mar-2025
9. ***Clarify opportunities for co-governance and co-management of the Trust Area (Strategic Plan Initiative 5.1.2)***	**Responsible**	**Date Received**
Initiation timeline: Priority for this Council term	Clare Frater Rueben Bronee	12-Mar-2025
10. ***Develop a schedule and plan for leader-to-leader meetings with Indigenous Governing Bodies (Strategic Plan Initiative 5.1.3)***	**Responsible**	**Date Received**
Initiation timeline: 2026/27	Clare Frater Rueben Bronee	12-Mar-2025
11. ***Develop tailored public engagement processes that acknowledge preferred engagement methods of Indigenous Peoples (Strategic Plan Initiative 5.2.2)***	**Responsible**	**Date Received**
Initiation timeline: Priority for this Council term	Clare Frater	12-Mar-2025

Future Projects Report

Executive Committee

12. *Implement activities assigned by the future Reconciliation Action Plan (2025-2028) implementation plan (To be assigned by TC) (Strategic Plan Initiative 5.1.5)*	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. *Implement activities assigned by the Freshwater Sustainability Strategy (2022-2032) implementation plan (To be assigned by TC) (Strategic Plan Initiative 2.1.3)*	Responsible	Date Received
To be determined. Regional Planning Committee is developing a Freshwater Sustainability Strategy Implementation Plan for Trust Council appoval.	Clare Frater	12-May-2025

Active Projects Report

Governance Committee

1. *Review of Governance Report*	Responsible	Dates
Activity: Prepare Trust Council session for review of Governance Report.		Rec'd: 09-Nov-2023 Target: 17-Jun-2025

2. *Corporate Planning*	Responsible	Dates
Activity: Continue implementation of enhanced corporate planning processes: Visioning - complete; Values - skipped; SWOT - complete; Strategic Plan - in progress; Departmental work plans - upcoming; incorporating work plans into the financial plan - upcoming.		Rec'd: 17-Apr-2023 Target: 16-Sep-2025

3. *Meeting process (Bylaw 101 and policies)*	Responsible	Dates
Activity: Review and recommend amendments to the Trust Council Meeting Procedure Bylaws 101 and related policies to address the concerns raised by Great Northern Management Consultants in the 2022 Governance Review Report of the Islands Trust.	David Marlor	Rec'd: 17-Apr-2023 Target: 16-Sep-2025

Active Projects Report

Governance Committee

4. *Secretariat and/or in-house legal counsel*	Responsible	Dates
Activity: Consider opportunities to hire a Trust Council secretariat or in-house legal counsel, and any associated implications to the Islands Trust.	David Marlor	Rec'd: 11-Apr-2023 Target: 02-Dec-2025

5. *Policy 7.2.1 Trustee Remuneration - Review and Update*	Responsible	Dates
Activity: Review and update Trust Council's Policy 7.2.1 Trustee Remuneration in line with the UBCM Council and Board Remuneration Guide.	Julia Mobbs	Rec'd: 12-Jan-2024 Target: 30-Sep-2025

Islands Trust
Governance Committee
Work Program Matrix

August 13, 2025

Forward to Trust Council

LEGEND:

- Not Started
- ➢ In-progress
- ✓ Complete

Not Urgent, Important	**Urgent, High Priority**
• Committees Structure: Clear mandates, review of size, champion proposals to Trust Council • Make Mandate of Conservancy More Prominent	➢ Response to the Province Requesting A Review of Islands Trust • Meeting Process (Bylaw 101 & related policies) • Review of Trustee Compensation Policy ➢ Strategic/Corporate Planning/Visioning process and related operational review • Secretariat/hiring in-house legal counsel - needs research ➢ Prepare a Trust Council Session for review of Governance Report • Election of Executive Committee and possible re-election same term
Not Urgent, Lower Priority	**Urgent, Lower Priority**
• Information to Trustee Candidates Before Election • Recording of Negative Votes (forward to Executive Committee)	*These items require preparation of other policies before they can be effectively addressed.* • Communications • Advocacy

Non-Urgent, Important items under close examination by other Council Committees

- Local planning issues: OCP numbers & updates (Regional Planning Committee)
- Policy Statement Update (Trust Programs Committee and Executive Committee)
- Trustee Leadership Development

Matters Outside Our Jurisdictions

Urgent and Important

- First Nations representation (possible referral to First Nations committee if it gets established, otherwise multiple protocol agreements not considered in report)

Not Urgent, Not Priority

- Representation of provincial interest on TC - simple idea, complex in execution, multiple solutions.

Islands Trust

Print Date: August 21, 2025

Follow Up Action List

Active Projects Report

Financial Planning Committee

1. *Budget 2026/27: Draft 1 Preparation and Review*	Responsible	Dates
Activity: Review Draft 1, version 1 of the 2026/27 budget in October 2025. Review Draft 1, version 2 of the 2026/27 budget in November 2025.	Julia Mobbs	Rec'd: 20-Aug-2025 Target: 22-Oct-2025

2. *Q2 2025/26 Financial Report*	Responsible	Dates
Activity: Financial reports on operations to the end of September 30, 2025 will be prepared for review and approval to ensure appropriate financial management and spending within approved budget limits.	Julia Mobbs	Rec'd: 20-Aug-2025 Target: 12-Nov-2025

3. *Q2 Financial Forecast*	Responsible	Dates
Activity: The Q2 Financial Forecast informs spending decisions for the remainder of the fiscal year, and supports development of the draft 2026/27 budget.	Julia Mobbs	Rec'd: 20-Aug-2025 Target: 12-Nov-2025

Active Projects Report

Financial Planning Committee

4. *Budget 2026/27 Public Engagement*	Responsible	Dates
Activity: Review of planned engagement materials and engagement platforms will continue at FPC's October/November and January meetings prior to engagement initiation in January.	Clare Frater	Rec'd: 20-Aug-2025 Target: 21-Jan-2026

Islands Trust

Print Date: August 21, 2025

Follow Up Action List

Future Projects Report

Financial Planning Committee

1. *Review of TC Policy 6.5.2 Budget Control and Adjustment Authority (EC directed)*	Responsible	Date Received
Review Islands Trust Policy 6.5.2 Budget Control and Adjustment as a whole and specifically make recommendations to amend the policy to ensure the policy is clear in regards to the process and decision making authority related to proposed 'overspends' for any particular budget item.	Julia Mobbs	12-Mar-2024

2. *Review of TC Policy 6.5.1 Reserves and Surplus*	Responsible	Date Received
That Financial Planning Committee request staff to investigate possible language changes to TC Policy 6.5.1 Reserves and Surplus to ensure that it does not violate best practices related to use of surplus funds to fund operating expenses.	Julia Mobbs	12-Oct-2022

Islands Trust

Print Date: August 26, 2025

Follow Up Action List

Active Projects Report

Regional Planning Committee

1. *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)*	Responsible	Dates
Activity: a. Review and amend Trust Council Policies 5.5.1 & 7.1.2 b. Create a plain language Best Practices Manual	Robert Kojima Stefan Cermak Warren Dingman	Rec'd: 13-Mar-2024 Target: 30-Sep-2025

2. *Update and Implement Freshwater Sustainability Strategy (2022-2032)(Strategic Plan Initiative 2.1.3)*	Responsible	Dates
Activity: a. Independent review and update b. Draft an Implementation Plan c. Freshwater Atlas Update	Stefan Cermak William Shulba	Rec'd: 12-Feb-2020 Target: 31-Mar-2026

3. *Monitor progress of protection of ecosystem health in all land use planning decisions (Strategic Plan Initiative 3.2.4)*	Responsible	Dates
Activity: a. Research and data collection b. Data analysis and integration c. Collaboration	Patricia Woodruff Stefan Cermak	Rec'd: 31-Mar-2025 Target: 31-Mar-2026

Regional Planning Committee

d. Apply/implement pilot monitoring

e. Build capacity and training

Staff Biologist drafting recommendations of how to integrate biological information into planning related decisions - emphasis on species at risk as per grant funding

Future Projects Report

Regional Planning Committee

1. *Review all Trust Council policies, and where appropriate, amend, combine, or rescind (all committees) (Strategic Plan Initiative 1.2.5)*	Responsible	Date Received
Review and report to RPC. All Trust Council policies held by the Director of Planning Services: ·Policy 4.1.4; 4.1.9; 4.1.13; 4.1.14; 4.1.15 (General LTC policies) ·Policy 4.2.2 (APC Operating Policy)* ·Policy 5.3.1; 5.3.2; 5.3.3; 5.3.5 (Community Planning) ·Policy 5.4.1; 5.4.2; 5.4.3; 5.4.4 (Land Use Regulation) ·Policy 5.5.1 (Bylaw Compliance and Enforcement) ·Policy 5.6.1 (Application Processing) ·Policy 5.7.1 (Policy Statement Checklist) ·Policy 5.9.1; 5.9.2 (Best Management Practices and Outer Islands) ·Policy 6.1.1 (First Nations Engagement Principles) * jointly held with Director of Legislative and Information Services	Stefan Cermak	31-Mar-2025

2. *Improve processes for prioritizing funding for ongoing OCP reviews (Strategic Plan Initiative 2.2.1)*	Responsible	Date Received
	Stefan Cermak	31-Mar-2025

3. *Map Eelgrass and kelp forests (Strategic Plan Initiative 3.3.1)*	Responsible	Date Received

Future Projects Report

Regional Planning Committee

Draft a business case to complete Phase 2: ·Phase 1 (GIS and aerial data review) done. ·Phase 2 - groundtruthing	Stefan Cermak	03-Feb-2020

4. *Update OCPs and LUBs to incorporate new Policy Statement polices (Strategic Plan Initiative 2.2.2)*	Responsible	Date Received
	Stefan Cermak	31-Mar-2025

5. *Develop a growth management planning framework that includes data on growth trends and projections, geological and hydrological capacities, infrastructure, and development rates (Strategic Plan Initiative*	Responsible	Date Received
Draft a business case	Stefan Cermak	31-Mar-2025

6. *Update OCPs and LUBs to foster climate change resilience (considering topics such as Coastal Douglas-fir protection, foreshore and nearshore environments, and groundwater) (Strategic Plan Initiative 4.2.3)*	Responsible	Date Received
Strategic Plan assigned key initiative to: LTCs	Stefan Cermak	31-Mar-2025

Islands Trust

Print Date: August 26, 2025

Follow Up Action List

Active Projects Report

Trust Programs Committee

1. *Stewardship Education Program*	Responsible	Dates
Activity: Develop and implement a stewardship education activities in accordance with approved 2025/26 business case.	Chloe Straw Clare Frater Morgana van Niekerk	Rec'd: 12-Mar-2025 Target: 31-Mar-2026

2. *Secretariat Role to Forums within the Trust Area*	Responsible	Dates
Activity: Administer Secretariat Services program in accordance with Secretariat Services Policy.	Chloe Straw Clare Frater	Rec'd: 15-Apr-2025 Target: 31-Mar-2026

3. *Trust Council Policy 1.2.1 (Policy Statement Amendment)*	Responsible	Dates
Activity: Review of the Policy with the view of making recommendations to Trust Council for amendments if required.	Clare Frater Jason Youmans	Rec'd: 04-Nov-2024 Target: 30-Oct-2026

Future Projects Report

Trust Programs Committee

1. *Consider Community Benefit Land Trust concept for Islands Trust (Strategic Plan initiative 2.3.1)*	Responsible	Date Received
Initiation timeline: To be determined. (Should include further consideration of the Community Benefit Land Trust Concept briefing presented to TPC on February 5, 2021.)	Clare Frater	12-Mar-2025

2. *Implement Community Stewardship Awards Program*	Responsible	Date Received
Staff will initiate in February 2026. 2.1.11 Administration of Community Stewardship Awards Program Policy states: Islands Trust Programs Committee of Trust Council is responsible for initiating Islands Trust Community Stewardship Awards Program in February in the final year of each term.	Clare Frater	02-Dec-2021

3. *Review all Trust Council policies, and where appropriate, amend, combine or rescind (Strategic Plan initiative 1.2.5)*	Responsible	Date Received
TPC related policies to be reviewed this term of office (by October 2026): 1.2.1 Policy Statement Amendment Policy 2.1.11 Administration of the Community Stewardship Awards Program Policy 2.1.15 Secretariat Services Policy Initiation timeline: TPC has already requested amendments to policy 1.2.1. Project charters to amend policies 2.1.11 and 2.1.15 in 2026/27 will be initiated in 2026.	Clare Frater	12-Mar-2025

Future Projects Report

Trust Programs Committee

4. *Work with other agencies to facilitate data gathering / share in the development of environmental indicators (Strategic Plan initiative 2.1.1)*	Responsible	Date Received
Initiation timeline: To be determined.	Clare Frater	12-Mar-2025

5. *Identify indicators of ecosystem health and integrity (Strategic Plan initiative 3.2.1)*	Responsible	Date Received
Business case for funding due by September 2025. Project plan required for implementation in 2026/27.	Clare Frater	12-Mar-2025

6. *Update the State of the Islands Report (Strategic Plan initiative 3.2.2)*	Responsible	Date Received
Business case for funding due by September 2026. Project plan required for implementation in 2027/28.	Clare Frater	12-Mar-2025

7. *Develop a shared inter-agency ecosystem health indicator toolkit for citizen groups, conservancies, and other agencies (Strategic Plan initiative 3.2.3)*	Responsible	Date Received
Initiation timeline: To be determined	Clare Frater	12-Mar-2025

8. *Develop a climate action strategy, set baseline data and targets (Strategic Plan initiative 4.1.1)*	Responsible	Date Received
Initiation timeline: To be determined	Clare Frater	12-Mar-2025

Future Projects Report

Trust Programs Committee

9. *Partner with agencies and others to share climate data (Strategic Plan initiative 4.1.2)*	Responsible	Date Received
Project plan required for implementation in 2026/27. No anticipated funding request.	Clare Frater	12-Mar-2025

10. *Design and implement a climate action education plan (Strategic Plan initiative 4.2.1)*	Responsible	Date Received
Business case for funding due by September 2025. Project plan required for implementation in 2026/27.	Clare Frater	12-Mar-2025

11. *Implement activities assigned by the future Reconciliation Action Plan (2025-2028) implementation plan (To be assigned by TC) (Strategic Plan Initiative 5.1.5)*	Responsible	Date Received
To be determined. Staff is drafting new Reconciliation Action Plan and associated implementation plan for Trust Council approval.	Clare Frater	

12. *Implement activities assigned by the Freshwater Sustainability Strategy (2022-2032) implementation plan (To be assigned by TC) (Strategic Plan Initiative 2.1.3)*	Responsible	Date Received
To be determined. Regional Planning Committee is developing a Freshwater Sustainability Strategy Implementation Plan for Trust Council appoval.	Clare Frater	

13. *Recommend updates to Crown Land Agreements*	Responsible	Date Received

Future Projects Report

Trust Programs Committee

Implement Crown Land Protocol project charter V2 and engage Bowen Island Municipality and the Province of B.C. in updating and consolidating existing agreements about Crown land into one agreement. Strategic Plan Initiative 1.2.7: Review all Trust Council and local trust committee agreements and where appropriate, amend, combine or rescind is assigned to EC. On April 23, 2025, Executive Committee requested staff forward April 23, 2025 and February 26th, 2025 briefings on Crown tenure application referrals to Trust Programs Committee for consideration for updating protocols and letters of understanding with the Crown.	Clare Frater	07-May-2025

ISLANDS TRUST CONSERVANCY

ISLANDS TRUST CONSERVANCY
REPORT TO TRUST COUNCIL
2nd Quarter 2025-2026

COMPLETED SINCE LAST REPORT (June – August 2025)	**PLANNED FOR THIRD QUARTER 2025-26 (September – November 2025)**
1. STRATEGIC PLANNING/ADMINISTRATION	
Personnel/Staffing: Hired and onboarded • Team Lead – Protected Area Management • Administrative Assistant backfill Recruitment initiated for • Covenant Management and Outreach Specialist (CMOS) backfill • Communications Specialist (CS) Extended Conservation Technician (Co-op Student) position Completed ITC organizational review for CAO ***ITC Five Year Plan development:*** Worked with TAS Director and Senior Indigenous Relations Advisor to plan pathway to engagement ***First Nations:*** Staff attended Tsawout Feast ***ITC Board:*** Supported July 22, 2025 ITC Board meeting including an ITC/EC joint meeting, and special August 27, 2025 meeting Onboarded new appointed Board member ***ITC Policy:*** Prioritized policies in need of review Determined needs to align with the rights and interests of Indigenous Peoples and Nations Continued drafting policy updates ***SAR Program:***	***Personnel/Staffing:*** Continue recruitment for • Covenant Management and Outreach Specialist • Communications Specialist Field staff to complete Wilderness First Aid Training ***ITC Five-Year Plan development:*** Prepared letters to Indigenous Governing Bodies Continue implementing project: attend engagement meetings with First Nations and provide capacity funding upon request ***ITC Board:*** Host October 3 and November 18 ,2025 ITC Board meetings ***ITC Policy:*** Continue drafting policy updates ***SAR Program:*** Launch external Species at Risk Program evaluation Collaborate with Planning Biologist to provide input to suitable land analysis ***Data Management System/GIS:*** Continue work towards meeting needs of the Protected Areas Management Program ***CityView:*** Ongoing revisions, staff training, and procedure development for CityView applications software ***TAPIS 3***:

Began process for end of Species at Risk Program external evaluation ***Data Management System/GIS:*** Analysis of options to meet needs of the Protected Areas Management Program ***CityView:*** Ongoing revisions, staff training, and procedure development for CityView applications software ***TAPIS 3***: Assess FieldMaps functionality and provide feedback to GIS Team for improvements as determined ***Other:*** Provide data, input, and support for Planning Services suitable lands analysis model development	Assess FieldMaps functionality and provide feedback to GIS Team for improvements as determined ***Other:*** Continue collaboration with Planning Biologist to develop products, training, and support materials about species and ecosystems at risk Update Securement Strategy Develop project plan for Regional Conservation Plan evaluation
2. COVENANT AND PROPERTY SECUREMENT PROJECTS	
Continued securement negotiations on ~27 ha of land for ITC nature reserve (1 Galiano, 1 Salt Spring) Continued negotiations on ~2 ha of land for NAPTEP covenants (1 North Pender, 1 Salt Spring Responded to enquiries about NAPTEP and covenants (2 North Pender, 1 Gabriola, 2 Salt Spring, 1 Hornby, 1 Saturna) and about donation or conservation sale for nature reserve (Denman, Thetis, Lasqueti)	Continued securement negotiations on ~27 ha of land for ITC nature reserve (1 Galiano, 1 Salt Spring) Continue negotiations on ~2 ha of land for NAPTEP covenants (1 North Pender, 1 Salt Spring)
3. COVENANT AND PROPERTY MANAGEMENT	
Protected Area Monitoring: Completed 2025 monitoring program site visits for all nature reserves and covenants Completed monitoring documentation and reporting ***Protected Area Management Projects:*** Contracted work for species at risk monitoring and invasive species management on protected lands Planned for additional species at risk surveys and research projects to take place in the fall and spring	***Protected Area Monitoring:*** Present nature reserve and covenant monitoring results and recommendations to the ITC Board Issue notice of compliance/non-compliance with stewardship recommendations to covenant landholders ***Protected Area Management Projects:*** Implement restoration projects in covenants on Saturna and North Pender islands Develop contract for water quality monitoring in two covenants on Salt Spring Island

Resumed planning for fall restoration projects in covenants on Saturna and North Pender islands Resumed planning for water quality monitoring in two covenants on Salt Spring Island ***Technology Improvements:*** Trialled an application to replace paper monitoring forms Resumed review of property management database option ***Other:*** Completed three minor covenant amendments (Gabriola, North Pender) Worked on First Nations referral plan and tracking system/communications log for nature reserve management plans	***Technology Improvements:*** Explore remote monitoring solutions and related policy development Identify and implement improvement of field-based data collection tool ***Other:*** Continue work on First Nations referral plan and system for tracking referrals and conversations with First Nations for management plans as part of the engagement for the ITC Five-Year Plan
4. COMMUNICATIONS AND OUTREACH	
Social Media: Continued "Reflections from the field" summer series Continued 35th anniversary promotion and survey response collection for the ITC Journal ***Press Release:*** Issued press release for million-dollar anonymous donation to Opportunity Fund ***Publications:*** Wrote and distributed speaking notes to staff and board for anonymous donation Published four articles on the new Islands Trust Conservancy Journal Published Summer Heron Newsletter Published Summer ITC eNews Began work on *Caring for Your Conservation Covenant* newsletter for covenant landholders ***Celebrations:*** Hosted celebration for new NAPTEP covenant	**NOTE:** Activities pending new Communications Specialist is onboarded ***Social Media:*** Ongoing 35th anniversary promotion and survey response collection for the ITC Journal ***Publications:*** Send ITC Holiday Cards (December) Publish Fall Heron Newsletter Publish Fall ITC eNews Issue *Caring for Your Conservation Covenant* newsletter to covenant landholders ***Celebrations:*** Host celebration for one new nature reserve and one new NAPTEP covenant on Salt Spring Island Attended the Salt Spring Island to promote ITC's 35th anniversary ***Reports:***

(Gabriola) Celebrated ITC's 35th anniversary at the June Trust Council meeting Attended the Mayne Island Fall Fair to promote ITC's 35th anniversary ***Reports:*** Graphic design of 2024/25 ITC Annual Report	Publish 2024/25 ITC Annual Report
5. FUNDRAISING AND CONSERVANCY SUPPORT	
Donors: Stewardship of donors and advisors (ongoing) Continue implementation of 35th anniversary fund development activities Met with several donors and potential donors ***Strategic Giving:*** Continued WillPower Campaign seeking bequests of conservation lands or conservation funds ***Fund Management:*** Continued update of Opportunity Fund Guidelines ***Donations:*** Received significant anonymous donation for from the ShorePeakGEN fund via Vancouver Foundation. One million dollars for the Opportunity Fund and $157,304.30 for the Property Management Fund Received and processed other donations ***Other:*** Extended external grant opportunity research	***Donors:*** Stewardship of donors and advisors (ongoing) Continue implementing 35th anniversary fund development activities (ongoing in 2026) ***Strategic Giving:*** Continue WillPower Campaign seeking bequests of conservation lands or conservation funds ***Fund Management:*** Finalize update of Opportunity Fund Guidelines ***Other:*** Draft Strategic plan for anonymous donation Develop form for Opportunity Fund applications Research external grant opportunities (ongoing)

REQUEST FOR DECISION

To:	**Trust Council**	**For the Meeting of:**	September 16, 2025
From:	**Executive Committee**	**Date Prepared:**	September 12, 2025
SUBJECT:	**Request for Sponsorship of Development Application Fee**		

RECOMMENDATION:

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

DIRECTOR'S COMMENTS: The attached application for sponsorship of development application fees complies with Islands Trust Policy 4.1.xiii. The application addresses several community needs while not increasing permitted residential density. Staff recommend approving the full financial request as the budget remains 100% available.

1 PURPOSE:

The purpose of the Request for Decision (RFD) is to request the Trust Council to consider the development application fee sponsorship application from the Gulf Islands Seniors Residence Association (GISRA).

2 BACKGROUND:

This sponsorship request comes from the Gulf Islands Seniors Residence Association on Salt Spring Island. The Gulf Islands Seniors Residence Association (GISRA) is a registered society dedicated to the creation of affordable seniors' housing projects. In 2000, GISRA developed the Meadowbrook Seniors Complex on Atkins Road which they continue to operate. In 2018, GISRA rezoned the subject property to develop a second affordable seniors' residents, Meadowlane, located at 154 Kings Lane on Salt Spring Island to accommodate 48 affordable seniors' housing units, and two staff dwelling units. This project did not take place due to some financial challenges and now have submitted another rezoning application to support the development of 50 units of affordable housing on the property. GISRA purchased the subject lands out of their own resources and has engaged in some community consultation. GISRA has also taken the steps necessary to confirm the viability of the lands to support the proposed level of development including evidence of adequate supply of potable water and sewerage connection.

The rezoning application proposes to amend the Land Use Bylaw to change the zoning from Residential 12 variant A (R12(a)) to Residential 13 to permit the development of 50 units of affordable housing, general offices, a child day care centre, and reduced minimum lot size for

potential subdivision of the property at 154 Kings Lane, Salt Spring Island. The fee refund request was submitted by the applicant following receipt of the application package; however, staff did not initiate processing until now.

This sponsorship request complies with the Islands Trust Policy 4.1.xiii – Guidelines for Executive Committee Sponsored or Local Trust Committee Initiated Development Application, specifically Section 3(1) of the policy is relevant, and states:

> 3. Conditions appropriate for Executive Committee sponsorship of a property-specific development application are:
>
> a) When the applicant is a non-profit agency or organization seeking to establish, expand or modify a facility for the benefit of the community at large and consistent with the goals in the Official Community Plan.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
This request has been made in the 2024/25 budget period. As with all requests for waiving of application fees, this request has been considered on its own merits and unique circumstances. Should sponsorship be approved, the $4,882 application fee will be paid by the Executive Committee sponsorship fund and refunded to the applicant. The allocated budget for sponsorships for this period is $15,000. At time of drafting this report, the entire budget remains available.

FINANCIAL:
Approval of the application for sponsorship would reduce the funds that would otherwise be received from the application fee. Trust Council has allocated funds to cover costs for applications that are approved for sponsorship.

The subject property is in a development permit area thus the applicant may seek future sponsorship if the rezoning is adopted and when getting closer to the design and build stage of the development.

POLICY:
The attached application for Executive Committee sponsorship of development application fees complies with Islands Trust Policy 4.1.xiii.

IMPLEMENTATION/COMMUNICATIONS:
The decision of the Executive Committee will be reported to Salt Spring Island LTC, Salt Spring Island office staff, and the applicant. If sponsorship is approved, Policy C. 6 and 8 must be implemented as follows:

> 6. Where the Executive Committee wishes to sponsor a property-specific application, the costs of the relevant application fees will be charged to the fund for the sponsorship of development applications that is allocated to the Executive Committee in the base budget following an appropriate resolution from the Executive Committee.
>
> 8. Sponsorship by the Executive Committee for a development application that requires approval of the Executive Committee under s.27 [approval of LTC bylaws] of the Islands Trust Act does not fetter the discretion of the Executive Committee. Executive Committee members and staff must ensure that applicants and

members of the public are fully aware of the distinction between the Executive Committee role in decision making regarding that application.

4 RELEVANT POLICY(S):
Islands Trust Policy 4.1.xiii

5 ATTACHMENT(S):

1. Development Application Fee Sponsorship Application Form and Societal Bylaws
2. Support Request to SSILTC from Applicant, dated June 6, 2025
3. Letter to Applicant, receipt of application and fee

RESPONSE OPTIONS

Recommendation is to approve the request:

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

Alternative option may be to deny the request or sponsor a portion of the fee (ex: 50%):

1. THAT Trust Council approve financial sponsorship of $2,441 (50%) for rezoning application PLR20250220 (154 King's Lane Road) which would vary Salt Spring Island Land Use Bylaw No. 355 to allow development of up to 50-affordable housing units, general offices, a child day care centre, and a reduced minimum lot size for potential subdivision of the subject property.

Prepared By: **Oluwashogo Garuba, Planner 2**

Reviewed By/Date: **Stefan Cermak, Director, Planning Services / July 29, 2025**

Islands Trust
www.islandstrust.bc.ca
Toll Free: 1-800-663-7867

Victoria Office
200–1627 Fort Street
Victoria, BC V8R 1H8
Telephone: (250) 405-5151
Fax: (250) 405-5155
information@islandstrust.bc.ca
North Pender, South Pender, Galiano, Mayne, Saturna

Salt Spring Office
1–500 Lower Ganges Road
Salt Spring Island, BC V8K 2N8
Telephone: (250) 537-9144
Fax: (250) 537-9116
ssiinfo@islandstrust.bc.ca
Salt Spring

Northern Office
700 North Road
Gabriola Island BC V0R 1X3
Telephone: (250) 247-2063
Fax: (250) 247-7514
northinfo@islandstrust.bc.ca
Gambier, Lasqueti, Hornby, Denman, Gabriola, Thetis, Ballenas-Winchelsea

Development Application Fee Sponsorship Application Form

*Under Islands Trust Policy 4.1.xiii, Trust Council Executive Committee may sponsor development application fees. When applying for sponsorship, please submit this form, or the details in a letter, **with your development application**. Applicants are encouraged to file this form with or after their development application.*

To be eligible for Executive Committee Sponsorship:

- ✓ The applicant is a non-profit agency or organization seeking to establish, expand or modify a facility for the benefit of the community at large and consistent with goals in the Official Community Plan (OCP).
- ✓ The applicant is an established or establishing institution supported by taxpayers that is seeking to establish, expand or modify a community facility. (Potential sponsorship of up to one half of the costs of the application)
- ✓ The applicant seeks to implement specific objectives of an OCP with broad community benefits.

The following are NOT eligible for Executive Committee Sponsorship:

- ✘ The applicant is a registered for-profit corporation under the Corporations Act.
- ✘ The applicant is a non-profit agency or organization seeking to establish, expand or modify a facility that would not benefit the community at large.
- ✘ An applicant claims that he or she cannot afford the cost of the application, and the application would not otherwise qualify for sponsorship or initiation.
- ✘ ALR and Subdivision referral application fees are not eligible.

SECTION 1: APPLICANT INFORMATION

(Please print or type all sections)

Organization Name: Gulf Islands Seniors Residence Association (GISRA)

Primary Contact: Harry Barnes, Executive Director

Address: 100-122 Atkins Road, Salt Spring Island, BC V8K 2X7

Telephone: 250-538-1995 E-mail: harryb@gisra.ca

Charitable Status Number (If applicable): 868060534RR0001

Organization Mandate (Attach bylaws, constitution or cite organization website):

https://www.gisra.ca/

Board Members (Name, Position): Richard Carlin-President, Linda Adams-Vice President, Peter Spencer-Treasurer, Mike Garside- Secretary, Gordan Koppang-Director

SECTION 2: DEVELOPMENT APPLICATION INFORMATION

Check development application where fee refund is requested:

- ☐ Official Community Plan
- ☒ Zoning Bylaw Amendment
- ☐ Development Permit
- ☐ Development Variance Permit
- ☐ Temporary Use Permit
- ☐ Other: _____

Development Application Submitted? ☒ Yes ☐ No Application #: PLRZ20250220

Development Application Fees Paid (Amount): $4,882.00 Receipt #: 20250063

SECTION 3

Objective of Development Application: revisions to zoning bylaw to include non-seniors as residents eligible in the planned affordable housing, remove existing restrictions on number of medical practitioners to allow an expansion of the existing health clinic, revise minimum lot size and servicing requirements to allow subdivison of the clinic portion of the site, and allow flexibility in use of clinic building to also allow non-medical organizations to occupy the space,

Describe how the Development Application furthers official community plan goals: affordable housing and medical clinic expansion represents a significant contribution towards addressing two of Salt Spring Island's most critical needs – the lack of affordable housing, and the shortage of doctors in the community.We believe this proposal is consistent with several objectives and policies in the Salt Spring Island Official Community Plan. The most relevant policies are those that relate to affordable housing and health care services, as well as those that encourage clustering of affordable housing in serviced areas close to transit routes and services in island villages

SECTION 4

I/we declare that all of the above statements and the information contained in the material submitted in support of the application are to the best of my/our knowledge true and correct.

Printed Name: Harry Barnes, Executive Director

Signature: Date: July 29, 2025

Contact Information (e-mail and/or phone): harryb@gisra.ca

INFORMATION TO BE COMPLETED BY ISLANDS TRUST

Date of Executive Committee Consideration: _____ Decision: _____

Financial Details: _____

Fee Refunded: _____

Organization Charitable Status Number: _____

LTC Notified (Date): _____

Applicant Notified (Date): _____

copy

BRITISH COLUMBIA

NUMBER: **S-38999**

SOCIETY ACT

CERTIFICATE OF INCORPORATION

***I Hereby Certify** that*

GULF ISLANDS SENIORS RESIDENCE ASSOCIATION

has this day been incorporated under the *Society Act*

***Issued** under my hand at Victoria, British Columbia*

on November 02, 1998

JOHN S. POWELL
Registrar of Companies
PROVINCE OF BRITISH COLUMBIA
CANADA

COPY

FORM 2

SOCIETY ACT

CONSTITUTION

1. The name of the society is

GULF ISLANDS SENIORS RESIDENCE ASSOCIATION

2. The purpose of the society is to construct, provide, maintain, lease, own and manage one or more nonprofit residential facilities on Salt Spring Island for persons 55 years of age or over.

3. The Directors shall serve without remuneration, and the Directors shall not receive, directly or indirectly, any profits from their position as Directors but may be paid expenses incurred by them in the performance of their duties. This clause is unalterable.

4. The Society shall be carried on without purpose of gain for its members, and no part of any income of the Society shall be payable or otherwise available for the personal benefit of the members thereof, and any profits or other accretions to the Society shall be used for promoting its purposes. This clause is unalterable.

5. Upon wind-up or dissolution of the Society, the assets remaining after the payment of all costs, charges and expenses properly incurred in the wind-up, including the remuneration of a liquidator, and after payment to employees of the Society of any arrears of salaries or wages, and after payment of any other debts of the Society, shall be distributed to a charitable organization (or organizations) which shall be designated by the Board of Directors. This clause is unalterable.

BYLAWS

The bylaws of the society are those set out in Schedule B to the Society Act, with the following variations, deletions and additions:

1. Part 5 - Directors and Officers. Sec. 25 (2) replace by: "The number of directors shall be 7 or a greater number determined from time to time at a general meeting."

2. Part 5 - Directors and Officers. Sec. 26 (1) replace by: "At the first Annual General Meeting, four directors shall be elected for a two-year term and three directors shall be elected for a one-year term; thereafter, the term of office for all directors shall be two years. Directors may be re-elected for a maximum of three consecutive terms."

3. BYLAW 30 - PREFACE WITH, "IN ACCORDANCE WITH ARTICLE 3 OF THE CONSTITUTION."

4. Part 10 - Auditor. Sec. 51. replace by "The society's financial records shall be audited annually."

Dated: OCTOBER 27, 1998

Witness:

Grant Laprade
405-75 Songhees
Victoria, B.C.

Applicants for Incorporation:

Benedict Bouzan, 138 Woodland Drive
Salt Spring Island, B.C. V8K 1K1

Margaret Cronyn, 2015-135 Brinkworthy Rd.
Salt Spring Island, B.C. V8K 1S2

Wim Krayenhoff, 2990 Southey Point Rd.
Salt Spring Island, B.C. V8K 1A1

Thomas Woods, 201 Charlesworth Rd.
Salt Spring Island, B.C. V8K 2J7

William Curtin, 1207 Beddis Rd.
Salt Spring Island, B.C. V8K 2C8

Mary Toynbee, 10-235 Park Dr.
Salt Spring Island, B.C. V8K 2R6

EFFECTIVE DATE:
November 2, 1998

Mary Toynbee
Benedict Bouzan

GULF ISLANDS SENIORS RESIDENCE ASSOCIATION
BYLAWS

TABLE OF CONTENTS

PART 1 - GENERAL 2

PART 2 - REGISTERED CHARITY AND BC HOUSING PROVISIONS 5

PART 3 - MEMBERSHIP 6

PART 4 - MEMBERSHIP DUES, TERMINATION, AND DISCIPLINE 7

PART 5 - GENERAL MEETINGS 9

PART 6 - DIRECTORS 13

PART 7 - MEETINGS OF DIRECTORS 16

PART 8 - COMMITTEES 19

PART 9 - SENIOR MANAGERS 21

PART 10 - INDEMNIFICATION 22

PART 11 - NOTICES 24

PART 12 - DOCUMENTS AND RECORDS 25

PART 13 - FINANCIAL AND ADMINISTRATIVE MATTERS 26

PART 1 - GENERAL

1.1 **Definitions.** In these bylaws, unless the context otherwise specifies or requires:

(a) "**Act**" means the *Societies Act* (British Columbia);

(b) "**Board**" means the board of directors of the Society;

(c) "**Board Resolution**" means:

(i) a resolution passed at a meeting of the Board by a simple majority of the votes cast by the directors voting and entitled to vote on that resolution; or

(ii) a resolution consented to in writing, after being sent to all of the directors, by at least three-fourths of the directors entitled to vote on that resolution;

and a Board Resolution approved by any one of these methods is effective as though passed at a duly constituted meeting of the Board;

(d) "**bylaws**" means these bylaws, as amended and which are, from time to time, in force and effect;

(e) "**constitution**" means the constitution of the Society within the meaning of the Act;

(f) "**directors**" means those persons who have become directors in accordance with these bylaws and have not ceased to be directors;

(g) "**Electronic Means**" means any system or combination of systems, including telephonic, electronic, or web-based technology, that:

(i) in relation to a meeting or proceeding, permits all participants to communicate with each other or otherwise participate in the proceeding contemporaneously, in a manner comparable, but not necessarily identical, to a meeting where all participants were present at the same location; and

(ii) in relation to a vote or a written consent resolution, permits all eligible voters to cast a vote on or consent to the matter for determination in a manner that adequately discloses the intentions of the voters;

(h) "**Eligible Party**" means a director or senior manager of the Society;

(i) "**Eligible Proceeding**" means a legal proceeding or investigative action, whether current, threatened, pending, or completed, in which an Eligible Party, by reason of the Eligible Party being or having been a director or senior manager of the Society, or holding or having held an equivalent position in a subsidiary of the Society:

(i) is or may be joined as a party; or

(ii) is or may be liable for or in respect of a penalty in, or expenses related to, the legal proceeding or investigative action;

(j) "**general meeting**" means a general meeting of the members of the Society;

(k) "**members**" means those persons who are, or who subsequently become, members of the Society in accordance with these bylaws and, in either case, have not ceased to be members of the Society;

(l) "**Ordinary Resolution**" means, subject to Section 5.2:

(i) a resolution passed at a general meeting by a simple majority of the votes cast by the voting members; or

(ii) a resolution consented to in writing, after being sent to all of the voting members, by at least two-thirds of the voting members;

and an Ordinary Resolution approved by any one of these methods is effective as though passed at a duly constituted general meeting;

(m) "**President**" means the individual holding the office of president of the Society in accordance with these bylaws;

(n) "**registered address**" of a member or director means the address of that person (whether a physical address or an e-mail address) as recorded in the register of members or register of directors, as applicable;

(o) "**registered office**" means the office of the Society established under section 12 or 19 of the Act;

(p) "**Registrar**" has the same meaning as in the Act;

(q) "**Relative**" of an individual means:

(i) that individual's Spouse;

(ii) that individual's parent (including an adoptive parent, a stepparent, and a parent-in-law);

(iii) that individual's sibling (including an adopted sibling, a stepsibling, and a sibling-in-law);

(iv) that individual's child (including an adopted child and a stepchild);

(v) that individual's aunt or uncle (i.e., the sibling (including an adopted sibling, a stepsibling, and a sibling-in-law) of any individual described in Section 1.1(q)(ii));

(vi) that individual's nephew, niece, grandchild, or first cousin (i.e., the child (including an adopted child and a stepchild) of any individual described in Section 1.1(q)(iii), 1.1(q)(iv), or 1.1(q)(v)); or

(vii) the Spouse of any individual described in Section 1.1(q)(ii), 1.1(q)(iii), 1.1(q)(iv), 1.1(q)(v), or 1.1(q)(vi);

(r) "**Representative**", in relation to an Eligible Party, means an heir or personal or other legal representative of the Eligible Party;

(s) "**Resident**" means an individual residing in any of the residential facilities owned, operated, or facilitated by the Society;

(t) "**Salt Spring Island Connection**" means:

(i) owning or having previously owned real property located on Salt Spring Island, British Columbia;

(ii) residing or having previously resided on Salt Spring Island, British Columbia;

(iii) having a familial relationship to an individual who: (A) owns or owned real property located on Salt Spring Island, British Columbia; (B) resides or has resided on Salt Spring Island, British Columbia; or (C) has such other connection to Salt Spring Island, British Columbia as may be determined by the Board at any time and from time to time in its sole and unfettered discretion; or

(iv) having such other connection to Salt Spring Island, British Columbia as may be determined by the Board at any time and from time to time in its sole and unfettered discretion;

(u) "**Secretary**" means the individual holding the office of secretary of the Society in accordance with these bylaws;

(v) "**Society**" means Gulf Islands Seniors Residence Association;

(w) "**Special Resolution**" means, subject to Section 5.2:

(i) a resolution passed at a general meeting by at least two-thirds of the votes cast by the voting members; or

(ii) a resolution consented to in writing by all of the voting members;

and a Special Resolution approved by any one of these methods is effective as though passed at a duly constituted general meeting;

(x) "**Spouse**" of an individual is:

(i) another individual married to that first individual; or

(ii) another individual who has lived with that first individual in a marriage-like relationship and: (A) has done so for a continuous period of at least two years; or (B) has a child with that first individual;

(y) "**Treasurer**" means the individual holding the office of treasurer of the Society in accordance with these bylaws; and

(z) "**Vice-President**" means the individual holding the office of vice-president of the Society in accordance with these bylaws.

1.2 **Interpretation.** For the purposes of these bylaws and except as otherwise expressly provided herein or unless there is something in the subject matter or context inconsistent therewith: (a) all references to a designated "**Part**", "**Section**", or other subdivision is to the designated part, section, or other subdivision of these bylaws; (b) the words "**herein**", "**hereof**", and "**hereunder**" and other words of similar import refer to these bylaws as a whole and not to any particular Part, Section, or other subdivision; (c) the singular of any term includes the plural and vice versa, and the use of any gendered term (whether masculine, feminine, neuter, or otherwise) is equally applicable to any other gender; (d) the word "**or**" is not exclusive and the word "**including**" is not limiting; (e) any reference to an agreement, instrument, or other document means such agreement, instrument, or other document as amended, supplemented, or modified from time to time; (f) any reference to a statute includes and is a reference to such statute and to the regulations made pursuant thereto with all amendments made thereto and in force from time to time, and to any statute or regulations that may be passed which have the effect of supplementing or superseding such statute or such regulations; (g) the word "**person**" includes an individual, body corporate, or other legal entity; and (h) the word "**elect**" includes "**appoint**", and vice versa. Other than as specified in Section 1.1 above, words and expressions defined in the Act have the same meanings when used in these bylaws. The headings used in these bylaws are inserted for reference purposes only and are not to be considered or taken into account in construing the provisions thereof or to be deemed in any way to clarify, modify, or explain the effect of any such provisions.

1.3 **Paramountcy.** These bylaws are subject to applicable law (including the Act) and if any provision of these bylaws conflicts with any applicable law, such conflict shall be resolved in favour of such law.

PART 2 - REGISTERED CHARITY AND BC HOUSING PROVISIONS

2.1 **Non-Profit.** The Society shall be carried on without purpose of gain for its members, and no part of any income of the Society shall be payable or otherwise available for the personal benefit of the members thereof, and any profits or other accretions to the Society shall be used for promoting its purposes. **This clause was previously unalterable.**

2.2 **Remuneration of Directors.** The directors shall serve without remuneration, and the directors shall not receive, directly or indirectly, any profits from their positions as director but may be reimbursed for expenses incurred by them in the performance of their duties. **This clause was previously unalterable.**

(a) To further clarify this Section 2.2, directors may not be remunerated in any capacity, however directors may be reimbursed for reasonable expenses necessarily incurred while acting on behalf of the Society. The Society may not delete or otherwise alter this Section 2.2 (a) without the prior written consent of the British Columbia Housing Management Commission.

.

2.3 **Dissolution.** Upon wind-up or dissolution of the Society, the assets remaining after the payment of all costs, charges and expenses properly incurred in the wind-up, including the remuneration of a liquidator, and after payment to employees of the Society of any arrears of salaries or wages, and after payment of any other debts of the society, shall be distributed to a charitable organization (or organizations) which shall be designated by the board of directors.**This clause was previously unalterable.**

(a) To further clarify this Section 2.3, the charitable organization(s) referred to in this Section 2.3 means a "qualified donee" as described in subsection 149.1 of the *Income Tax Act* (Canada), and which promotes aims or purposes similar to those of this Society. The Society will not alter or delete this Section 2.3 (a) without first obtaining the written consent of the British Columbia Housing Management Commission.

2.4 **Affordable Housing Purpose.** The Society may not delete or otherwise alter the affordable housing purpose set forth in its constitution or this Section 2.4 without the prior written consent of the British Columbia Housing Management Commission.

PART 3 - MEMBERSHIP

3.1 **Availability of Membership.** Membership in the Society is restricted to:

(a) those eligible persons who are currently members and who continue as members under Section 3.2 of these bylaws; and

(b) those eligible persons whose subsequent application for admission as a member has been accepted in accordance with these bylaws.

3.2 **Transition of Membership.** On the date these bylaws come into force:

(a) each person who is a member of the Society and who continues to be eligible for membership under these bylaws will continue as a member until such person ceases to be a member pursuant to these bylaws; and

(b) each person who is a member of the Society and who is not eligible for membership under these bylaws ceases to be a member as of that date.

3.3 **Membership Class.** There is one class of membership in the Society.

3.4 **Qualifications.** Membership is available only to those individuals who have a Salt Spring Island Connection and who otherwise meet the membership qualifications, if any, set out in these bylaws.

3.5 **Application and Acceptance.** To be admitted in the Society as a member, an individual must apply for membership in the manner prescribed by the Board and be accepted for membership in the Society by Board Resolution or in such other manner as may be determined by the Board.

3.6 **Conditions of Continued Membership.** A member must have a Salt Spring Island Connection throughout the term of the member's membership.

3.7 **Membership Rights.** A member is entitled to receive notice of, to attend, and, provided such member is in good standing, to vote at all general meetings, and each such member is entitled to one vote at such meetings.

3.8 **Term of Membership.** A member's term of membership commences on the date the member is accepted into membership in the Society and expires on the first anniversary of that date.

3.9 **Non-Transferable.** Membership in the Society is non-transferable.

3.10 **Compliance.** All members shall comply with the code of ethics of the Society as may be issued or amended by the Board at any time and from time to time and with these bylaws.

PART 4 - MEMBERSHIP DUES, TERMINATION, AND DISCIPLINE

4.1 **Membership Dues.** Membership dues, if any, may be determined by the Board at any time and from time to time. Once the amount of annual membership dues has been so determined, that amount is deemed to be the amount of annual membership dues in each succeeding year until the Board determines otherwise. In the absence of any such determination, it is deemed that there are no annual membership dues. Members shall be notified in writing of any membership dues at any time payable by them and, if such dues are not paid by the applicable payment due date, the member cease to be in good standing and will not be in good standing for so long as such amounts remain unpaid.

4.2 **Standing; Voting Restriction.** Each member is deemed to be in good standing unless the member has failed to pay membership dues by the applicable due date or the member has been suspended from membership in accordance with Sections 4.4 and 4.5. A member that has failed to pay membership dues by the applicable due date will be restored to good standing on the date the member pays the outstanding membership dues, unless the member ceases to be a member prior to such date. A member that has been suspended from membership in accordance with Sections 4.4 and 4.5 of these bylaws will be restored to good standing at the expiry of the member's suspension, unless the member ceases to be a member prior to such date. A member who is not in good standing will not be entitled to vote as a member for so long as the member is not in good standing.

4.3 **Termination of Membership.** A member's membership in the Society is terminated when:

(a) any specified term of membership expires;

(b) the member fails to maintain any conditions for the member's continued membership as specified in these bylaws;

(c) the member is not in good standing for more than 12 consecutive months;

(d) the member resigns by delivering a written resignation to the Secretary or to the registered office of the Society, in which case such resignation is effective on the date specified in the resignation or, if no date is specified or if the date

specified is earlier than the date the resignation is delivered to the Secretary or to the registered office of the Society, on the date such resignation is delivered to the Secretary or to the registered office of the Society;

(e) the member dies;

(f) the member is expelled in accordance with the Act and Sections 4.4 and 4.5 of these bylaws; or

(g) the member's membership is otherwise terminated in accordance with these bylaws.

Subject to these bylaws, upon any termination of membership, the rights of the member, including any rights in the property of the Society, automatically cease to exist.

4.4 **Discipline of Members.** The Board may, by Board Resolution, and the members may, by Special Resolution, discipline a member, or suspend or expel any member from the Society on any one or more of the following grounds:

(a) violating any provision of the constitution, these bylaws, or the written rules, regulations, guidelines, procedures, codes, policies, or other like publications of the Society, as determined by the Board in its sole and unfettered discretion or by the members, as applicable;

(b) carrying out any conduct or otherwise behaving in any manner which is or which may be detrimental to the Society, as determined by the Board in its sole and unfettered discretion or by the members, as applicable; or

(c) for any other reason that the Board considers in its sole and unfettered discretion or the members consider to be reasonable, having regard to the purposes and best interests of the Society.

4.5 **Procedure for Discipline, Suspension, or Expulsion.** In the event the Board proposes or the members propose to discipline a member, or to suspend or expel a member from membership in the Society by Board Resolution or by Special Resolution, as applicable, the President, or such other director or senior manager as may be designated by the Board, shall give to the member not less than 20 days' prior written notice of the proposed discipline, suspension, or expulsion, as applicable, and shall, in the written notice, provide reasons for the proposed discipline, suspension, or expulsion and information regarding the member's right to make representations to the Board or the other members, as applicable. The member may:

(a) in the case of a proposed Board Resolution, within five days of receiving such notice, make written submissions to the President (or to such other director or senior manager as may be designated by the Board) in response to the notice; and

(b) in the case of a proposed Special Resolution, make representations to the other members at the general meeting at which the Special Resolution is to be considered.

The President (or such other director or senior manager as may be designated by the Board) shall notify the member concerning the result of any such Board Resolution or Special Resolution. The Board's or the other members' decision regarding discipline, suspension, or expulsion of a member is final and binding on the member without any further right of appeal.

4.6 **Delivery of Society Property.** In the event a member is disciplined, suspended, expelled, or otherwise terminated from membership in the Society, the member shall, within 10 days of receiving notice of their sanction, suspension, or expulsion pursuant to Section 4.5, deliver to the Society any and all property of the Society in the member's possession, including records, keys, and access codes. Each member acknowledges and agrees that failure to deliver said property prior to the commencement of the sanction, suspension, or expulsion will result in irreparable harm to the Society and is appropriate cause for immediate judicial relief, including an injunction or specific performance with no undertaking as to damages.

PART 5 - GENERAL MEETINGS

5.1 **Annual General Meeting.** The annual general meeting shall be held at least once every calendar year, within six months of the Society's financial year-end, on such date and at such time as may be determined by the Board.

5.2 **Annual General Meeting by Consent Resolution.** The Society may hold its annual general meeting by way of a consent resolution. Notwithstanding anything to the contrary herein (including the definitions of Ordinary Resolution and Special Resolution as set forth in Section 1.1), such resolution shall be consented to by all voting members in writing (including by Electronic Means) and shall contain all matters required to be dealt with at an annual general meeting under these bylaws and the Act, including presentation of the annual financial statements and the auditor's report, if any.

5.3 **Special General Meeting.** The Board may, if the Board deems appropriate, convene a general meeting other than an annual general meeting on such date and at such time as may be determined by the Board.

5.4 **Requisition of General Meeting.** Members may requisition the directors to call a general meeting by following the procedure set out in the Act.

5.5 **Member Resolution by Consent.** For greater certainty, subject to Section 5.2, the Society may pass an Ordinary Resolution or a Special Resolution without holding a general meeting if:

(a) in the case of an Ordinary Resolution, the resolution has been consented to in writing (including by Electronic Means), after being sent to all of the voting members, by not less than two-thirds of the voting members; and

(b) in the case of a Special Resolution, the resolution has been consented to in writing (including by Electronic Means) by all of the voting members.

Such consent resolution is valid and effectual as if it had been passed at a general meeting duly called and constituted.

5.6 **Meetings by Electronic Means.** The Board may determine, in its sole discretion, to hold any general meeting in whole or in part by Electronic Means so as to allow some or all members to participate in the meeting remotely. Where a general meeting is to be conducted using Electronic Means, the Board shall:

(a) arrange for suitable Electronic Means; and

(b) take reasonable steps to ensure that all participants are able to communicate and participate in the meeting adequately and, in particular, that remote participants are able to participate in a manner comparable to participants present in person, if any.

For greater certainty, persons participating at a general meeting by permitted Electronic Means are deemed to be present at the meeting.

5.7 **Location of General Meeting.** Subject to Section 5.8, a general meeting must be held at a location in British Columbia as determined by the Board, provided that a general meeting may be held at a location outside British Columbia as determined by the Board if, prior to the meeting, all voting members agree to hold the meeting at that location.

5.8 **Location of Electronic Meeting.** If a general meeting is a partially electronic meeting, Section 5.7 applies only to the location where persons attend the meeting in person. If a general meeting is a fully electronic meeting, Section 5.7 does not apply to the meeting.

5.9 **Notice of General Meeting.**

(a) Notice of a general meeting shall be given to the auditor, if any is appointed, and to each member, at the auditor's address and each member's registered address, in writing, by mail, by e-mail provided for that purpose, or by courier or personal delivery at least 14 and no more than 60 days before the meeting. Subject to the Act, no other person is entitled to notice of a general meeting.

(b) Notwithstanding Section 5.9(a), if the Society has more than the threshold number of members as set forth in section 77(2) of the Act, notice is deemed to be sent if:

(i) notice of the date, time, and, if applicable, location of the meeting has been sent to every member of the Society who has provided an e-mail address to the society for the purpose of such notice, by e-mail to that e-mail address; and

(ii) notice of the date, time, and, if applicable, location of the meeting: (A) is published at least once in each of the three weeks immediately before the date of the meeting in the Gulf Islands Driftwood or, in the event that the Gulf Islands Driftwood ceases to be a newspaper, one or more other newspapers circulated to residents of Salt Spring Island, British Columbia; or (B) is posted, throughout the period commencing at least

21 days before the meeting and ending when the meeting is held, on a website that is maintained by or on behalf of the Society and is accessible to all members.

(c) Notice of a general meeting shall specify the date, time, and location, if any, of the meeting, and:

(i) if such meeting is not an annual general meeting, the purpose of the meeting;

(ii) if such meeting is an electronic meeting, instructions for attending and participating in the meeting by Electronic Means, including, if applicable, instructions for voting at the meeting by Electronic Means;

(iii) if any special business is to be conducted at the meeting, the nature of that special business; and

(iv) if a Special Resolution is to be voted on at the general meeting, the full text of the Special Resolution.

(d) Notice of a general meeting is not necessary if all of the members entitled to notice are present and none objects to the holding of the general meeting, or if those absent have waived notice of or have otherwise signified their consent to the holding of such general meeting.

(e) A member may, in the manner provided in Section 11.1, notify the Society of the member's agreement to reduce the notice period for a general meeting.

5.10 **Waiver of Notice.** A member may send or deliver to the Society a written waiver of notice of any general meeting, which may be by mail, by e-mail provided for that purpose, or by courier or personal delivery. A member may withdraw such waiver at any time, and until such waiver is withdrawn:

(a) no notice of any general meeting shall be sent to that member; and

(b) any and all general meetings, notice of which has not been given to that member, shall, if a quorum of members is present, be valid and effective.

5.11 **Persons Entitled to be Present.** The only persons entitled to be present at a general meeting are the members, the directors, the senior managers, and the auditor of the Society (if any), and such other persons who are entitled or required to be present at the meeting under any provision of the Act, the constitution, or these bylaws. Any other person may be admitted only on the invitation of the chairperson of the meeting or by Ordinary Resolution.

5.12 **Chair of the Meeting.** The President shall preside as chairperson at each general meeting, provided that if the President is not present within 15 minutes after the time appointed for the meeting or is otherwise unable to preside as chairperson at that meeting, the Vice-President shall preside as chairperson at that meeting. If the President and the Vice-President are not present within 15 minutes after the time appointed for the meeting or are otherwise unable to preside as chairperson at that meeting, the directors then present shall choose one of their number to preside as

chairperson at that meeting. If the President, the Vice-President, and all directors are not present within 15 minutes after the time appointed for the meeting or are otherwise unable to preside as chairperson at that meeting, the members then present and entitled to vote at the meeting shall choose one of their number to preside as chairperson at that meeting. In the event of any doubt, dispute, or ambiguity in relation to procedural matters or parliamentary process at a general meeting, the individual presiding as chairperson has the authority to interpret and apply such rules of order as the meeting has adopted and determine matters in accordance with those rules, the Act, and these bylaws.

5.13 **Proxies.** Voting by proxy at a general meeting is not permitted.

5.14 **Quorum.** A quorum at any general meeting is the greater of 10% of the voting members and three voting members, unless the society has fewer than three voting members, in which case a quorum at any general meeting is all of the voting members. For greater certainty, the members present at a general meeting include those attending by Electronic Means, if any.

5.15 **Lack of Quorum.** If a quorum is not present within 30 minutes after the time appointed for any general meeting or, at any time during a general meeting, a quorum ceases to be present, all business, other than business relating to the adjournment or termination of the meeting or the election of a person to preside as chairperson of that meeting, shall be suspended until there is a quorum present or until the meeting is adjourned or terminated in accordance with section 5.16 by the chairperson of that meeting.

5.16 **Adjournment and Termination.** In the event a quorum is not present within 30 minutes after the time appointed for any general meeting or if the chairperson of that meeting determines that such meeting cannot continue due to the lack of a quorum as provided in Section 5.15:

(a) if such meeting is a meeting convened by a requisition of the members, the meeting shall be terminated; and

(b) in any other case, such meeting shall be adjourned to the same day of the following week at the same time and location, if any.

Notice of an adjourned general meeting or of the business to be transacted at the adjourned meeting is not required to be given, provided that if a general meeting is adjourned for 30 days or more, notice of the adjourned meeting shall be given as in the case of the original meeting. If, at an adjourned general meeting, a quorum is not present within 30 minutes after the appointed time, the members then present and entitled to vote constitute a quorum. No business shall be transacted at an adjourned general meeting other than the business left unfinished at the original meeting.

5.17 **Resolutions.** A resolution proposed at a general meeting must be seconded. The chairperson of a general meeting may move or propose a resolution.

5.18 **Votes to Govern.** At any general meeting, every resolution or motion shall be determined by a simple majority of the votes cast at that meeting by the voting members, unless otherwise required by the constitution, these bylaws or by the Act. In case of an equality of votes, the chairperson of the meeting shall not have a second

or casting vote in addition to any vote the chairperson of the meeting may have in such individual's capacity as a member, and the proposed resolution or motion is deemed to have failed.

5.19 **Method of Voting.** Subject to Section 6.4(b), at a general meeting, voting shall be by a show of hands, by oral vote, or by Electronic Means. Notwithstanding the foregoing, if before or after such a vote, any two members then present request a secret ballot or the chairperson of the general meeting directs that voting proceed by way of secret ballot, then voting shall be by secret ballot (which secret ballot may, for greater certainty, be conducted by Electronic Means).

5.20 **Business at Annual General Meeting.** At an annual general meeting, the following business is ordinary business:

(a) adoption of rules of order;

(b) presentation and consideration of the Society's financial statements, prepared in compliance with the Act;

(c) consideration of the reports, if any, of the directors or auditor;

(d) election or appointment of directors;

(e) appointment of the auditor, if any; and

(f) business arising out of a report of the directors not requiring the passing of a Special Resolution;

and all other business is special business.

5.21 **Members' Proposals.** Voting members of the Society may send to the Society a notice of a matter that the members propose to have considered at an annual general meeting by following the procedure set out in the Act.

5.22 **Annual Report.** Within 30 days after an annual general meeting, the Society shall file with the Registrar an annual report that includes the date on which the meeting was held, subject to any exceptions or extensions in the Act.

PART 6 - DIRECTORS

6.1 **General Duties and Powers.** The property and affairs of the Society shall be managed by the Board. The Board may exercise all the powers and do all acts and things that the Society may exercise and do, subject to these bylaws and all laws affecting the Society.

6.2 **Composition of Board.** The Board shall be composed of not fewer than three and not more than 11 directors, with the actual number being determined by Ordinary Resolution from time to time.

6.3 **Election and Term.** On the date these bylaws become effective, the incumbent directors will continue as the directors of the Society for the remainder of the terms for which they were elected or appointed. Thereafter, the members shall elect the

directors from among the eligible candidates (determined pursuant to Section 6.5) at each succeeding annual general meeting at which an election of directors is required. Subject to Sections 6.7, 6.8, and 6.9, the directors shall be elected to hold office for a term of two years, commencing at the close of such meeting and ending at the close of the annual general meeting taking place in the year in which the director's term expires. A director may be elected to three consecutive terms or, if elected by Special Resolution, to a fourth consecutive term, in each case after which time such director shall cease to be a director for a period of at least one year before being eligible for re-election.

6.4 **Method of Election.** Unless otherwise required by the Act or these bylaws, if at a general meeting at which an election of directors is required:

(a) the number of eligible Board candidates (determined pursuant to Section 6.5) is equal to the number of vacant positions on the Board, then separate elections shall be held for each vacant director position and, subject to Section 6.3, each candidate will only be elected by Ordinary Resolution; or

(b) the number of eligible Board candidates (determined pursuant to Section 6.5) exceeds the number of vacant positions on the Board, then: (i) the election shall be conducted by way of secret ballot; (ii) individual candidates shall be elected to the Board in order of those candidates receiving the most votes; (iii) each member entitled to vote has one vote for each vacant Board position; and (iv) no member may vote for more candidates than the number of vacant Board positions.

6.5 **Nomination of Directors.** Subject to the Act and these bylaws, only those members in good standing nominated in accordance with the procedures set out in this Section 6.5 shall be eligible for election to the Board, and the procedures set forth in this Section 6.5 are the exclusive means for any person to bring nominations for election to the Board at any general meeting. A member in good standing may, within the period commencing following delivery to the member of notice of a general meeting at which an election of directors is required and ending at 5:00 p.m. (Vancouver, British Columbia time) on the day that is seven days prior to the date of that general meeting, deliver to the Secretary written notice of the member's intention to nominate the member for election as a director. To be in proper written form, a nomination notice must disclose or include, as applicable:

(a) the legal name and age of the member;

(b) the contact information of the member, including: (i) the member's residential address or another address at which the member can usually be served with records between the hours of 9:00 a.m. and 4:00 p.m. (Vancouver, British Columbia time) from Monday to Friday, inclusive; (ii) the member's e-mail address; and (iii) the member's phone number;

(c) a statement indicating whether the member is ordinarily resident in British Columbia;

(d) a statement confirming the member is in good standing;

(e) a statement confirming the member is qualified to be a director pursuant to the Act and these bylaws;

(f) a statement setting out the reasons why the member wishes to be elected to the Board; and

(g) a description of the member's current employment and volunteer activities.

A nomination notice which is not in the form required by this Section 6.5 or which is not received at or prior to 5:00 p.m. (Vancouver, British Columbia time) on the day that is seven days prior to the date of the applicable general meeting is invalid. Those members in good standing who have delivered a valid nomination notice to the Secretary as provided in this Section 6.5 and whose names are confirmed by the Board at the applicable general meeting are sole candidates eligible for election to the Board at that general meeting.

6.6 **Qualifications.** A director must:

(a) be a member of the Society;

(b) not be: (i) a Resident; (ii) a Relative of a Resident; (iii) the attorney of a Resident pursuant to a power of attorney, the committee of a Resident pursuant to the *Patients Property Act* (British Columbia), or otherwise authorized by applicable law to make decisions on behalf of a Resident in relation to the Resident's financial affairs; or (iv) the representative of a Resident pursuant to the *Representation Agreement Act* (British Columbia or otherwise authorized by applicable law to make decisions on behalf of a Resident in relation to the Resident's personal care;

(c) not be a Relative of: (i) the incumbent Executive Director of the Society; (ii) the incumbent Chief Financial Officer of the Society; or (iii) any of the other incumbent directors of the Society; and

(d) hold such qualifications as are required by the Act.

6.7 **Disqualification.** A director who is not qualified to be a director under the Act or these bylaws ceases to hold office as of the date of disqualification.

6.8 **Removal of Director.** A director may be removed before the expiration of the director's term of office by:

(a) Special Resolution, provided the director is entitled to be heard prior to the time when the Special Resolution is to be considered; or

(b) Board Resolution, provided that the director is entitled to not less than seven days' advance notice in writing of the proposed Board Resolution and to address the Board at or prior to the vote on the resolution.

If a director has been removed in accordance with this Section 6.8, the members may concurrently elect a replacement director by Ordinary Resolution to serve for the balance of the removed director's term of office in accordance with Section 6.5. For greater certainty, if the Board proposes to remove a director by Board Resolution, the

director proposed for removal has a conflict of interest and may not vote on the Board Resolution.

6.9 **Ceasing to be a Director.** An individual automatically ceases to be a director when:

(a) the director's term expires, provided that if no successor is elected or appointed to replace the incumbent director and the result is that there would be a vacancy on the Board, then notwithstanding the term limits set forth in Section 6.3, the incumbent director shall continue to hold office until such time as the director's successor is elected or appointed, or the director otherwise ceases to hold office in accordance with this Section 6.9;

(b) the director is no longer qualified to be a director pursuant to these bylaws;

(c) the director resigns as a director by delivering a written resignation to the Secretary or to the registered office of the Society, in which case such resignation is effective on the date specified in the resignation or, if no date is specified or if the date specified is earlier than the date the resignation is delivered to the Secretary or to the registered office of the Society, on the date such resignation is delivered to the Secretary or to the registered office of the Society;

(d) the director ceases to be a member;

(e) the director is removed; or

(f) the director dies.

6.10 **Casual Vacancies.** If a director ceases to be a director prior to the expiry of the director's term or there is otherwise a vacancy on the Board for any reason and, in the case of a director removed pursuant to Section 6.8, a replacement director is not concurrently elected or appointed by Ordinary Resolution, the remaining directors may, by Board Resolution, appoint a director who otherwise meets the qualifications for directors set out herein to fill the vacancy and to serve for the remainder of such former director's term.

6.11 **Invalidation of Acts.** No act or proceeding of the Board is invalid by reason only of there being fewer than the required number of directors in office. No rule made by the Society at a general meeting invalidates a prior act of the directors that would have been valid if that rule had not been made.

PART 7 - MEETINGS OF DIRECTORS

7.1 **Board Meetings.** Meetings of the Board may be held on such date, at such time, and, if applicable, at such location within or outside Canada, as the Board may determine from time to time.

7.2 **Calling of Meetings.** Meetings of the Board may be called by the President or by any two directors at any time.

7.3 **Regular Meetings.** The Board may appoint a day or days in any month or months for regular meetings of the Board at a date, time, and location, if any, to be named. A copy of any Board Resolution fixing the time and location, if any, of such regular meetings of the Board shall be sent to each director forthwith after being passed, but no other notice is required for any such regular meeting.

7.4 **Meetings by Electronic Means.** The Board may determine, in its discretion, to hold any meetings of the Board in whole or in part by Electronic Means, so as to allow some or all parties to participate in the meeting remotely. Where a meeting of the Board is conducted by Electronic Means, the Board shall take reasonable steps to ensure that all participants are able to communicate and participate in the meeting.

7.5 **Board Resolution by Consent.** For greater certainty, the Board may pass a Board Resolution without holding a meeting of the Board if the resolution has been submitted to all directors and has been consented to in writing (including by Electronic Means) by not less than three-fourths of the directors who would have been entitled to vote on the resolution at a meeting of the Board. Such consent resolution is valid and effectual as if it had been passed at a meeting of the Board duly called and constituted.

7.6 **Notice of Meeting.** Subject to Section 7.3, notice of the time, date and location, if any, for the holding of a meeting of the Board shall be given in the manner provided in Section 11.1 of these bylaws to every director of the Society not fewer than two days before the time when the meeting is to be held. Notice of a meeting is not necessary if all of the directors are present and none objects to the holding of the meeting or if those absent have waived notice of or have otherwise signified their consent to the holding of such meeting. Unless these bylaws or the Act otherwise provide, no notice of meeting need specify the purpose or the business to be transacted at the meeting. Notice of the first meeting of the Board held immediately following the appointment or election of a director need not be given to the newly elected or appointed director for the meeting to be properly constituted, provided a quorum of directors is then present.

7.7 **Proxies.** Voting by proxy at a meeting of the Board is not permitted.

7.8 **Quorum.** The directors may from time to time fix the quorum necessary to transact business at a meeting of the Board, and unless so fixed, a majority of the number of directors then in office constitutes a quorum. Despite any vacancy among the directors, a quorum of directors may exercise all of the powers of the directors.

7.9 **Lack of Quorum.** If a quorum is not present within 30 minutes after the time appointed for any meeting of the Board or at any time during a meeting of the Board, a quorum ceases to be present, all business, other than business relating to the election of the chairperson of the meeting and the adjournment or termination of the meeting, shall be suspended until there is a quorum present or until the meeting is adjourned in accordance with Section 7.10.

7.10 **Adjournment and Termination.** In the event a quorum is not present within 30 minutes after the time appointed for any meeting of the Board or chairperson of the meeting determines that such meeting cannot continue due to the lack of a quorum as provided in Section 7.9, such meeting of the Board shall be adjourned to such time and date and at such location, if any, as the chairperson of the meeting may determine.

Notice of an adjourned meeting of the Board or of the business to be transacted at the adjourned meeting is not required to be given if the time and location, if any, of the adjourned meeting is announced at the original meeting, provided that if a meeting of the Board is adjourned for 10 days or more, notice of the adjourned meeting shall be given as in the case of the original meeting. If there is no quorum present at the adjourned meeting, the original meeting is deemed to have terminated forthwith after its adjournment. Any business may be brought before or dealt with at any adjourned meeting which might have been brought before or dealt with at the original meeting in accordance with the notice calling the same.

7.11 **Chair of the Meeting.** The President shall preside as chairperson at each meeting of the Board, provided that if the President is not present within 15 minutes after the time appointed for the meeting or is otherwise unable to preside as chairperson at that meeting, the Vice-President shall preside as chairperson at that meeting. If the President and the Vice-President are not present within 15 minutes after the time appointed for the meeting or are otherwise unable to preside as chairperson at that meeting, the directors then present shall choose one of their number to preside as chairperson at that meeting. In the event of any doubt, dispute, or ambiguity in relation to procedural matters or parliamentary process at a meeting of the Board, the individual presiding as chairperson has the authority to interpret and apply such rules of order as the meeting has adopted and determine matters in accordance with those rules, the Act, and these bylaws.

7.12 **Resolutions.** A resolution proposed at a meeting of the Board must be seconded. The chairperson of a meeting of the Board may move or propose a resolution.

7.13 **Votes to Govern.** Each director is authorized to exercise one vote in respect of a Board Resolution. At all meetings of the Board, every motion or resolution shall be decided by a simple majority of the votes cast at that meeting by the directors voting and entitled to vote on that motion or resolution, unless otherwise required by the constitution, these bylaws, or the Act. Any question or matter concerning the Society which is not required by the Act or these bylaws to be determined by Ordinary Resolution or Special Resolution, or otherwise by the members, shall be determined by Board Resolution. In case of an equality of votes, the chairperson of the meeting shall not have a second or casting vote in addition to any vote the chairperson of the meeting may have in such individual's capacity as a director, and the proposed motion or resolution is deemed to have failed.

7.14 **Method of Voting.** At a meeting of the Board, voting shall be by a show of hands, by oral vote, or by Electronic Means. Notwithstanding the foregoing, if before or after such a vote, any director then present requests a secret ballot or the chairperson of the meeting of the Board directs that voting proceed by way of secret ballot, then voting shall be by secret ballot (which secret ballot may, for greater certainty, be conducted by Electronic Means).

7.15 **Conflict of Interest.** This Section 7.15 applies to a director who has a direct or indirect material interest, that is known by the director or reasonably ought to have been known, in:

(a) a contract or transaction (whether existing or proposed) of the Society; or

(b) a matter that is or is to be the subject of consideration by the Board, if that interest could result in the creation of a duty or interest that materially conflicts with that director's duty or interest as a director of the Society;

except in the circumstances set forth in section 56(5) of the Act. Subject to Section 56(4) of the Act, a director to whom this Section 7.15 applies:

(c) must disclose fully and promptly to the other directors the nature and extent of the director's interest;

(d) must abstain from voting on or consenting to a Board Resolution in respect of the contract, transaction, or matter referenced above;

(e) must leave the meeting of the Board, if any: (i) when the contract, transaction, or matter is discussed, unless asked by a majority of the other directors present at the meeting to be in attendance to provide information; and (ii) when the other directors vote on the contract, transaction, or matter;

(f) must refrain from any action intended to influence the discussion or vote; and

(g) shall be counted in the quorum at a meeting of the Board at which the contract, transaction, or matter is considered, provided the director is present.

For greater certainty, the Board may establish further policies governing conflicts of interest of directors and others, provided such policies do not contradict the Act or these bylaws.

PART 8 - COMMITTEES

8.1 **Appointment.** The Board may, from time to time by Board Resolution, constitute such standing and special committees, consisting of such persons (whom may or may not be members, directors, or senior managers) as the Board thinks fit. Unless specifically designated as a standing committee, any special committee so created must be created for a specified time only and upon completion of the earlier of the specified time period or the task for which the special committee was so appointed, a special committee is automatically dissolved.

8.2 **Powers.** The Board may delegate to a committee any of the Board's powers, except the power to change the committee's membership or purpose, the power to fill vacancies in a committee, or the power to appoint or remove senior managers. The Board may, from time to time by Board Resolution, impose conditions or other restrictions on a committee and such committee shall comply with any such conditions or restrictions.

8.3 **Authority of the Board to Revoke.** The Board may, at any time by Board Resolution, remove or override any authority given to or acts to be done by any committee, terminate the appointment of or change the membership of any committee, or fill a vacancy in any committee.

8.4 **Delegation.** No delegation of authority by the directors to any committee or person precludes the directors from exercising the authority required to meet their responsibilities for the conduct of the affairs of the Society.

8.5 **Rules and Reporting.** A committee shall:

(a) conform to any rules that may from time to time be imposed on such committee by the Board; and

(b) report every act or thing done in the exercise of its powers to the Board at the earliest meeting of the Board to be held after such act or thing has been done, or at such other time as the Board may direct.

8.6 **Quorum and Calling of Meetings.** Unless otherwise provided by the Board or these bylaws, a majority of the number of members in any committee constitutes a quorum thereof, and the committee shall meet at the call of its chairperson or any two committee members thereof.

8.7 **Meetings by Electronic Means.** A committee may determine, in its discretion, to hold any meetings of the committee in whole or in part by Electronic Means, so as to allow some or all parties to participate in the meeting remotely. Where a meeting of a committee is conducted by Electronic Means, the committee shall take reasonable steps to ensure that all participants are able to communicate and participate in the meeting.

8.8 **Chair of Committee.** The Board shall appoint the chairperson of each committee from among the members of the committee.

8.9 **Votes to Govern.** Each member of a committee is entitled to exercise one vote in respect of all resolutions or questions to be determined by the committee. Questions arising at any meeting of a committee shall be determined by a simple majority of the votes cast at that meeting by the members of the committee voting and entitled to vote on that question. In case of an equality of votes, the chairperson of the committee shall not have a second or casting vote, and the proposed resolution is deemed to have failed.

8.10 **Committee Resolution by Consent.** A committee may pass a resolution without holding a meeting of the committee if the resolution has been submitted to all committee members and has been consented to in writing (including by Electronic Means) by not less than three-fourths of the committee members. Such consent resolution is valid and effectual as if it had been passed at a meeting of such committee duly called and constituted.

8.11 **Ex-Officio Participant.** The President is entitled to receive notice of, to attend, and to participate in all meetings of each committee, provided that unless the President is a member of the committee, the President shall not be counted in the quorum and shall not be entitled to vote.

PART 9 - SENIOR MANAGERS

9.1 **Roles.** At each meeting of the Board first following each annual general meeting, the directors shall appoint, from among their number, individuals to fill the following senior manager positions, and a director other than the President may hold more than one position:

(a) **President.** The President is responsible for supervising the other directors in the execution of their duties.

(b) **Vice-President.** The Vice-President is responsible for carrying out the duties of the President if the President is unable to act.

(c) **Secretary.** The Secretary is responsible for doing, or making the necessary arrangements for, the following:

(i) conducting the correspondence of the Society;

(ii) issuing notices of general meetings and meetings of the Board;

(iii) keeping minutes of general meetings and meetings of the Board;

(iv) having custody of all records and documents of the Society, except those required to be kept by the Treasurer;

(v) having custody of the common seal of the Society, if any; and

(vi) maintaining the register of members.

If the Secretary is absent from a general meeting or a meeting of the Board, the Board shall appoint another director to act as secretary of that meeting.

(d) **Treasurer.** The Treasurer is responsible for doing, or making the necessary arrangements for, the following:

(i) keeping the financial records, including the books of account, necessary to comply with the Act; and

(ii) rendering financial statements to the Board and the members when required.

9.2 **Other Senior Managers.** The Board may, in its sole discretion by Board Resolution, appoint other senior managers with such titles, designations, remuneration, duties, and authority as the Board may determine from time to time.

9.3 **Term.** Each senior manager shall be appointed to hold office for a term of one year, commencing at the close of the meeting of the Board at which the senior manager was appointed and ending at the close of the first meeting of the Board taking place after the first annual general meeting following the meeting of the Board at which the senior manager was appointed. A senior manager may be appointed to any number of consecutive terms.

9.4 **Removal of Senior Manager.** In the absence of a written agreement to the contrary, the Board may, by Board Resolution, remove, whether for cause or without cause, any senior manager prior to the expiry of the senior manager's term.

9.5 **Cessation.** An individual automatically ceases to be a senior manager when:

(a) the senior manager's term expires, provided that if no successor is appointed to replace the incumbent senior manager, the incumbent senior manager shall continue to hold office until such time as the senior manager's successor is appointed or the senior manager otherwise ceases to hold office in accordance with this Section 9.5;

(b) the senior manager ceases to be qualified pursuant to the Act or these bylaws;

(c) the senior manager resigns by delivering a written resignation to the Secretary or to the registered office of the Society, in which case such resignation is effective on the date specified in the resignation or, if no date is specified or if the date specified is earlier than the date the resignation is delivered to the Secretary or to the registered office of the Society, on the date such resignation is delivered to the Secretary or to the registered office of the Society;

(d) the senior manager ceases to be a director;

(e) the senior manager is removed; or

(f) the senior manager dies.

9.6 **Casual Vacancies.** If a senior manager ceases to hold office prior to the expiry of the senior manager's term of office or there is a vacancy in the office of a senior manager for any reason, the Board may, by Board Resolution, appoint a replacement senior manager who otherwise meets the qualifications for senior managers set out herein to serve for the remainder of such senior manager's term of office.

PART 10 - INDEMNIFICATION

10.1 **Optional Indemnification of an Eligible Party.** Subject to Sections 10.2 and 10.5 and the provisions of the Act, the Society may, in its sole discretion (as determined by the Board), do any one or both of the following:

(a) indemnify an Eligible Party or a Representative of the Eligible Party against all judgments, penalties, or fines awarded or imposed in, or amounts paid in settlement of, an Eligible Proceeding; or

(b) after the final disposition of an Eligible Proceeding, pay the costs, charges, and expenses (including legal and other fees, but not including judgments, penalties or fines awarded or imposed in, or amounts paid in settlement of, an Eligible Proceeding) actually and reasonably incurred by an Eligible Party or a Representative of the Eligible Party in respect of the Eligible Proceeding.

10.2 **Mandatory Indemnification of Eligible Party.** Subject to Sections 10.3 and 10.5, the Society shall, after the final disposition of an Eligible Proceeding, pay the amounts set forth in Section 10.1(b) if:

(a) neither the Eligible Party nor the Representative has been reimbursed for such amounts; and

(b) the Eligible Party was not judged by a court, in Canada or elsewhere, or by another competent authority to have committed any fault, or to have omitted to do anything that the Eligible Party ought to have done.

10.3 **Subsidiary.** The Society may, in its discretion (as determined by the Board), elect not to pay the amounts set forth in Section 10.2 if the Eligible Party or the Representative is liable for or in respect of those amounts by reason of the Eligible Party or the Representative holding or having held a position in a subsidiary of the Society, which position is equivalent to the position of a director or senior manager of a society.

10.4 **Advancement of Expenses.** To the extent permitted by the Act and subject to Section 10.5, the Society may in its sole discretion (as determined by the Board) pay, as they are incurred in advance of the final disposition of an Eligible Proceeding, the costs, charges and expenses (including legal and other fees, but not including judgments, penalties or fines awarded or imposed in, or amounts paid in settlement of, an Eligible Proceeding) actually and reasonably incurred by an Eligible Party or a Representative of the Eligible Party in respect of the Eligible Proceeding, if and only if the Board has received from the Eligible Party or the Representative of the Eligible Party (as applicable) a written undertaking that, if it is ultimately determined that the payment of such amounts is prohibited by section 65 of the Act, the Eligible Party or the Representative (as applicable) will repay the amounts advanced.

10.5 **Indemnification prohibited.** Notwithstanding anything to the contrary herein, the Society shall not indemnify or pay the costs, charges, and expenses (including legal and other fees, but not including judgments, penalties or fines awarded or imposed in, or amounts paid in settlement of, an Eligible Proceeding) of an Eligible Party or a Representative of the Eligible Party in respect of an Eligible Proceeding:

(a) if, in relation to the subject matter of the Eligible Proceeding, the Eligible Party did not act honestly and in good faith with a view to the best interests of the Society or the subsidiary of the Society, as the case may be;

(b) in the case of an Eligible Proceeding other than a civil proceeding, if the Eligible Party did not have reasonable grounds for believing that the Eligible Party's conduct, in respect of which the Eligible Proceeding was brought, was lawful; or

(c) in the case of an Eligible Proceeding brought by or on behalf of the Society, or a subsidiary of the Society, unless the court, on the application of the Society, approves the indemnification or payment.

10.6 **Insurance.** The Society may purchase and maintain insurance, for the benefit of an Eligible Party or a Representative of an Eligible Party, against any liability that may be incurred by reason of such person being or having been a director or senior manager

of the Society or holding or having held an equivalent position in a subsidiary of the Society.

PART 11 - NOTICES

11.1 **Method of Giving Notices.** Unless otherwise specified in the constitution, these bylaws or the Act, any notice (which term includes any communication or document) to be given, sent, delivered, or served to a member, director, senior manager, or member of a committee of the Board or to the auditor is sufficiently given, if:

(a) delivered personally to the person to whom it is to be given or if delivered to such person's registered address;

(b) mailed to such person at such person's registered address by prepaid ordinary or air mail; or

(c) sent to such person in writing by telephonic, electronic, or other communication facility at such person's registered address given for that purpose.

A notice so delivered is deemed to have been given when it is delivered personally or to the registered address as aforesaid. A notice so mailed is deemed to have been given when deposited in a post office or public letter box. A notice so sent by any means of transmitted or recorded communication is deemed to have been given when dispatched or delivered to the appropriate communication company or agency or its representative for dispatch. The Secretary may change or cause to be changed the registered or recorded address of any member, director, senior manager, auditor, or member of a committee of the Board in accordance with any information believed by the Secretary to be reliable. The declaration by the Secretary that notice has been given pursuant to this bylaw is sufficient and conclusive evidence of the giving of such notice. The signature of any director or senior manager of the Society to any notice or other document to be given by the Society may be written, stamped, type-written or printed or partly written, stamped, type-written, or printed. A person's registered address is deemed to be given for the purpose of delivery of notices pursuant to this Section 11.1 and otherwise pursuant to these bylaws unless the person notifies the Society in writing of a contrary intention.

11.2 **Changes to Registered Address.** Each member and director shall promptly notify the Secretary of changes to the member's or director's registered address (being such person's contact information as set out in the register of members or register of directors, as applicable).

11.3 **Omissions and Errors.** The accidental omission to give any notice to any member, director, senior manager, member of a committee of the Board, or auditor, the non-receipt of any notice by any such person where the Society has provided notice in accordance with these bylaws, or any error in any notice not affecting its substance, does not invalidate any action taken at any meeting to which the notice pertained or otherwise founded on such notice. Attendance at a meeting in which notice was accidentally omitted is acceptance of adequate notice.

PART 12 - DOCUMENTS AND RECORDS

12.1 **Execution of Documents.** Instruments in writing requiring execution by the Society may be signed in such a manner as the Board may from time to time determine by Board Resolution. All instruments in writing so signed are binding upon the Society without any further authorization or formality. The Board has the power from time to time by Board Resolution to appoint any person or persons on behalf of the Society either to sign instruments in writing generally or to sign specific instruments and, in the absence of such appointment, any one director or senior manager may sign any such instruments. Any person authorized to sign any document may affix the corporate seal (if any) to the document. Any director or senior manager may certify a copy of any instrument, resolution, bylaw, or other document of the Society to be a true copy thereof.

12.2 **Access to Records.**

(a) The documents of the Society, including the financial and accounting records, and the minutes of general meetings, committee meetings and meetings of the Board, shall be open to the inspection of any director at reasonable times.

(b) A member in good standing is entitled, subject to any Board Resolution under section 25 of the Act, upon providing not less than 14 days' notice to the Society, to examine any of the following documents and records of the Society at the registered office of the Society during the Society's normal business hours:

(i) the constitution and these bylaws, and any amendments thereto;

(ii) the statement of directors and registered office of the Society;

(iii) minutes of any general meeting, including the text of each resolution passed at the meeting;

(iv) resolutions of the members in writing, if any;

(v) annual financial statements relating to a past fiscal year that have been received by the members in a general meeting;

(vi) the register of directors;

(vii) the register of members;

(viii) the Society's certificate of incorporation, and any other certificates, confirmations or records furnished to the Society by the Registrar;

(ix) copies of orders made by a court, tribunal, or government body in respect of the Society;

(x) the written consents of directors to act as such; and

(xi) the disclosure of a director or senior manager regarding a conflict of interest.

(c) Except as expressly provided by statute or at law, a member is not entitled to examine or inspect any other document or record of the Society. However, subject to such policies as the Board may establish, a member in good standing may request, in writing delivered to the registered office of the Society, to examine any other document or record of the Society and the Board may reject such request or allow the member to examine the document or a copy thereof, in whole or in part and subject to such redaction as the Board deems necessary, all in the Board's sole discretion.

(d) Copies of documents to which a member is allowed to examine may be provided on request by the member for a reasonable production fee to be determined by the Board.

12.3 **Inspection by Non-Members.** A non-member may only inspect the records of the Society with permission of the Board. A non-member may not inspect the register of members.

12.4 **Use of Members and Directors Register.** A person shall not use contact information that the person obtains from an inspection of the Society's register of members or directors except in connection with matters related to the activities or internal affairs of the Society and in compliance with the Act.

PART 13 - FINANCIAL AND ADMINISTRATIVE MATTERS

13.1 **Annual Budget.** The Board shall, prior to the end of each financial year of the Society, pass a Board Resolution approving the operating and capital budgets of the Society for the ensuing financial year of the Society.

13.2 **Investment.** The Board may, without authorization of the members, invest in any investment in which a prudent investor might invest.

13.3 **Contracts and General Expenditures.** Subject to the Act and these bylaws, the Board may, without authorization of the members:

(a) make or cause to be made for the Society, in its name, any kind of contract which the Society may lawfully enter into; and

(b) authorize expenditures on behalf of the Society.

13.4 **Borrowing.** The Board may, without authorization of the members and on behalf of and in the name of the Society, raise or secure the payment or repayment of money in the manner the Board decides, including by engaging in the following activities:

(a) borrow money on the credit of the Society;

(b) issue, reissue, sell, pledge, or hypothecate debt obligations of the Society;

(c) give a guarantee on behalf of the Society to secure performance of an obligation of any person; and

(d) mortgage, hypothecate, pledge, or otherwise create a security interest in all or any property of the Society owned or subsequently acquired, to secure any obligation of the Society.

13.5 **Banking Arrangements.** The banking business of the Society shall be transacted at such bank, trust company or other firm or corporation carrying on a banking business in Canada or elsewhere as the Board may designate, appoint, or authorize from time to time by Board Resolution. The banking business of the Society or any part of it shall be transacted by a director or senior manager of the Society or other persons as the Board may by Board Resolution from time to time designate, direct, or authorize.

13.6 **Annual Financial Statements.** The Society may, instead of sending copies of the annual financial statements, the report of the auditor (if any), and any further information respecting the financial position of the Society and the results of its operations as required by the Act, bylaws, or other agreements, provide such items to the members by the following means:

(a) publishing a notice to its members stating that the annual financial statements and such other documents described above are available at the registered office of the Society and any member may, on request, obtain a copy free of charge at the registered office or by prepaid mail; or

(b) by posting the annual financial statements and such other documents described above on the Society's website, provided that the Society publishes a notice to its members stating that the financial information with respect to the Society is available on its website.

13.7 **Auditor.** The Society may have an auditor, appointed by the members by Ordinary Resolution, to hold office for the term set out in the Act and perform the duties as set out in the Act.

13.8 **Corporate Seal.** The Society may have a corporate seal in the form approved from time to time by the Board. If a corporate seal is approved by the Board, the Board shall make provisions for the custody of the corporate seal. The Board shall also have power from time to time to destroy a seal and substitute a new seal in its place. The seal of the Society shall not generally be used in the execution of documents or instruments and shall be affixed only when authorized by the Board, and then only in the presence of the person or persons prescribed by the Board, or, if no person or persons are prescribed, in the presence of any two directors.

GISRA
GULF ISLANDS SENIORS RESIDENCE ASSOCIATION

Islands Trust Executive Committee
200–1627 Fort Street
Victoria, BC V8R 1H8
execadmin@islandstrust.bc.ca

June 6, 2025

Your File: PLRZ20250220

Re: Request for Executive Committee Sponsorship under Policy 4.1.13

GISRA - Zoning Amendment Application for 154 Kings Lane, Salt Spring Island

Dear Executive Committee Members,

On behalf of the Gulf Islands Seniors Housing Association (GISRA) that owns the parcel at 154 Kings Lane, Salt Spring Island, I am writing to respectfully request that the Islands Trust Executive Committee sponsor our rezoning application under Islands Trust Council Policy 4.1.13. This sponsorship would enable us to proceed with this important community project without incurring the standard application fees.

The property is currently zoned R12(a) under SSILTC Bylaw 355, which permits a medical clinic (in operation) and an affordable seniors' supportive housing complex that has not been developed. We are seeking amendments to the zoning that better reflect current community needs for both affordable housing and primary care.

The primary purposes of the proposed amendments include:

- Broadening the type of affordable housing permitted (beyond seniors) to include a range of affordable housing, including workforce housing;
- Enabling subdivision to provide for a separate parcel for the existing clinic and clustering all 50 permitted dwelling units onto the remaining parcel;
- Amending subdivision servicing requirements to reflect the licensed groundwater well on the property;
- Removing the current cap of 12 medical practitioners and enabling a broader range of complementary office services in the existing clinic building.

This proposal is aligned with the Salt Spring Island Official Community Plan and addresses two of the island's most pressing issues: the shortage of both affordable housing and primary health care services.

We understand we are eligible for Executive Committee sponsorship under Policy 4.1.13 in that GISRA is a non profit organization seeking to both establish and expand facilities for the benefit of the community at large and consistent with the Salt Spring Island Official Community Plan.

Thank you for considering this request. We are prepared to provide any additional information or documentation that may assist in your deliberation.

Sincerely,

Harry Barnes
Executive Director
(250) 538-1995
harryb@gisra.ca

Islands Trust

June 05, 2025 IT File: PLRZ20250220

Janis Gauthier
2161 Fulford-Ganges Rd
Salt Spring Island, BC V8K 1Z7

Dear Janis Gauthier,

Re: Application for 154 KINGS LANE, SALT SPRING ISLAND, BC V8K 2P7
PID: 003-106-756
Legal Description: LOT 2, SECTION 4, RANGE 3 EAST, NORTH SALT SPRING ISLAND, COWICHAN DISTRICT, PLAN 23507

We are pleased to acknowledge that the Islands Trust office has received your Rezoning application along with supporting documents and the required fee of $4882.00. Your application has been assigned number PLRZ20250220. Please quote this file number on any correspondence or inquiries.

Oluwashogo Garuba has been assigned to your application. They will contact you to review your application in more detail.

The Islands Trust reviews all applications to ensure the preservation and protection of cultural heritage, archaeological sites, and ancestral places. To provide applicants with awareness regarding unknown archaeological areas, attached to this letter is the Islands Trust Chance Find Protocol and the provincial Archaeological Branch property owner brochure.

Please do not hesitate to contact our office should you have any questions.

Yours truly,

Chris Hutton
Regional Planning Manager

Enclosures:

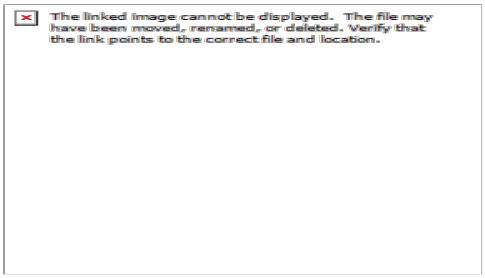
From: DeGagne, Frank FOR:EX <Frank.DeGagne@gov.bc.ca>
Sent: Thursday, June 26, 2025 5:02 PM
To: Southam, Dave FOR:EX
Subject: NOTICE: Land Use Planning Agreement between Squamish Nation and BC
Attachments: 2025-06-27 - LTR - Squamish Nation Phase 2 LUP Agreement.pdf

Importance: High

Hello,

Please see attached for an important notification. The website linked in the notice and the news release (below) will be updated tomorrow (June 27) for the final signed Agreement.

https://news.gov.bc.ca/releases/2025FOR0028-000627



BC Gov News
Ministry of Forests Media Relations
Forest.Media@gov.bc.ca 250 380-8491
news.gov.bc.ca

Thank you,

Frank

Francis DeGagne, RPF
(236) 468-3969
Land and Resource Specialist
Sea to Sky Natural Resource District

BRITISH COLUMBIA | Ministry of Forests

June 27, 2025

VIA EMAIL

Dear Forestry Licensees, Regional and Municipal Leaders, Trustees, and Non-Government Organizations,

RE: Squamish Nation Land Use Planning Agreement (Phase 2)

The purpose of this letter is to share news of a new Agreement between Sḵwx̱wú7mesh Úxwumixw (Squamish Nation) and the Province of British Columbia: the Squamish Nation Land Use Planning Agreement (Phase 2).

We note that the area of your jurisdiction overlaps with Squamish Nation territory and may include components of this Agreement.

The Squamish Nation Land Use Planning Agreement (Phase 2) was officially approved by Squamish Nation, the Minister of Forests and the Minister of Water, Land and Resource Stewardship on June 26, 2025, and fulfils B.C.'s commitment to resolve certain land and resource issues associated with the Province's *Sea to Sky Land and Resource Management Plan*, and the 2007 Agreement on Land Use Planning with the Squamish Nation.

The Squamish Nation Land Use Planning Agreement (Phase 2) brings increased economic predictability to the working forest land base while also recognizing and protecting important Indigenous cultural values. The Agreement defines areas where new logging blocks and roads are no longer allowed, and other areas where enhanced forestry practices will improve protection of culturally modified trees, old growth western redcedar, and increased protections for riparian ecosystems.

A copy of the Squamish Nation Land Use Planning Agreement (Phase 2) can be accessed at the following link:
https://www2.gov.bc.ca/gov/content/environment/natural-resource-stewardship/consulting-with-first-nations/first-nations-negotiations/first-nations-a-z-listing/squamish-nation

Spatial data related to the Agreement will be published to the BC Geographic Warehouse as soon as practicable. You can access the BC Geographic Warehouse at the following link:

https://www2.gov.bc.ca/gov/content/data/finding-and-sharing/bc-geographic-warehouse#find

Should you wish to discuss the details of this Agreement, please contact Dave Southam, District Manager and lead negotiator of this Agreement at Dave.Southam@gov.bc.ca or (236) 468-3974.

Further opportunity will be afforded to First Nations, the public, and other interest groups to review and comment on a draft ministerial order to establish objectives for the purpose of the *Forest and Range Practices Act (FRPA)* to implement this agreement. This opportunity will be posted in the *BC Gazette* and local newspapers and is being scheduled for this fall.

Sincerely,

Allan Johnsrude
Regional Executive Director – South Coast Region
Regional Operations Division
Ministry of Forests

Matthew LeRoy
Executive Director - Coast Area
Land Use Planning and Cumulative Effects Division
Ministry of Water, Land and Resource Stewardship

From: cathryn Robertson <[redacted]>
Sent: Monday, July 7, 2025 4:07 PM
To: mayorandcouncil@bimbc.ca; Executive Admin <execadmin@islandstrust.bc.ca>; itcmail <itcmail@islandstrust.bc.ca>; Carla Skuce <cskuce@bimbc.ca>; kdhillon@cimbc.ca
Subject: Grafton Lake water supply and the building code

Dear Mayor and Council;

In this note, I have attached an article from Saturday's July 5 Globe And Mail regarding water conservation that the city of Vancouver is successfully doing.

1)Controlling runoff in a sustainable practise and changing the building code so all new bills are required to have gray water collection and usage.

2)The simplicity of water collection for drinking is totally doable and is in use and approved in the building code in Victoria capital region. The city of Vancouver and the city of Victoria can do this Bowen Island can.

Part two of this note is a link to the Garden Club where my Film with Doug Elliot about water collection on Bowen Island discusses the various methods of water collections that are in operation on Bowen. The segment that I would love you to have time to look at is Dr. Blackwood's house where he collects all his water for drinking or the van Berkals house which collects all their water for their gardens.

So I please ask this Council change the building code so all new builds require collecting rainwater for drinking and use of gray water for gardens.

Once again this summer, I am on a water restriction, at the same time Bowen Island is adding many homes from Eaglecliff area to Grafton Lake and at 100 homes to the Grafton Lake development plus all the multi unit facilities that are being approved for Miller Road. None of these new additions have a requirement for collecting water!!!

Now is the time to do it.

How can you keep adding users? It makes no sense. Water Collection is in your power.

it is legal in this province for the municipality to make it a requirement for collecting rainwater for drinking or for grey water or both, so please do.

Please change the building code.

Thank you

Cathy Robertson

Attached : https://globe2go.pressreader.com/article/281590951569293

Vancouver can't stop the rain but it can direct it. See article below.

AND. The You tube video is accessible at bowen island garden club, resources. (All different methods of water collection done on Bowen Island.)

https://www.bowenislandgardenclub.ca/resources

At 1.25 is the Blackwoods system.

City is taking a new approach to stormwater management, with the likes of rain gardens, tree trenches and other rainwater projects

When the rainclouds burst over Vancouver one grey day this past winter, Lon LaClaire was delighted to see floodwater streaming into newly terraced pools on the side of a steep hill in an east-side neighbourhood.

Mr. LaClaire, Vancouver's chief engineer, is part of a team that has been working to ensure much of the city's abundant rain does not end up flooding through the sewer system, sweeping everything from road debris and toxic chemicals into surrounding waterways – False Creek, Burrard Inlet, the Fraser River – along with it.

On St. George Street, heavy rain occasionally meant closing the roadway after large amounts of rubble washed onto it. But not this time.

"We were all watching the water spill out of each of those weirs," Mr. LaClaire said. "Every drop of rain on St. George didn't go to the drain. It performed better than all of our other projects."

The St. George Rainway is just one example of the new approach Vancouver and other Canadian cities are taking to stormwater management. Projects include tree trenches, permeable pavement, marsh-like areas built around sewer openings, plus rain gardens and bioswales. (The latter two are landscaped features that use vegetation to filter rainwater.) Montreal's "sponge parks" have generated interest and praise, as have Toronto's efforts to encourage green roofs, which prevent rainwater from flowing down to the streets.

Vancouver's strategy is not just about protecting the environment. It's also a cost-saving measure, since the hope is that the city won't have to spend as much money expanding sewer lines. The St. George project cost about $1.6-million for the waterimprovement part. But along with rainwater-capture requirements for new developments, it will save Vancouver $16.5-million in upgrades, according to city estimates.

"The tanks and green infrastructure are going to save us hundreds of millions in not needing larger pipes," Mr. LaClaire said.

Vancouver's efforts have been going on for a few years, but were given a renewed push when council approved the city's Healthy Waters Plan earlier this year.

"We're super excited to see this kind of work happening," said Emily Amon, the director of green infrastructure programs at Green Communities Canada.

“It is certainly among the leaders nationally in sustainable stormwater management. What you see in Vancouver is a more holistic approach. Often these issues elsewhere seem to be disjointed.”

As of March, the city had developed 400 infrastructure projects aimed at treating and detaining rainwater runoff from 321,000 square metres of street. These include tree trenches built alongside a downtown bike route that absorb water and allow for bigger canopy trees to grow on the street because of the extra moisture.

“The goal is to mimic the natural hydrology, the same filtering and sponge characteristic of rainforests,” said Robb Lukes, Vancouver’s associate director for green infrastructure.

Mr. Lukes, who has worked in this field for 23 years, said other cities are taking similar steps. Seattle, Portland, Philadelphia and New York have been especially aggressive, with thousands of projects apiece.

But, he said, Vancouver is catching up with those American cities in terms of standardizing the approach.

“We’re making it business as usual everywhere. Any big road project, we look at how to put in green infrastructure. We’re a bit ahead of the curve in Canada.”

For example, any time the city installs a corner bulge – an improvement that extends the sidewalk out at intersections to make pedestrian crossings shorter – it builds in “bioretention” instead of spending the same $20,000 to $30,000 to move the catch basin.

Even though the rainwater projects are a small part of the city’s overall system so far – the 27 hectares they cover represent 1 per cent of total street area – officials are eyeing the potential financial benefits.

The council has budgeted $4billion to spend in the next 50 years on its healthy-waters initiatives, in addition to its work to separate sanitary and storm sewers.

Larger buildings in Vancouver have been required to manage rainwater on-site for several years. The policy was expanded in January, 2024, with developers getting credit for landscaping, green roofs and water reuse systems. The recently built Deloitte office tower has a 230,000-litre holding tank in its underground parking, with the water used for flushing all of the toilets in the building.

As of July 1, all new homes require detention tanks, which will add $15,000 to $25,000 in construction costs – an expense that will likely make some people unhappy. (Detention tanks hold water temporarily. Retention tanks hold water on site so that it never gets to the sewer system.)

In a first for Canada, Vancouver has also amended its building bylaw to allow people in private homes to install specific systems that recycle their greywater from showers, clothes washers and sinks.

Ultimately, Vancouver hopes to reduce the uncomfortably high number of sewer backups (1,242) and surface floods (2,653) it sees every year – issues that viscerally bother city engineers.

“If you look at a Metro Vancouver overflow map,” said Chris Radziminski, a city of Vancouver building-policy engineer, “on a rainy day, it’s a little bit sad.”

Cathryn Robertson

[redacted]

Bowen Island

B.C.

Info@friendsofthegulfislands.ca

www.friendsofthegulfislands.ca

August 29, 2025

Dear Islands Trust Council

At the June 2025 Quarterly Trust Council Meeting, we presented our petition as written below with a list of almost 800 signatures. We are now presenting this petition once again, now with 1455 signatures. Please include this as correspondence in the September 2025 Quarterly Trust Council Meeting agenda package. We will also submit this to Islands 2050. The petition can be found on our website.

Petition Issue

In 1974, the BC government passed the Trust Act to protect the natural environment of the Trust islands from over-development. The Act states that "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 ….." The province oversees the work of elected Trustees from each island by approving a Trust Policy Statement, which sets standards for islands' community plans and bylaws.

Weak bylaws and weak enforcement has left the islands vulnerable to over-development, deforestation, freshwater depletion, pollution, foreshore degradation and climate change.

A new Trust Policy Statement is now being drafted. Successive drafts have weakened environmental protection and put social, economic and environmental goals on equal footing, like any unprotected area. Please support our vision for the Gulf Islands by signing the petition.

To: Elected Trustees of the Islands Trust & Minister of Municipal Affairs: Christine Boyle

We request that the new Trust Policy Statement not be approved until it:

• affirms that the term "environment" in the legislated Object of the Islands Trust Act refers to the natural environment and does not include residential development and infrastructure;

• affirms that the Islands Trust's top priority is protection/preservation of the islands' land and marine ecosystems, and rural island character;

• contains directives that require each island to establish development limits;

• requires each island to limit development to that which can be supplied with drinking water from that island while providing adequate water for natural systems;

• requires each island to produce a build-out report that determines its maximum population if all existing lots are developed and subdivided;

• requires that decisions allowing more intensive use of land and water be guided by independent, up-to-date scientific data, local knowledge and traditional Indigenous knowledge and practices.

Sincerely, Maxine Leichter, Secretary, Friends of the Gulf Islands Society

c.c Islands 2050

1. TRUST COUNCIL/EXECUTIVE COMMITTEE

This most recent quarter was highlighted by Trust Council's completion of first reading of the draft Policy Statement. My thanks to the Islands Trust staff who have worked professionally and diligently to support and advise Trust Council in advancing this work. We look forward to the next phase of engagement over the months ahead.

In July, Executive Committee and I had prepared to meet with the Minister of Housing and Municipal Affairs to discuss Islands Trust priorities. That meeting unfortunately was cancelled as it was scheduled for the same day on which the Premier announced changes to Cabinet, including the appointment of the Honourable Christine Boyle as the new Minister of Housing and Municipal Affairs. Executive Committee were subsequently invited to meet with Minister Boyle on September 15 to introduce her to the important role and priorities of Islands Trust.

The week after September Trust Council, I will join the Director of Trust Area Services to support members of Executive Committee at the Union of B.C. Municipalities annual convention in Victoria. Attending Executive Committee members will provide a report out to all Trustees on meeting and program highlights following the convention.

Following the June Trust Council meeting, we invited trustees to complete the regular survey sharing their perspectives on the meeting venue, content and materials. Results of that survey are attached for reference and, as always, staff have considered this feedback in preparations for the September meeting.

2. CORPORATE PLANNING

At its August 13 meeting, I provided an update to the Governance Committee on next steps in implementing the draft Corporate Planning Process Framework endorsed by Trust Council in September 2023. With the approval of Trust Council's Strategic Plan in March, the next phase of implementing the planning process is the creation of department work plans that "outline the major actions and activities that each department will undertake to move specific Strategic Plan initiatives forward."

While a draft template for department work plans has been developed, I have asked senior staff to prioritize the operational review I initiated this spring. It is possible that the outcomes of the operational review will substantively impact those department work plans. As a result, departmental work plans will not be completed in time to meaningful inform the budget process for fiscal 2026/27. Instead, we will plan to complete department work plans before the end of the current fiscal year to inform the next year's budget process.

Even without departmental work plans, staff are ensuring that budget planning for fiscal 2026/27 is closely aligned with the Strategic Plan priorities and that budget submissions accurately reflect current operational realities. This shift in timeline will also ensure that when departmental workplans are prepared to inform next year's budget cycle, they also accurately reflect the current year budget decisions.

In the interim, staff will also re-engage the corporate planning working group to explore clarifying and refining aspects of the approved draft planning process in anticipation of more fully implementing that process with the next Trust Council following the fall 2026 election.

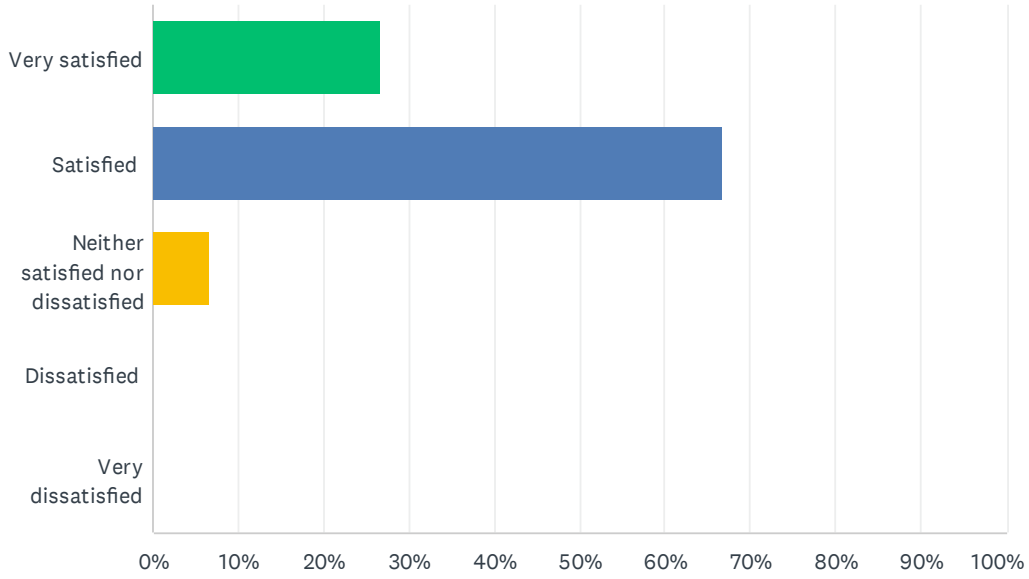
3. OPERATIONS

Work continues on the operational review I initiated in the spring. At the June all-staff meeting, Islands Trust staff participated in an exercise to share their perspectives on opportunities to improve operational process, practices and policies. I thank them for the active engagement in that conversation. Trustees were also invited to provide their input through an online survey, which similarly generated some valuable insights that, along with the staff ideas, are being considered as the review progresses. I expect to share a report with Trust Council in advance of its December meeting so that recommendations can be considered as part of the budget process where appropriate.

Trust Council will recall that in March all staff were invited to complete a survey to share their views on the experience of working with Islands Trust. In addition to serving as one input into the operational review, as a next step in acting on the results of that survey a small group of employees have taken the opportunity to form a working group to bring forward ideas for improvement in response to the results. My thanks to that team for volunteering to undertake this work and their commitment to helping make Islands Trust an even better place to work.

Q1 Overall, how satisfied or dissatisfied were you with the June Trust Council meeting?

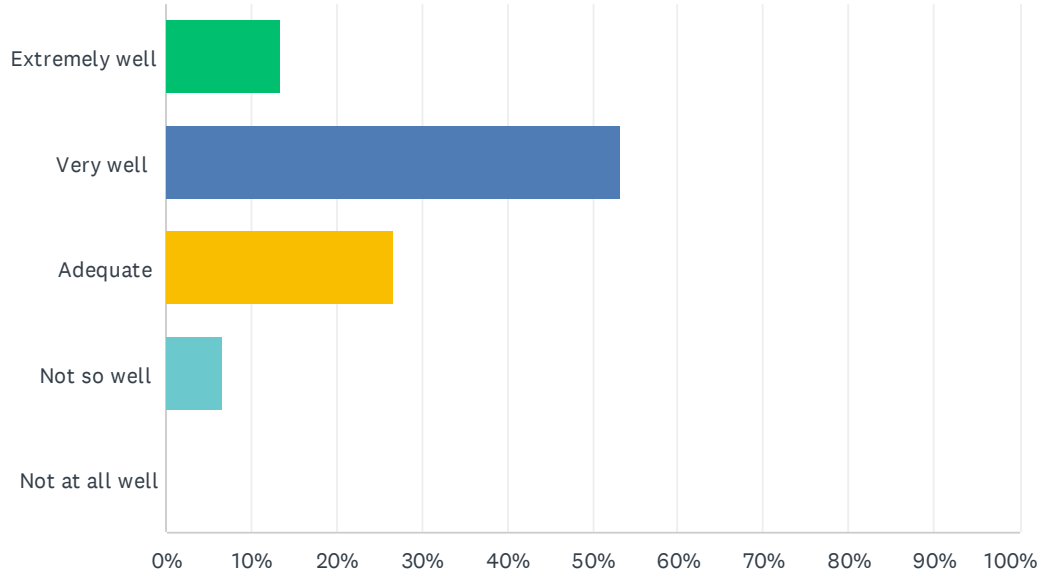
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very satisfied	26.67%	4
Satisfied	66.67%	10
Neither satisfied nor dissatisfied	6.67%	1
Dissatisfied	0.00%	0
Very dissatisfied	0.00%	0
TOTAL		15

Q2 How well did the agenda meet your needs?

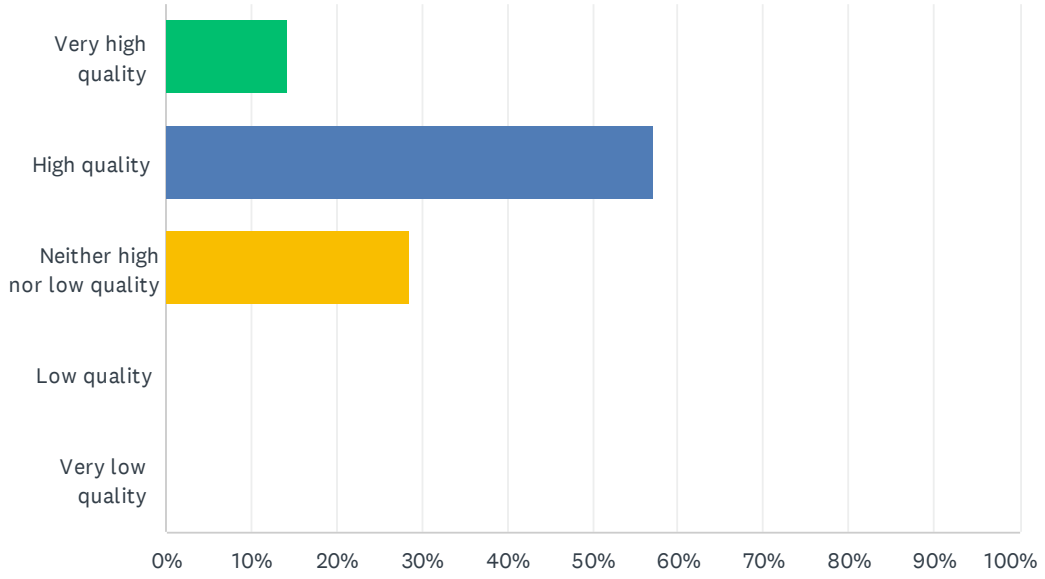
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Extremely well	13.33%	2
Very well	53.33%	8
Adequate	26.67%	4
Not so well	6.67%	1
Not at all well	0.00%	0
TOTAL		15

Q3 How would you rate the quality of the meeting reports and other materials?

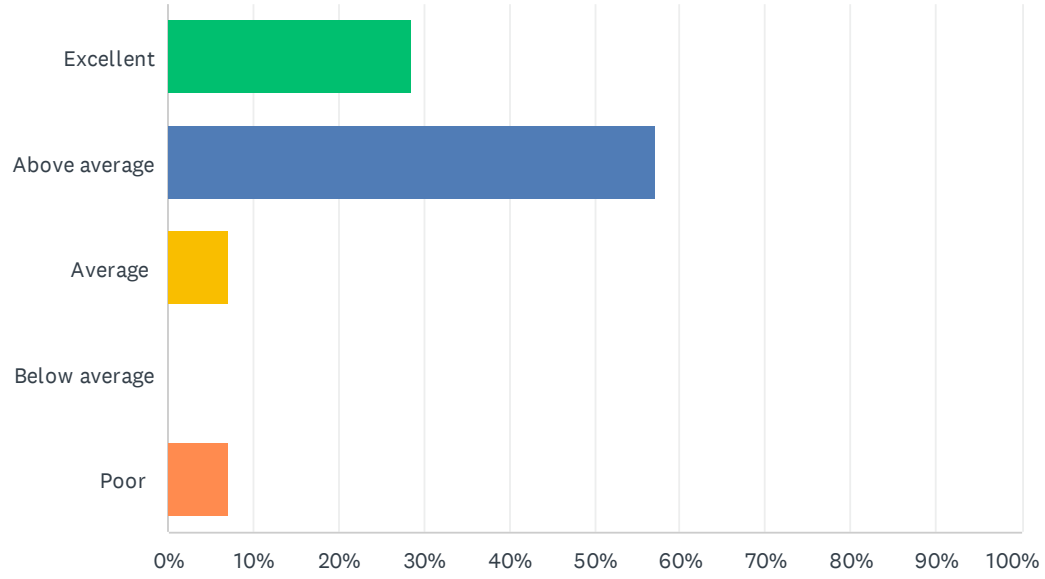
Answered: 14 Skipped: 1



ANSWER CHOICES	RESPONSES	
Very high quality	14.29%	2
High quality	57.14%	8
Neither high nor low quality	28.57%	4
Low quality	0.00%	0
Very low quality	0.00%	0
TOTAL		14

Q4 How would you rate the chairing and management of the meeting?

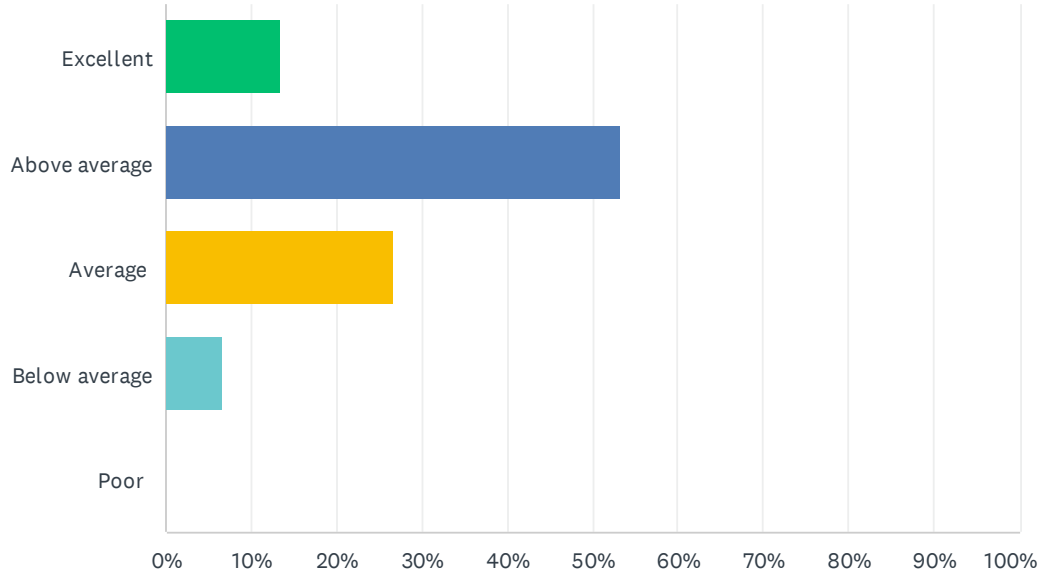
Answered: 14 Skipped: 1



ANSWER CHOICES	RESPONSES	
Excellent	28.57%	4
Above average	57.14%	8
Average	7.14%	1
Below average	0.00%	0
Poor	7.14%	1
TOTAL		14

Q5 How would you rate the support provided by the Executive Committee?

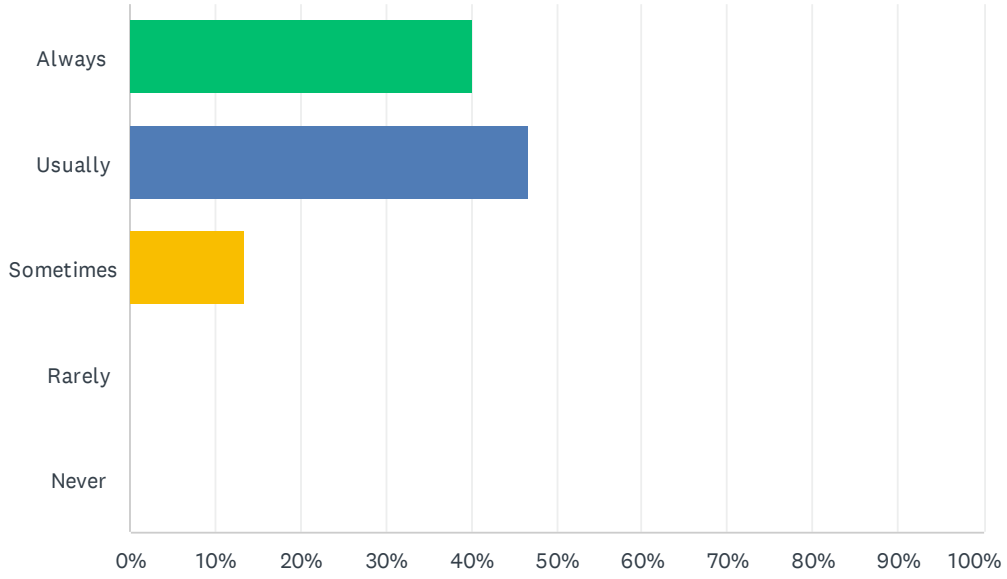
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Excellent	13.33%	2
Above average	53.33%	8
Average	26.67%	4
Below average	6.67%	1
Poor	0.00%	0
TOTAL		15

Q6 Was conduct in the meeting respectful and appropriate?

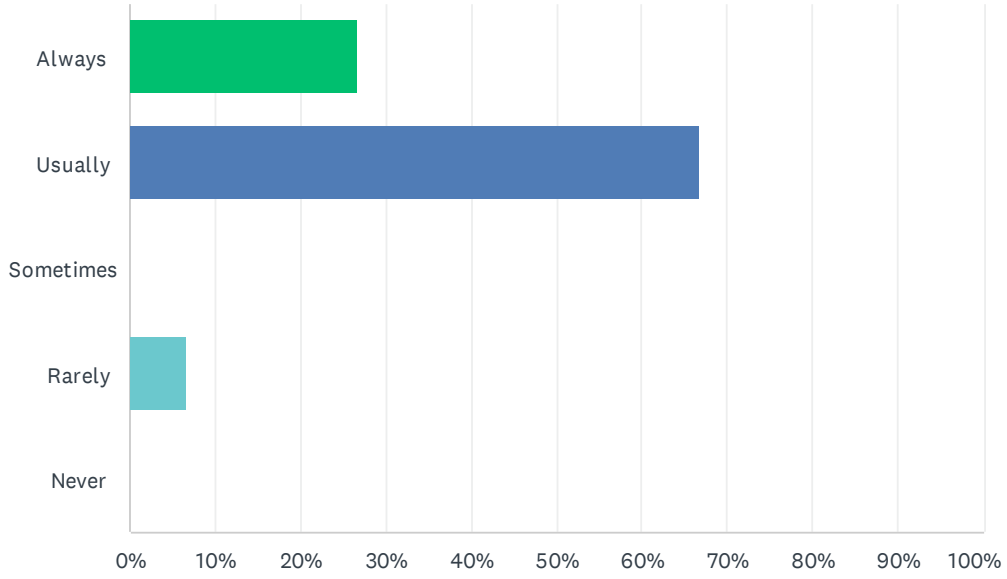
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	40.00%	6
Usually	46.67%	7
Sometimes	13.33%	2
Rarely	0.00%	0
Never	0.00%	0
TOTAL		15

Q7 Did all trustees have the opportunity to participate equally and appropriately?

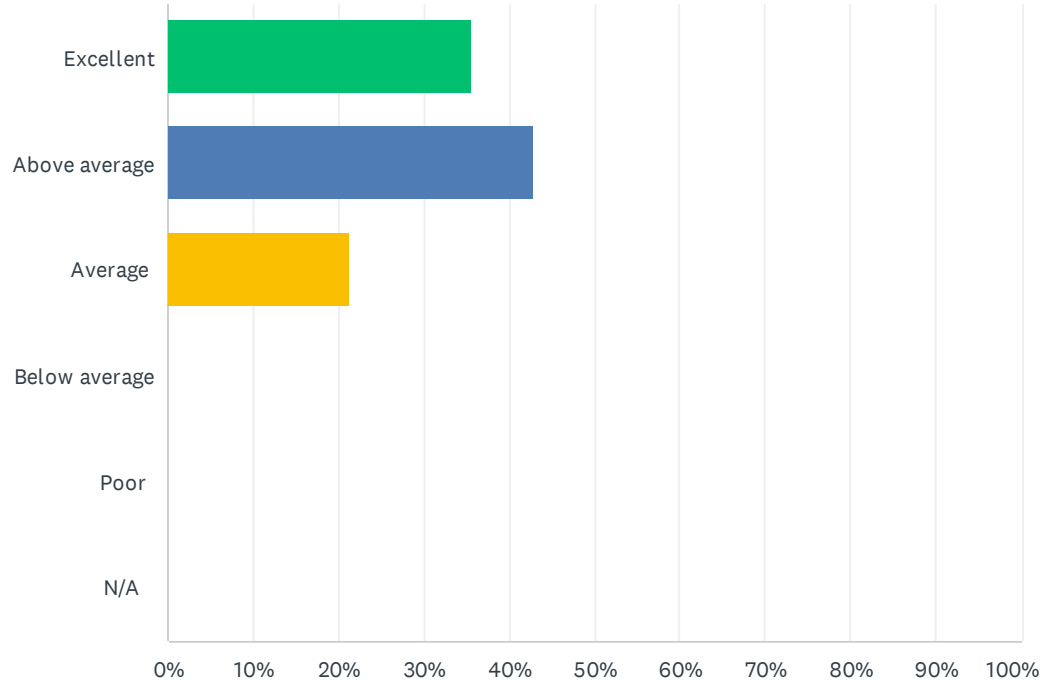
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	26.67%	4
Usually	66.67%	10
Sometimes	0.00%	0
Rarely	6.67%	1
Never	0.00%	0
TOTAL		15

Q8 How would you rate the meeting facilities?

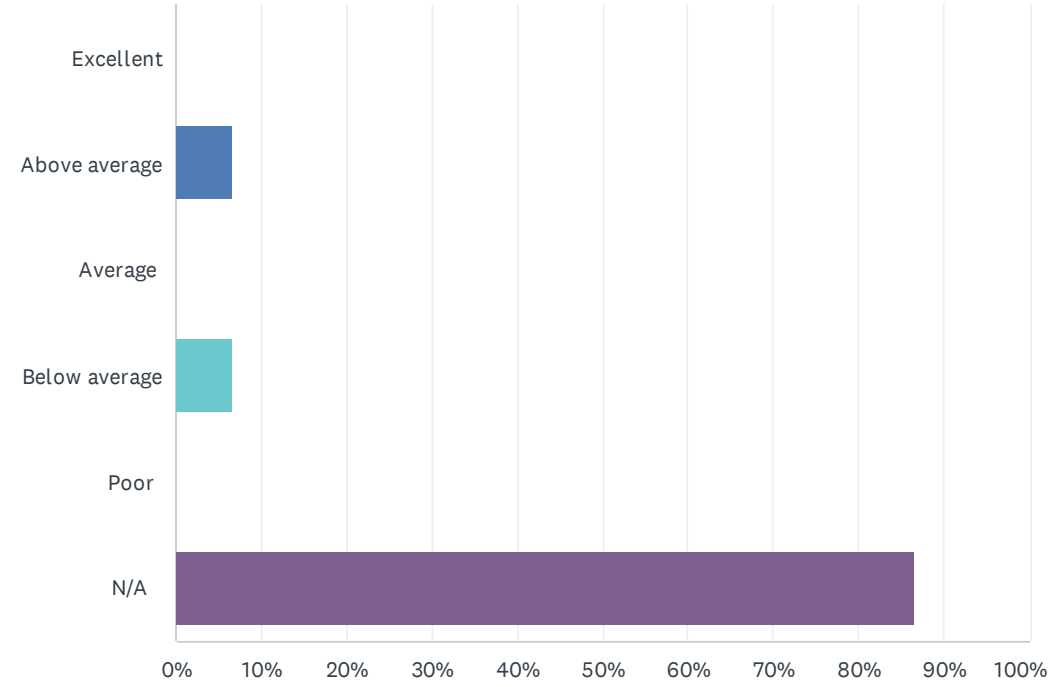
Answered: 14 Skipped: 1



ANSWER CHOICES	RESPONSES	
Excellent	35.71%	5
Above average	42.86%	6
Average	21.43%	3
Below average	0.00%	0
Poor	0.00%	0
N/A	0.00%	0
TOTAL		14

Q9 If you participated online, how well did the technology experience meet your needs?

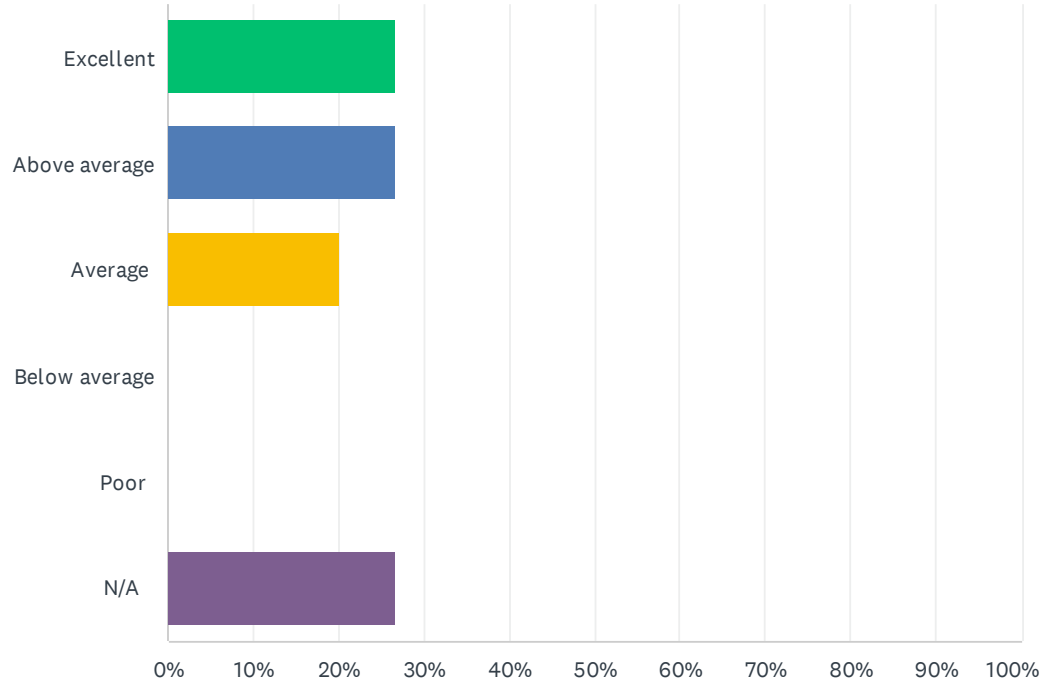
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Excellent	0.00%	0
Above average	6.67%	1
Average	0.00%	0
Below average	6.67%	1
Poor	0.00%	0
N/A	86.67%	13
TOTAL		15

Q10 How would you rate the accommodations?

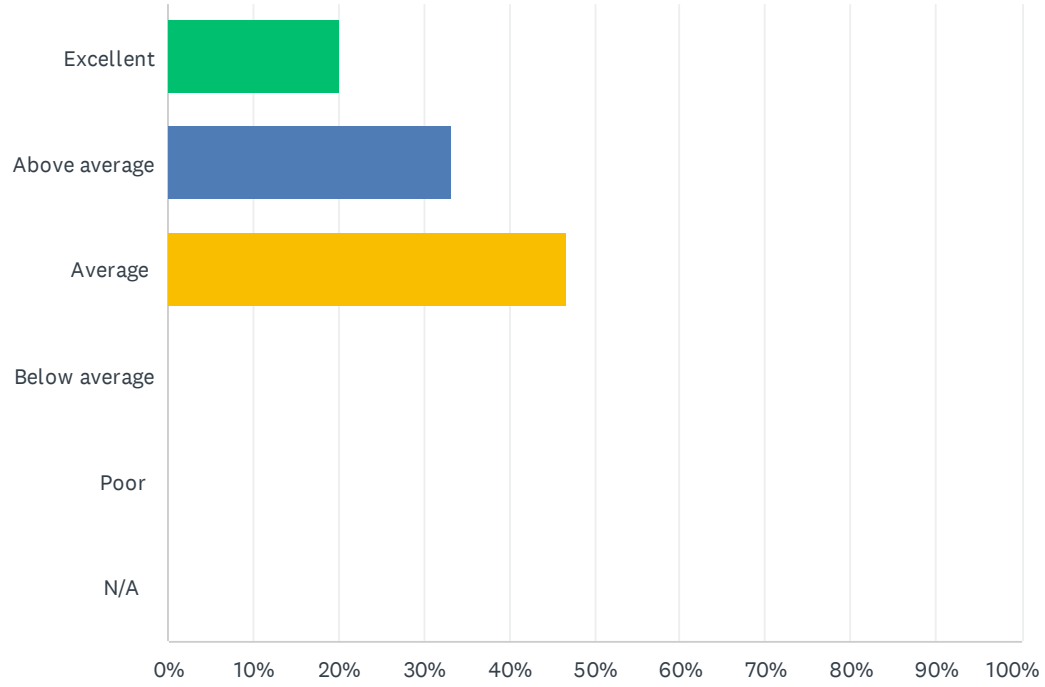
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Excellent	26.67%	4
Above average	26.67%	4
Average	20.00%	3
Below average	0.00%	0
Poor	0.00%	0
N/A	26.67%	4
TOTAL		15

Q11 How would you rate the event catering?

Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Excellent	20.00%	3
Above average	33.33%	5
Average	46.67%	7
Below average	0.00%	0
Poor	0.00%	0
N/A	0.00%	0
TOTAL		15

		6/24/2025 11:03 PM

Islands Trust

Updated: August 24, 2025

TRUST COUNCIL STRATEGIC PLAN PRIORITIES

(Reporting on Key Initiatives identified as priorities for the current Trust Council term)

1. Governance & Organizational Excellence				
STRATEGIC DIRECTION	**KEY INITIATIVE**	**COMMENTS**	**STATUS**	**Responsible Committee**
1.1 Updates and adopt a new policy statement	1.1.1 Finish and adopt Islands Trust Policy Statement in accordance with project work plans *	• In June 2025 Trust Council passed first reading of the Bylaw 183. • Staff are implementing the communications and engagement plan • Staff have issued 100+ referrals post-First Reading with concordance tables to agencies/First Nations who have already provided content in order to explain how their comments were addressed	80% complete	EC/TPC
1.2 Strengthen governance, decision-making and workflow processes	1.2.1 Develop a corporate planning process to enable decision-making, workflow efficiency, resource tracking and relevant policy consolidation *	• Draft corporate planning process approved by Trust Council • Strategic Plan approved in March 2025 • CAO working with senior staff to develop and implement departmental work plans by end of fiscal 25/26 • CAO to re-engage the Corporate Planning Working Group this fiscal to clarify aspects of the approved draft process	33% complete	GC
	1.2.3 Improve bylaw enforcement policies and procedures to be administratively fair, reasonable and transparent with the aim of restoring public confidence *	• May 9, 2025 RPC completed review of Policy 5.5.1 and Best Practices Manual • June 2025 Ombudspersons Office reviewed and commented • July 18, 2025 RPC reviewed and forwarded to Trust Council • Implementation Plan proposed for December Trust Council	85% complete	RPC

(* Denotes initiatives identified by Trust Council as their top priorities for the balance of the current council term)

	1.2.4 Prioritise, analyse, and where appropriate, implement the 15 recommendations of the 2022 Governance Report *	• May 13, 2025 Committee of the Whole discussion. • Governance Committee Recommendations RFD to September 2025 Trust Council.	40% complete	GC
	1.2.5 Review all Trust Council policies, and where appropriate, amend, combine or rescind	• Governance Committee prioritised review and consolidation of policies related to operations of Trust Council, with review of other policies to follow over the remainder of the term.	10% complete	GC
1.3 Advocate to the Province for legislative changes to Islands Trust Act	1.3.1 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 *	• April 28 letter from Minister Kahlon confirms no Provincial action this council term • Next steps at the direction of Trust Council	25% complete	EC
2. Growth Management & Community Resiliency				
STRATEGIC DIRECTION	**KEY INITIATIVE**	**COMMENTS**	**STATUS**	
2.1 Support proactive land use planning and establish limits to growth using evidence-based data	2.1.3 Update and implement Freshwater Sustainability Strategy (2022-2032)	• July 18th, 2025 RPC forwarded a business case for an independent review of the FWSS to FPC	25%	RPC
2.3 Explore innovative approaches to supporting diverse housing options and tenures	2.3.2 Design a plan to advocate to enhance community access to funding for housing in the Trust Area	• Recommend this key initiative be replaced with "implement the Housing Strategic Action Plan"	0%	EC RPC
3. Ecosystem Health & Integrity				
STRATEGIC DIRECTION	**KEY INITIATIVE**	**COMMENTS**	**STATUS**	

(* Denotes initiatives identified by Trust Council as their top priorities for the balance of the current council term)

3.1 Improve control of invasive species	3.1.1 Advocate for the development and implementation of a fallow deer strategy, including advocacy for deer harvesting	• Not started • Related: In July 2025 Trust Programs Committee approved the Working Towards a Fallow Deer Strategy on the Southern Gulf Islands webinar project charter for delivery by March 2026	0%	EC
3.2 Improve understanding and monitoring of ecosystem health	3.2.4 Monitor progress of protection of ecosystem health in all land use planning decisions	• May 9th, 2025 – RPC received presentation from Biologist on progress of implementing biological information into land use decisions • May 15th, 2025 – PS Pro-D Day, Workshop assessing research and tools to implement biological information • Current work progressing • Future work being proposed to merge indicator/monitoring with several other key initiatives	25%	RPC
4. Climate Change				
STRATEGIC DIRECTION	**KEY INITIATIVE**	**COMMENTS**	**STATUS**	
4.2 Improve community understanding about climate change mitigation and adaptation	4.2.4 Amend legislation to increase the percentage of the Natural Area Protection Tax Exemption Program (NAPTEP) to act as an incentive for the protection of forest cover for climate change mitigation and adaptation	• Staff secured a $8,200 grant to produce a report on the implications of higher exemption amounts. • Staff procured a report from consultant on the implications of higher exemption amounts which is under internal review.	60%	EC
5. First Nations Relations & Reconciliation				
STRATEGIC DIRECTION	**KEY INITIATIVE**	**COMMENTS**	**STATUS**	
5.1 Enhance proactive planning and intentionality of reconciliation initiatives	5.1.1 Update and implement Reconciliation Action Plan	• Staff have begun drafting a new Reconciliation Action Plan based on prior staff and trustee input. • Staff have begun developing a process for internal review of the draft Reconciliation Action Plan.	50%	EC
	5.1.2 Clarify opportunities for co-governance and co-management of the Trust Area	• Staff have had initial conservations with Ministry staff	10%	GC

(* Denotes initiatives identified by Trust Council as their top priorities for the balance of the current council term)

5.2 Engage with Indigenous Governing Bodies and Indigenous Peoples on governance, growth management, heritage and ecosystem protection, and climate change	5.2.2 Develop tailored public engagement processes that acknowledge preferred engagement methods of Indigenous Peoples	• Not started	0%	EC

(* Denotes initiatives identified by Trust Council as their top priorities for the balance of the current council term)

Islands Trust Council Plan for Continuous Learning
2022-2026 Term

	Date	Trust-Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2022	October 25	New Term Orientation: Meeting the Trustees: Trust Council, Executive Committee and Council Committees overview			
	November 8	New Term Orientation: Trustee Roundtable - Getting to know each other and staff			
	TRUST COUNCIL MEETING November 17	New Term Orientation: Computer/HR Orientation, Trustee Tool kit and badges, Victoria staff greetings	New Term Orientation: Oath of Office / Swearing In		
	TRUST COUNCIL MEETING November 18-19	New Term Orientation: Overview of Islands Trust; Islands Trust Conservancy; Governance; Planning Services; Finance and Budgeting	New Term Orientation: Election of Chair, Executive Committee and Conservancy members		
	November 22	New Term Orientation: Trustee administration: remuneration, expenses, computer training			
	TRUST COUNCIL MEETING December 6-8	New Term Orientation: Islands 2050 Policy Statement Amendment Project Overview	New Term Orientation: Introduction to Standards of Conduct/Conflict of Interest/FOI Robert's Rules & Responsible Governance Presenter: Eli Mina, Registered Parliamentarian	New Term Orientation: Local Trust Committees Orientation	New Term Orientation: Reconciliation and First Nations Engagement Presenter: Reece Harding, Barrister & Solicitor, Young Anderson

Islands Trust Council Plan for Continuous Learning
2022-2026 Term

	Date	Trust-Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2023	January 12		A Closer Look: Open meetings, Conflict of Interest, Freedom of Information		
	January 19			Local Trust Committees, Land Use Planning, Bylaw Enforcement	
	January 26	Website and Mapping			
	February 2	Species at Risk (SAR) and Critical Habitat Protection on non-federal lands***			
	February 9	Growing Native Plant Species for People and Places***			
	March 30	GINPR - Monitoring and Restoration of Rare Ecosystems***			
	April 5	BC Conservation Data Centre - BC CDC 101: Providing Information about Biodiversity in BC Presentation***			
	May 4	P'hwulhp (Garry Oak) Meadows: Understanding a Living Cultural Landscape***			
	May 19		Chair Training: Facilitated day-long session. Part 1 and Part 2 Presenter: Lisa Zwarn, Registered Parliamentarian & Public Administration Instructor		

Islands Trust Council Plan for Continuous Learning
2022-2026 Term

	Date	Trust-Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2023	June 19	Forest classification and forest health of the Coastal Douglas-fir zone Presenters: Andy MacKinnon, RPBio (ret.), RPF (ret.) Forest Ecologist and Del Meidinger, M.Sc., RPBio, Research Ecologist			
	TRUST COUNCIL MEETING June 27 - 29 Recording	Local Governments in Reconcili-Action Presenters: Brent Mueller, Director, Governance Relations (MUNI) and Lisa Bhopalsingh, Manager of Community & Cultural Planning, City of Nanaimo #1PowerPoint #2PowerPoint			Gabriola Island field trips to Museum, Recycling Centre, Elder Cedar Forest
	TRUST COUNCIL MEETING September 26 – 28 Recording				Guided Visit to KELA_EKE Kingfisher Forest or Tour of Magic Lake Estates
	November 29			Cityview Bylaw Enforcement Extension	
	TRUST COUNCIL MEETING December 5 – 7 Recording				San Juan County Council Session

Islands Trust Council Plan for Continuous Learning
2022-2026 Term

	Date	Trust-Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2024	**TRUST COUNCIL MEETING** March 12-14	Media and Social Media Training - Jan Enns, Communications Consultant			
	TRUST COUNCIL MEETING June 18 – 20 Recording				
	TRUST COUNCIL MEETING September 24 – 26				
	November 26				Xwe'et tay/Lasqueti Archeology Project
	TRUST COUNCIL MEETING December 3 – 4				San Juan County Council Session
2025	**TRUST COUNCIL MEETING** March 11-13				
	TRUST COUNCIL MEETING June 17-19		Facilitated Conduct Training Session		
	TRUST COUNCIL MEETING September 16-17		DRIPA Implementation Update		
	October 10 & 28		Chair and Meeting Management Training		
	TRUST COUNCIL MEETING December 2-4		First Nations Relationship Building (TBC)		

Islands Trust Council Plan for Continuous Learning
2022-2026 Term

	Date	Trust-Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2026	January – February (TBC)	Public Engagement Best Practices			
	TRUST COUNCIL MEETING March 10-12				
	April-May	Structured Decision-Making Workshop (TBC)			
	TRUST COUNCIL MEETING June				
	TRUST COUNCIL MEETING September				
	****NEW TERM TRUST COUNCIL MEETING** November	New Term Orientation	New Term Orientation	New Term Orientation	New Term Orientation
	TRUST COUNCIL MEETING December	New Term Orientation	New Term Orientation	New Term Orientation	New Term Orientation

****General Local Election October 17, 2026. Trust Council Bylaw No. 101 (2.1). *The first regular meeting of the Council shall be held on the first Wednesday of November following a general local election.*

*** Webinars offered for both public and trustee benefit.

++ Outstanding Continuous Learning Item from 2018-2022 Trust Council term on FUAL report – TC-2022-103 "*Coordinate the provision of expert advice and training to the incoming Trust Council, early in the new term, on the theme of public engagement and consultation, building on lessons learned from the first three phases of Islands 2050 public engagement from 2019 - 2022.*"

BRIEFING

To:	Trust Council	**For the Meeting of:**	September 16, 2025
From:	Executive Office	**Date Prepared:**	August 27, 2025

SUBJECT: **Evaluation of Potential Locations for Trust Council Meetings – December 2025 and March 2026**

PURPOSE: The purpose of this briefing is to present Trust Council with viable options for holding the December 2025 and March 2026 Trust Council meetings within the Trust Area.

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

> *Staff to explore options for the December 2025 and March 2026 Trust Council meetings to be held in the Trust Area.*

At this time, staff are recommending against changing the location of the December 2025 meeting location to the Trust Area, due to the preliminary arrangements currently in progress and the guidelines outlined in the Islands Trust Policy 2.2.2 Council Meeting Preparation item 4.1:

> *4.1 It is intended that Trust Council will hold three of its quarterly meetings on Trust Area Islands and its December meeting in Victoria.*

Staff have concluded that Bowen Island, Galiano Island and Mayne Island are all viable potential options to hold Trust Council's meeting in March of 2026.

In evaluating suitable locations within the Trust Area to host the Trust Council meetings scheduled for December 2–4, 2025, and March 10–12, 2026, staff considered a comprehensive set of criteria to ensure the feasibility and appropriateness of each venue. These criteria included:

- **Availability:** Facility availability for the specified dates.
- **Location and Accessibility:** Sites must be accessible from all Gulf Islands, with transportation options available on Monday, Tuesday, and Thursday at a minimum.
- **Transportation of Equipment:** The location must support the transport of staff and Information Services hardware and equipment via vehicle.
- **Venue Capacity:** The facility must be able to accommodate approximately 60 individuals, including trustees, staff, guests, and members of the public.
- **Meeting Room Size:** Meeting rooms must be sufficient in size to host all attendees comfortably.
- **Budget Compliance:** All associated costs must fall within the budget approved by Trust Council.
- **Accommodations:** The venue or island must be able to accommodate approximately 35 overnight guests, with accommodations meeting government standards.
- **Internet Connectivity:** High-speed internet must be available to support a Zoom webinar and the connectivity needs of all participants (laptops, tablets, and phones).

- **Catering Services:** The venue or island must offer catering or access to meal services that can meet diverse dietary requirements (gluten-free, vegetarian, and dairy-free) throughout the duration of the meeting.
- **Bylaw Compliance:** Islands Trust Bylaw Compliance and Enforcement staff have verified that none of the venues under consideration have outstanding bylaw enforcement issues or a history of non-compliance with land use regulations.

Additional Considerations:
Seasonal factors were also considered. Historically, Trust Council meetings held on the Gulf Islands have been held in the spring and summer months to ensure safer travel, reduce the risk of ferry cancellations, and support full attendance. During the winter and shoulder seasons, many smaller islands face service reductions due to limited staffing. As a result, some venues that initially met the above criteria were unable to confirm staff availability during the proposed meeting dates.

Exclusions:
Of the 14 major islands within the Trust Area, the following were excluded from final consideration due to not meeting all established criteria:

- Denman Island
- Gambier Island
- Lasqueti Island
- Thetis Island

Additionally, Gabriola Island and Salt Spring Island were not included in this round of evaluation, as Trust Council meetings are already scheduled to take place on these islands in 2025. No islets were considered or included in the research.

Note that no venues or accommodations on Bowen Island, Galiano Island and Mayne Island have been tentatively scheduled or reserved, and therefore there is a risk that they may not be available when, and if, arrangements are finalized in the future.

Additionally, the list of viable island options reflects the known venue options as of the date of this report. Additional options may become available in the future, as the full range of possibilities has not yet been fully explored.

ATTACHMENT(S): N/A

RELEVANT POLICY(S):

- Trust Council Policy 2.2.2 COUNCIL MEETING PREPARATION
- Trust Council Policy 2.1.9 MEETING PROCEDURES GUIDELINES
- Trust Council Meeting Procedures Bylaw No. 101

FOLLOW-UP: Staff will follow-up on any decisions of Trust Council regarding booking future meeting venues for Trust Council meetings in the Trust Area, if required.

Going forward, as workload allows, staff will continue to research viable options and maintain a database for future meeting location options that meet the necessary criteria to provide to Trust Council when approving their annual meeting schedule and locations.

Prepared By: Executive Coordinator

Reviewed By/Date: CAO/September 2, 2025

1. Regional Planning Committee

In support of the Regional Planning Committee (RPC) staff have completed work on the following Trust Council approved top priorities:

~ **Bylaw Compliance and Enforcement Policy Review**:
- Received and incorporated feedback from BC Ombudspersons on draft edits
- Amended Trust Council Policy 5.5.1, including Local Trust Committee bylaw compliance and enforcement policy template, and the Plain Language Best Practices Manual
- Forwarded to Trust Council for endorsement (see RFD elsewhere in Trust Council agenda)
- Website updated
- Implementation Plan to be presented to be reviewed at next RPC regular business meeting

~ **Freshwater Sustainability Strategy:** Multiple actions within the strategy were advanced.
- RPC received a brief demonstration of an online Freshwater Atlas
- RPC received and forwarded a business case, to the Financial Planning Committee, for a third person review, and recommendations for further implementation of, the Freshwater Sustainability Strategy
- 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.
- Extensive collaboration with provincial agencies, NGOs, ITC, and staff
- Preliminary contact with various First Nations to collaborate incorporating culturally significant species into land use decisions
- Provided professional biologist advice to Planners
- Review of numerous professional reports submitted for development applications

~ **Housing Strategy Action Plan (HSAP):**

- Recommendation to Trust Council to amend Trust Council Strategic Plan to ensure ongoing implementation (see RFD elsewhere in Trust Council agenda)
- Tiny Homes on Wheels Steering Committee continue to meet to discuss next steps
- Tiny Homes on Wheels presentation at UBCM planned

At time of drafting this report the RPC has scheduled a Special Business Meeting for September 9, 2025 to consider amendments to two draft business cases: 1) Complete Eelgrass Mapping and 2) Develop a Growth Management Planning Framework. The RPC Chair or staff can provide a verbal update at Trust Council as to results of considering both business cases.

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 RPC 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	Engagement	On-going
GM	OCP / LUB Review – Targeted Review (Archaeological and cultural heritage protection, shoreline protection and access to public docks, forest ecosystem protection)	Legal Review and Implementation	On-going
HO	OCP / LUB Review	Engagement and Legislative Review	On-going
LA	OCP / LUB Review		Pending
MA	OCP / LUB Review – Targeted Review (Housing)	Drafting	On-going
NP	OCP / LUB Review - Targeted Review (Housing)	Engagement	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 • SSIWPA • Well monitoring	• 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
GL	Small Islands LUB update	Initiated	On-going
GM	Keats Island Shoreline Protection	Legislative*	On-going*
LA	Pending Major Project initiation		Pending
NP	Raptor nest DPA update	Drafting	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
TH	LUB – Targeted Amendment	Initiated	On-going

* September 9, 2025 GM LTC, consideration of adoption and completion of minor project.

3. Current Planning

Planning Services opened 111 new applications and referrals in the first quarter (Q1) of the 2024/25 fiscal year (April 1, 2025 – June 30, 2025) (Figure 1). The number of new applications continues a trend of decreasing application volumes since the surge during Covid-19 in 2020. Applications and referrals opened in Q1 are broken down by type and local trust area in Figure 2.

Figure 1 Applications Opened by Quarter

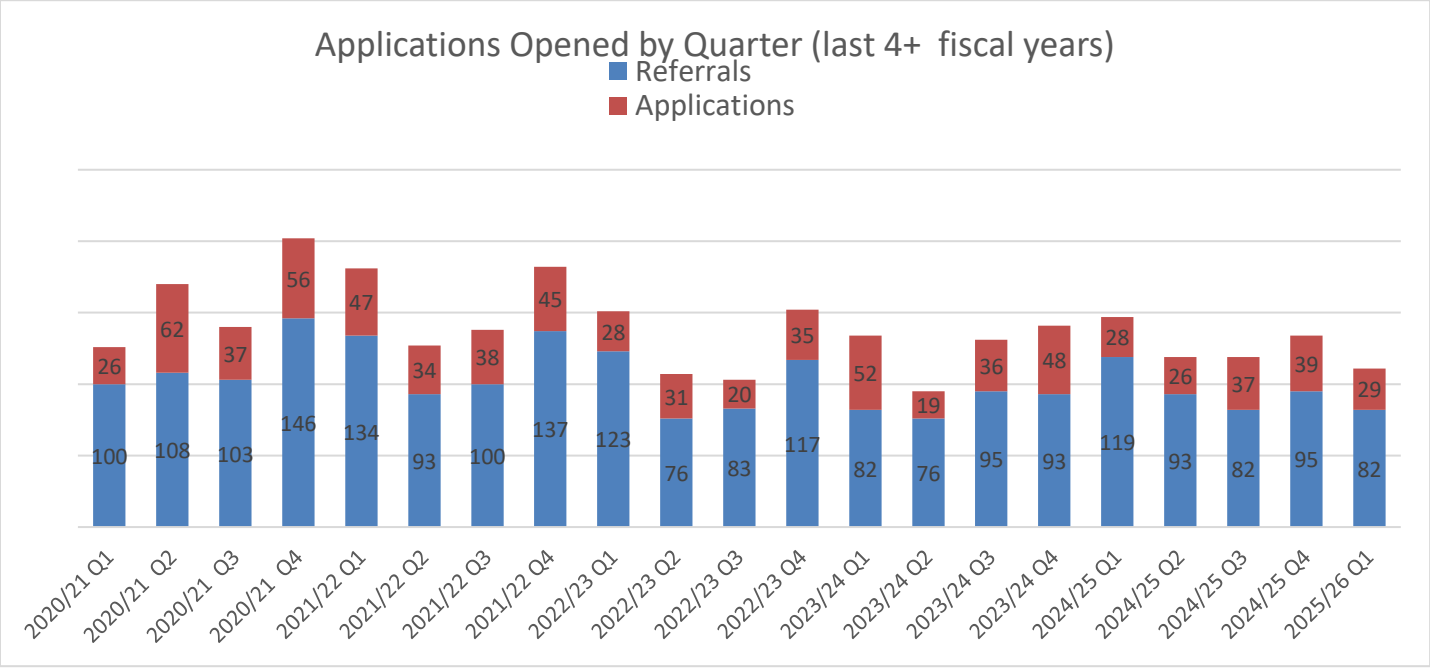
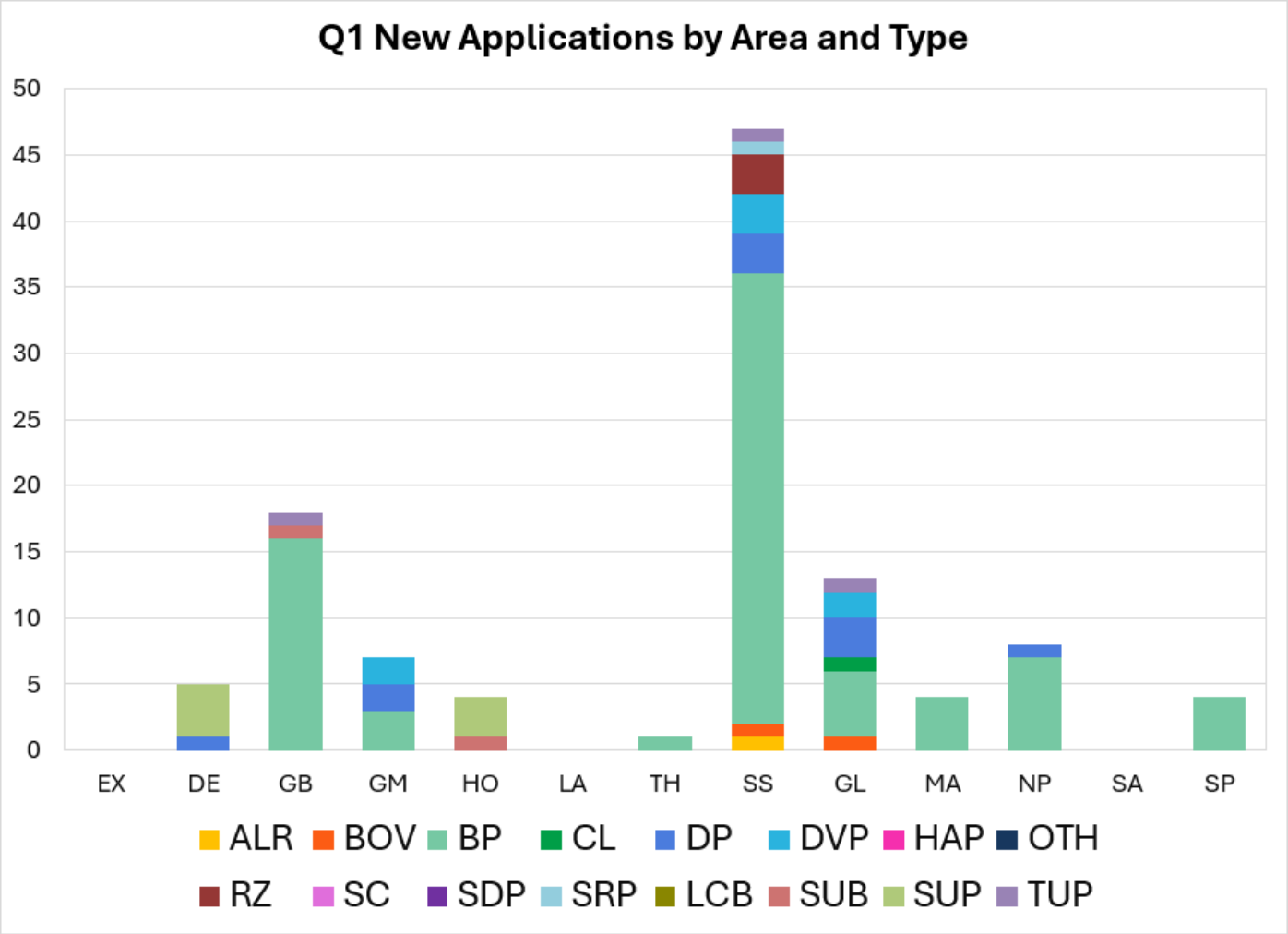


Figure 2 Applications Opened in Q1 by Type and Area



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 2024/25 corporate initiatives:

Cityview (Bylaw Enforcement):

Lessons learned from implementing the new Cityview software for planning services has been applied to consideration of the bylaw compliance and enforcement component of the software approved by Trust Council. Management of implementing the new software has reverted to Planning Services due to the departure of key Information Services staff. Staff are currently finalizing workflows which will then be validated through the new software. 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 are anticipated to be completed by the end of September 2025. Occupation and public access will follow shortly thereafter. On July 23, 2025, the Executive Committee received a briefing updating them of a budget shortfall caused by not accurately transferring previous fiscal unspent funds to the current fiscal and required improvements to ensure effective temperate control in the computer server room and to meet accessibility requirements. The shortfall was primarily addressed via not filling one of the vacant Island Planner positions until the planner returns from temporary assignment elsewhere in the province in November 2025. The impact of not filling the staff vacancy is continued deferral of Salt Spring Island LTCs water sustainability projects.

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. Information Services indicated readiness to engage in the project as of the end of July 2025 but Planning Services staff have not had available resources since then primarily due to various leaves and other priorities. Staff anticipate kick off of the project in October 2025 with a planned 14-week timeframe to 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 continued discussions with some First Nations staff about specific details of the referral processes and received feedback indicating the need for better, consistent communications from the Islands Trust explaining the Islands Trust jurisdiction, the various regulated referral processes, and the limits and opportunities within the various processes. Currently 11 First Nations have indicated interest in exploring government-to-government agreements; details of referral processes may form part of the agreement discussions. However, staff recommend developing consistent communications before further soliciting feedback from all First Nations within who's territory the Islands Trust operates.

From May – August 2025, with assistance from a Co-op Planning Student, staff gathered information and feedback related to internal processes that included referral to First Nations in order to inform a work plan. An internal review was conducted across all departments (Planning Services, Trust Area Services, Islands Trust Conservancy, and Legislative and Information Services) and planning application types that are approved by a Local Trust Committee (LTC). Initial document review, staff interviews, and survey, revealed that different offices and department's process and refer applications inconsistently. Staff found that bylaws amending Official Community Plans were consistent while other bylaws and permits were decreasingly so. Staff have found the need to be able to demonstrate and communicate a consistent approach before soliciting changes. Staff are currently assessing what resources are needed to address administrative, communication, and capacity funding needs. These assessments will form a work plan that will be reviewed within context of the Reconciliation Action Plan scheduled for a future Trust Council meeting.

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	September 16, 2025
From:	**Warren Dingman, Manager of Bylaw Compliance and Enforcement**	**Date Prepared:**	August 22, 2025

SUBJECT: **Bylaw Compliance & Enforcement Statistical Reports**

PURPOSE:

This report summarizes the number and type of bylaw enforcement files for the reporting period, and a summary of bylaw violation notices issued, adjudication hearing outcomes, and reporting on short-term rental registrations.

BACKGROUND:

There were 648 open files at the end of the reporting period. Files for short-term rentals (STR) remain the most significant number at 165, and then 122 files for non-permitted land use, followed by 92 files for siting contraventions.

For the year to date, 3 percent of the open files received a Bylaw Violation Notice (BVNs). By region, there were 30 BVNs issued for 6 files in the Northern Local Trust Areas (LTA); 8 BVNs for 2 files in the Southern LTAs; and for Salt Spring, 32 BVNs issued for 10 files. A total of $5,187.50 in penalties have been collected and $23,875.00 in small claim court filings were made for BVNs in default.

One adjudication hearing was held in January, involving two Salt Spring files, and there were 2 BVNs upheld for non-permitted STRs, and 2 BVNs for unlawful siting were cancelled. Additional hearings are scheduled for September and November.

Ministry of Housing's Short-term Rental (STR) Data Portal

A reporting table has been recreated for the current registrations in the STR Data Portal, however many registrations are not current as there are delays with updating the registry data. Many listings are not reporting nights stayed for July, or for previous months, and therefore are not reporting as ACTIVE in the registry data. However, many of these platform listings can be found on the relevant website and their calendars indicate the accommodations can be booked.

As Islands Trust does not have the authority to issue business licenses, we are not able to send notices of non-compliance or takedown requests through the Data Portal system. Even though we do not issue business licenses, 36 operators report having such licenses by providing a variety of numbers, including the Data Portal Registry number, PIDs, PST numbers, or other numbers that I have been unable to identify. Some of the operators are listing these numbers as business licenses on their platforms.

ATTACHMENT(S):

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

2. STR Report

Reviewed By/Date: **Stefan Cermak, Director of Planning Services / August 26, 2025**

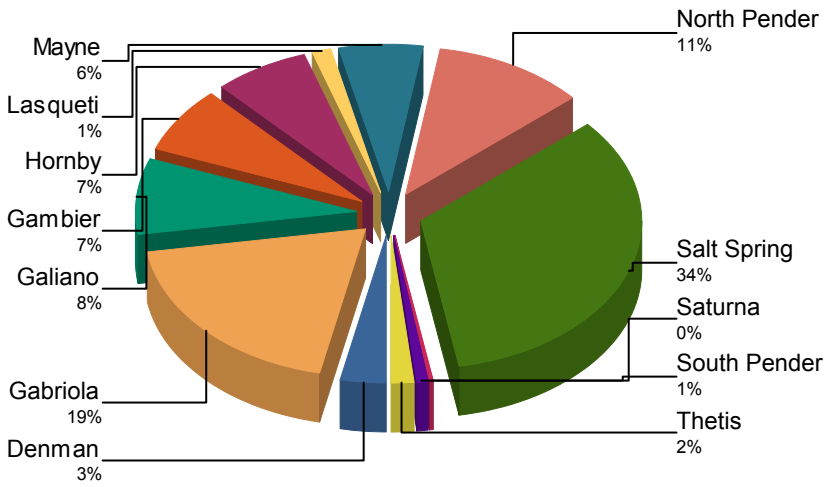
Islands Trust

Bylaw Enforcement - Open Files as of August 20, 2025

Local Trust Area	2022		2023		2024		2025		2024 Q4		2025 Q1		2025 Q2		2025 Q3*	
	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%
Denman	21	3%	13	2%	15	2%	21	3%	15	2%	14	2%	17	3%	21	3%
Gabriola	79	13%	87	15%	118	20%	124	19%	118	20%	120	20%	125	21%	124	19%
Galiano	51	8%	50	8%	54	9%	54	8%	54	9%	45	8%	46	8%	54	8%
Gambier	42	7%	45	8%	43	7%	47	7%	43	7%	43	7%	46	8%	47	7%
Hornby	41	7%	47	8%	43	7%	45	7%	43	7%	45	8%	45	7%	45	7%
Lasqueti	6	1%	6	1%	7	1%	9	1%	7	1%	7	1%	8	1%	9	1%
Mayne	26	4%	29	5%	40	7%	40	6%	40	7%	37	6%	38	6%	40	6%
North Pender	72	12%	63	11%	66	11%	72	11%	66	11%	67	11%	67	11%	72	11%
Saturna	2	0%	2	0%	2	0%	2	0%	2	0%	3	1%	3	0%	2	0%
South Pender	7	1%	4	1%	4	1%	6	1%	4	1%	6	1%	6	1%	6	1%
Salt Spring	251	41%	238	40%	202	34%	217	34%	202	34%	203	34%	199	33%	217	34%
Thetis	7	1%	7	1%	7	1%	10	2%	7	1%	7	1%	8	1%	10	2%
TOTAL	605	100%	591	100%	601	100%	647	100%	601	100%	597	100%	608	100%	647	100%

*2025 Q3 refers to the time that passed between the beginning of Q3 and August 20, 2025

Open Files in 2025



Print Date: August 20, 2025

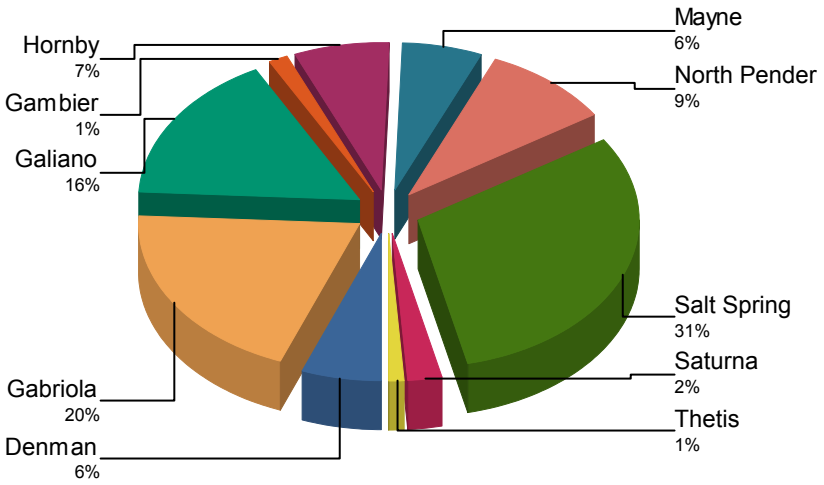
Islands Trust

Bylaw Enforcement - Closed Files as of August 20, 2025

Local Trust Area	2022		2023		2024		2025		2024 Q4		2025 Q1		2025 Q2		2025 Q3*	
	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%
Denman	1	1%	13	6%	15	8%	5	6%	3	7%	2	5%	3	6%	2	13%
Gabriola	32	24%	33	14%	36	19%	17	20%	5	11%	4	9%	11	21%	4	27%
Galiano	9	7%	14	6%	4	2%	14	16%	1	2%	12	28%	2	4%	2	13%
Gambier	1	1%	6	3%	5	3%	1	1%	2	5%	1	2%	1	2%	0	0%
Hornby	3	2%	8	3%	14	7%	6	7%	5	11%	1	2%	5	10%	1	7%
Lasqueti	1	1%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Mayne	7	5%	13	6%	14	7%	5	6%	15	34%	4	9%	1	2%	0	0%
North Pender	24	18%	33	14%	7	4%	8	9%	1	2%	2	5%	7	13%	4	27%
Saturna	2	2%	1	0%	2	1%	2	2%	2	5%	1	2%	2	4%	0	0%
South Pender	0	0%	5	2%	1	1%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Spring	51	39%	100	44%	87	47%	26	31%	10	23%	16	37%	19	37%	2	13%
Thetis	1	1%	2	1%	2	1%	1	1%	0	0%	0	0%	1	2%	0	0%
TOTAL	132	100%	229	100%	187	100%	85	100%	44	100%	43	100%	52	100%	15	100%

*2025 Q3 refers to the time that passed between the beginning of Q3 and August 20, 2025

Closed Files in 2025



Print Date: August 20, 2025

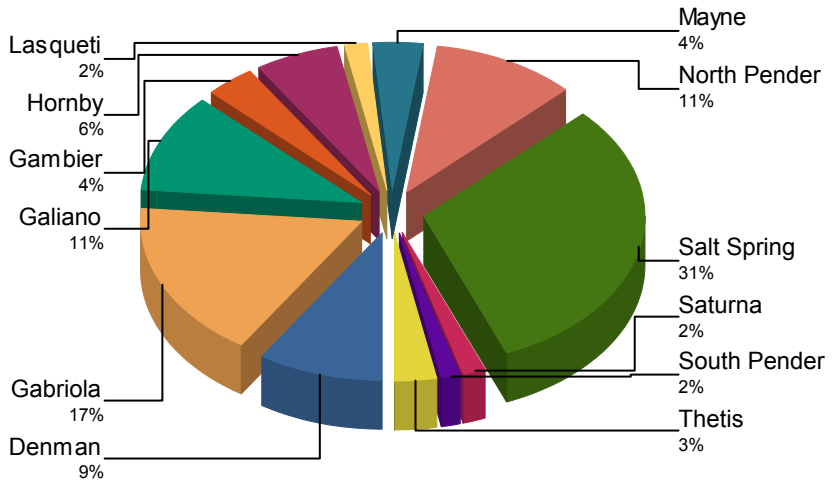
Islands Trust

Bylaw Enforcement - New Files as of August 20, 2025

Local Trust Area	2022		2023		2024		2025		2024 Q4		2025 Q1		2025 Q2		2025 Q3*	
	New	%	New	%	New	%	New	%	New	%	New	%	New	%	New	%
Gabriola	27	14%	41	19%	68	34%	23	17%	5	13%	8	16%	15	17%	2	6%
Galiano	12	6%	13	6%	8	4%	14	11%	2	5%	4	8%	8	9%	10	32%
Gambier	20	10%	9	4%	3	2%	5	4%	0	0%	4	8%	2	2%	1	3%
Hornby	7	4%	15	7%	10	5%	8	6%	4	11%	5	10%	6	7%	2	6%
Lasqueti	0	0%	1	0%	1	1%	2	2%	1	3%	0	0%	2	2%	1	3%
Mayne	13	7%	16	7%	25	13%	5	4%	3	8%	2	4%	4	4%	1	3%
North Pender	26	13%	25	11%	10	5%	14	11%	2	5%	5	10%	9	10%	2	6%
Saturna	1	1%	1	0%	2	1%	2	2%	1	3%	1	2%	1	1%	0	0%
South Pender	1	1%	2	1%	1	1%	2	2%	0	0%	2	4%	0	0%	0	0%
Salt Spring	86	44%	88	40%	51	26%	41	31%	15	39%	14	29%	30	33%	7	23%
Thetis	2	1%	2	1%	2	1%	4	3%	1	3%	1	2%	4	4%	3	10%
Denman	0	0%	5	2%	17	9%	12	9%	4	11%	3	6%	9	10%	2	6%
TOTAL	195	100%	218	100%	198	100%	132	100%	38	100%	49	100%	90	100%	31	100%

*2025 Q3 refers to the time that passed between the beginning of Q3 and August 20, 2025

New Files in 2025



Print Date: August 20, 2025

Islands Trust

Bylaw Enforcement Open Files by ContraventionType as of August 20, 2025

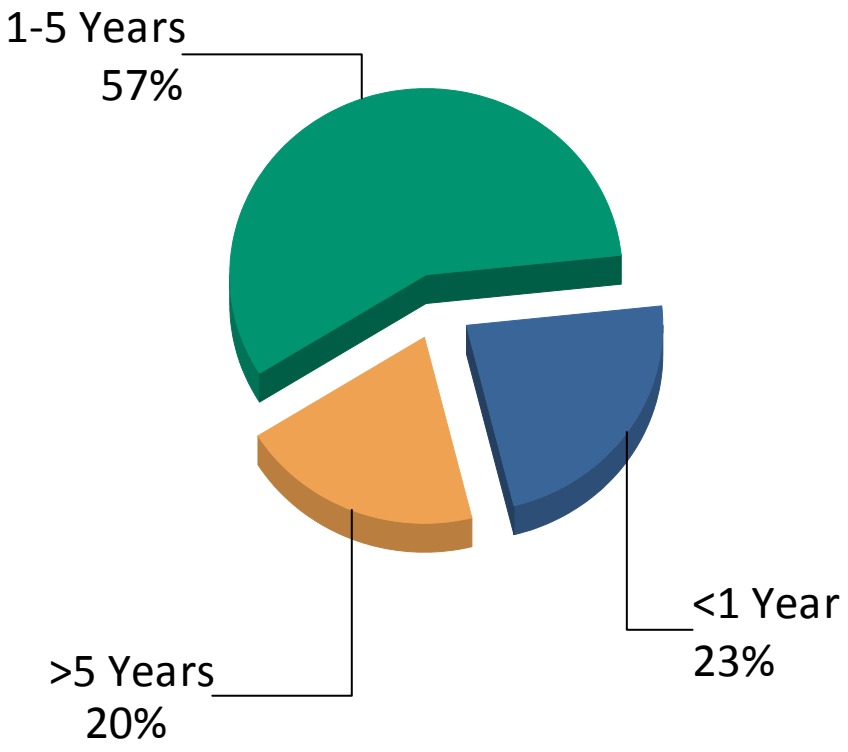
	Contravention Type												
	LTC	Development Permit	Foreshore	Home Occupation	Siting	Soil Bylaw	STVR	Unenclosed Vehicle	Non-Permitted Dwelling	Density	Other Land Use	TOTALS	Percentage
Denman	3	1	3	5		3	0	1	0	5	21	3%
Ballenas-Winchelsea	1	0	0	0		0	0	0	0	0	1	0%
Gabriola	4	33	1	9		9	13	24	0	31	124	19%
Galiano	6	0	0	10		20	2	10	1	5	54	8%
Gambier	2	4	2	30		1	1	2	0	5	47	7%
Hornby	2	1	1	5		14	0	11	2	9	45	7%
Lasqueti		1	0	0		1		1	2	4	9	1%
Mayne	0	1	2	5		19		2	1	8	40	6%
North Pender	13	1	1	4		12	14	15	0	12	72	11%
Salt Spring	33	4	7	20	9	85	4	16	3	36	217	33%
Saturna	0	0	0	1		0	0	0	0	1	2	0%
South Pender	0	0	0	2		0	1	1	0	2	6	1%
Thetis		2	0	1		1	0	1	1	4	10	2%
TOTAL	64	48	17	92	9	165	37	84	10	122	648	100%
Percentage	10%	7%	3%	14%	1%	25%	6%	13%	2%	19%	100%	

Print Date: August 20, 2025

Bylaw Enforcement
Length of Time Files Have Been Open
As Of August 20, 2025

Local Trust Area	<1 Year	1-5 Years	>5 Years	Total
Denman	12	8	1	21
Ballenas-Winchelsea	0	1	0	1
Gabriola	19	93	12	124
Galiano	16	23	15	54
Gambier	4	28	15	47
Hornby	7	20	18	45
Lasqueti	3	1	5	9
Mayne	17	19	4	40
North Pender	13	39	20	72
Salt Spring	49	130	38	217
Saturna	0	2	0	2
South Pender	2	4	0	6
Thetis	5	3	2	10
TOTAL	147	371	130	648
Percentage %	23%	57%	20%	

Age of File



Print Date: August 20, 2025

Ministry of Housing's Short-term Rental (STR) Data Portal Registrations – July 2025

Trust Wide (excludes Bowen Island)

Aggregated Listing Data (listing by host name and property address)

Total: 519 Active: 250 Takedown Reported for Invalid Registration: 20

Individual Listing Data (listing by advertising platform: Airbnb or VRBO)

Total: 667 Active: 290 Takedown Reported for Invalid Registration: 22

Registrations by Local Trust Area (LTA)

LTA	Aggregated Listings	Active		Individual Platform Listings	Active
Denman	24	17		33	23
Gabriola	35	0		55	0
Gambier	0	0		0	0
Galiano	55	45		61	46
Hornby	86	74		98	81
Lasqueti	0	0		0	0
Mayne	42	33		51	40
Pender	86	57		124	75
Salt Spring	172	17		226	18
Saturna	6	3		6	3
Thetis	7	2		7	2

Notes:

1. The registry makes no distinction between North and South Pender and these numbers will need to be extracted manually for future reporting.
2. **ACTIVE** means there have been rentals reported for the month of July.

BRIEFING

To:	Trust Council	**For the Meeting of:**	September 18, 2025
From:	Planning Services	**Date Prepared:**	August 20, 2025
SUBJECT:	**Dark Sky Principles**		

PURPOSE: To clarify jurisdiction over regulation of nighttime illumination as requested by Trust Council Resolution.

BACKGROUND:

At the March 2025 meeting, Trust Council received a Request for Decision from Trustee Morrison regarding nighttime illumination issues and concerns. In response, Trust Council adopted the following Resolution:

> TC-2025-005
> Staff to clarify Trust Council's jurisdiction to control nighttime illumination in all contexts within the Trust Area for Official Community Plan and Bylaw adoption and enforcement across the Trust Area.

Although the resolution mentions Trust Council only, this Briefing outlines the jurisdiction and legislative authority of local trust committees and other local governments in relation to the issue.

Municipalities have a broad authority under S. 64 of the Community Charter to regulate nuisances, including illumination. Some municipalities have relied on this broad power to include lighting in nuisance bylaws, or in some instances to adopt stand alone bylaws. As an example, Bowen Island Municipality has adopted a bylaw under Section 64 of the *Community Charter* to regulate or prohibit the making or causing of unnecessary outdoor light within the Municipality (Bylaw No. 272, 2010). However, the application of this bylaw is only to outdoor lighting on municipal and institutional properties. This bylaw does not apply to residential properties.

Regional Districts have a similar, but less broad, authority under s. 325 of the *Local Government Act,* to prevent, abate and prohibit nuisances, although it also does not explicitly mention lighting as a nuisance. Local Trust Committees do not have this authority.

The Comox Valley Regional District has adopted an Electoral Areas Unsightly Premises and Nuisances Bylaw (Bylaw No. 377, 2015), which defines ‘‘nuisance” as “a condition or situation on a parcel of land that interferes with another parcel owner or occupier’s use or enjoyment of real property including but not limited to the following:

(a) excessive or obtrusive light emanating from a parcel that shines, glares, or reflects into a neighbouring parcel;”

Other Regional Districts in the Trust Area either have not adopted nuisance bylaws, or those that have do not seek to regulate lighting.

In 2022, a UBCM resolution was adopted requesting the Province to amend the building code to allow, facilitate and empower local governments to exercise control of lighting fixtures, including

intensity and directionality, as part of their permitting and inspection process for all new construction and major renovations.

The Provincial response to the resolution was as follows:

> The BC Building Code requires certain exterior accessible paths of travel to be illuminated for safety reasons but does not regulate the exterior illumination of buildings for site safety, security measures or other purposes. The BC Building Code intentionally allows building owners and designers to choose exterior lighting for site safety and security so that they are not limited by the objectives of the BC Building Code. Some local governments use nuisance bylaws or development permit areas to regulate the exterior lighting of buildings and properties, and the BC Building Code and the Building Act do not restrict these kinds of requirements.

Outdoor lighting that potentially creates a nuisance to neighbours cannot be regulated directly by Trust Council. Instead, Trust Council's authority with respect to lighting lies with the Islands Trust Policy Statement. This is reflected in the actions taken on July 29, 2025; Trust Council approved first reading of Bylaw 183, the Islands Trust Policy Statement Bylaw, which includes directive policy 3.3.9 "Light Pollution – Minimize light pollution through the application of dark sky principles." Future local trust committee (LTC) bylaws cannot be at variance with the directive if Bylaw 183 is adopted. How LTCs may implement the directive is discussed below.

The zoning authority of local trust committees does not extend to broad regulation of lighting except in specific circumstances:

- An LTC may adopt policies in OCPs that support or encourage dark sky principles, these could be applicable when an LTC is considering a relevant discretionary approval, such as a rezoning application, development variance permit, or temporary use permit.
- Development Permit Area designations for form and character can include guidelines for exterior lighting. This could apply to new development needing a DP where designated in commercial, industrial, multi-family DPA, commercial revitalization DPA, or intensive Residential DPA, and where relevant guidelines are included in the DPA.
- Sign regulations: s. 526 of the Local Government Act gives authority to local governments, including LTCs, to regulate the number, size, type, form, appearance and location of any signs. This often includes prohibitions on back-lit or flood-lit signs.
- Parking regulations: an LTC may establish lighting design standards in its parking standards under s. 525 of the Local Government Act, specifically under 525(1)(b):

  > establish design standards for spaces required under paragraph (a), including standards respecting the size, surfacing, lighting and numbering of the spaces;

In summary, Trust Council's jurisdiction is limited to inclusion of policies in the Policy Statement, and potentially advocacy to the Province to change legislation, or to Regional Districts to include lighting as a nuisance within relevant bylaws.

Local Trust Committee bylaws can include DPA guidelines applicable to commercial, industrial, and multi-family form and character, regulation of lighting as part of signs, and regulation of lighting for parking areas.

ATTACHMENT(S): None

FOLLOW-UP: None

Prepared By: **Robert Kojima, Regional Planning Manager**

Reviewed By/Date: **Stefan Cermak, Director, Planning Services / August 25, 2025**

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	September 17, 2025
From:	**Planning Services**	**Date Prepared:**	August 13, 2025
SUBJECT:	**LTC Comments on Developments Adjacent to Local Trust Areas**		

PURPOSE:
The purpose of this briefing is to provide information about the ways Local Trust Committees (LTC)s can provide comment on major zoning amendment applications that are in adjacent jurisdictions to a Local Trust Area.

BACKGROUND:

At the March 2025 Trust Council meeting, the following resolution TC-2025-044 was made:

It was MOVED by Trustee Yates, and SECONDED by Trustee Evans,
that Trust Council request staff to advise Trust Council regarding a Memorandum of Understanding or some means of referral for local trust committees to be able to comment on major rezoning of development applications adjacent to their local trust areas.

CARRIED.

While there was no discussion captured in the minutes of the Trust Council meeting, there was previous discussion by the Gabriola LTC in 2024 about a rezoning (zoning amendment) application for lands in the City of Nanaimo in proximity to the Gabriola Trust Area (see: https://www.nanaimo.ca/whatsbuilding/Folder/RA000503) . A concern was raised by a member of the public on the City application asking the LTC to reply. The LTC asked staff to request a referral from the City. City staff advised that the LTC was not identified as a referral stakeholder and could instead send comments to City Council or through their Public Hearing process. The subject lands are not directly adjacent to the Local Trust Area (LTA) boundary; however, the municipal and LTA boundaries do form a jurisdictional divide.

The matter raised by the LTC raises larger questions about the jurisdictional relationships between LTCs, Regional Districts, and municipalities, and whether it's possible to enter into an MOU (Memorandum of Understanding) or some sort of other appropriate method with a neighbouring local government to discuss land use impacts, where referrals are not legislatively required.

In the context of OCP and rezoning amendment application referrals to an LTC, the referring local government could be a Regional District or a municipality. The ways an LTC may receive a referral may be by through an application referral process, legislative requirements, informally, or through a protocol agreement.

To receive and comment on an adjacent authority's referrals in a consistent and clear manner, a formal approach through an agreement is strongly suggested.

These could include:

1) Explore working within an existing Regional District Protocol Agreement, and include specific municipalities, in order to receive referrals for adjacent municipal lands to an LTA. And, that it outlines areas where OCP and rezoning applications for lands adjacent to an LTA boundary will receive a referral. Further investigation into the RDN and GB LTC Protocol and LOU agreements indicates that there may be appropriate avenues to discuss this further through the Letter of Understanding (between administrations to implement the protocol agreement).
2) A Protocol Agreement between an LTC and a Municipality (Council and Administration) to identify ways the authorities will cooperate and coordinate their activities together. This can include agreement to refer to each other for certain kinds of OCP and/or rezoning applications that are adjacent to each other's boundary. A protocol agreement can be a legally binding agreement outlining procedures to guide conduct and interactions in certain scenarios, and can include obligations and procedures.
3) A Memorandum of Understanding (MOU) ideally between the LTC and City and/or administrations (i.e. CAO's) to work together on mutual goals. An MOU is a broad or high-level non-binding relational framework on areas of mutual goals, cooperation, and outlines broad vision, terms of a relationships rather than specific operational details. It can act as a step before a formal (protocol) agreement is developed.[1]
4) In all of these possibilities above, the specifics of referral distance or directly adjacent to a boundary, warrants mutual agreement between the authorities and their administration for how that would be carried out operationally.

ATTACHMENT(S):

1. Local Trust Areas Map (including municipal foreshore boundaries)

FOLLOW-UP:

- The particular development that triggered the request for information primarily affects the Gabriola LTC thus this briefing will be forwarded to the Gabriola LTC for discussion.
- Within the existing protocol agreement, the Gabriola LTC may wish to discuss this matter on the agenda at the next annual Protocol Agreement meeting with Regional District of Nanaimo
- Following discussions with Regional District of Nanaimo, the Gabriola LTC may wish to ask the Trust Council to give staff direction to add an initiative/project to explore discussions with City of Nanaimo for an MOU or Protocol Agreement.
- Trust Council may identify the Gabriola Island LTC – RDN protocol, or a Gabriola Island LTC – City of Nanaimo protocol, as a priority for amending within its Strategic Plan key initiative 1.2.6.

Prepared By: **Renée Jamurat, Regional Planning Manager**

Reviewed By/Date: **Stefan Cermak, Director, Planning Services / August 26, 2025**

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	September 16, 2025
From:	**Director, Planning Services**	**Date Prepared:**	August 14, 2025
SUBJECT:	**Housing Strategic Action Plan**		

RECOMMENDATIONS:

1. **That Trust Council endorse the Housing Strategic Action Plan as included in the RFD of September 16, 2025.**
2. **That Trust Council amend Trust Council's Strategic Plan by:**
    a. **replacing Key Initiative 2.3.2 "Design a plan to advocate to enhance community access to funding for housing in the Trust Area" with: "Implement the Housing Strategic Action Plan."**

CHIEF ADMINISTRATIVE OFFICER COMMENTS: Adding the revised Housing Strategic Action Plan to Trust Council's Strategic Plan corrects an oversight as per previous Trust Council and Regional Planning Committee resolutions. Staff continue to implement actions within the Housing Strategic Action Plan as resources permit. More staff resources may be able to be applied next fiscal once other top priorities are completed.

1 PURPOSE:

The Housing Strategic Action Plan is absent from Trust Council's Strategic Plan which is contrary to Trust Council resolution 2024-089 and RPC resolution 2024-020. The recommendation is to ensure the Housing Strategic Plan, as recently revised by the Regional Planning Committee, is included. The most effective and efficient way to do so is to replace Trust Council's Strategic Plan key initiative 2.3.2.

2 BACKGROUND:

On July 18, 2025, the Regional Planning Committee (RPC) carried the following resolutions:

1. That the Regional Planning Committee request staff to revise the Housing Strategic Action Plan as recommended in the RFD of July 18, 2025 and to forward the revised Plan to Trust Council for endorsement.

2. That the Regional Planning Committee request the following amendment to the Trust Council Strategic Plan:
    a. Replace Key Initiative 2.3.2 with: Implement the Housing Strategic Action Plan

Revised Housing Strategic Action Plan
The Housing Strategic Action Plan (attached) has been revised as follows:

Completed actions:

- Housing needs reports
- Communications material for property owners
- Creation of housing related definitions for model LUB
- Engagement Framework

Statuses to the Action List for 'on-going' actions were amended as follows:

Actions Targeted for Completion in 2025/26
Operational actions to be completed in this fiscal year, as resources permit:

#10 Suitable Land Analysis
Staff intend to complete the tool with the support of Information Systems and to draft the methodology for the Toolkit

#18 – Terms of Reference and Water Management Plan Templates
There are a number of examples and staff intend to convert to templates this year

Actions Anticipated for Completion in the next Fiscal Year
These are actions for which there are currently no staff resources, but could be undertaken next fiscal year:

#1 Update Housing Affordability Profiles
Using Housing Needs Report and other data, dependant on dedicated staff resources

#5 – ITPS affordable housing vision
Anticipated to initiate implementation upon completion of Policy Statement Review, dependant on dedicated staff resources, and as directed by Trust Council.

On-going Actions
These are actions which are intended to repeated have no completion in the short to medium term and part of most housing related actions:

#22 – Work with First Nations to address interests
Revise in table to state that this is on-going and integral to all processes, as there are currently no funding or resources for this as a specific housing initiative.

#24 – work with Regional Districts on affordable housing strategies
Revise in table to specify on-going with no specific timeline. These initiatives are dependant upon Regional Districts.

Advocacy Actions
The following advocacy actions were referred to Trust Programs Committee for consideration as part of the advocacy program:

#25 - Advocate for unplumbed sewage disposal

#26 - Advocate to Province for changes at the Provincial and regional level to support tiny homes on wheels

#28 -#30 – Provincial Advocacy actions

Deferred: the following are actions for which no staff resources are currently available, nor funding, or which are otherwise not feasible in the short-term:

#11 - Incorporate new data on social and economic implications of housing location into suitable land analysis. This data is not currently available and the suitable land analysis is based on existing datasets. Developing a new growth management framework and updating the State of the Islands Report are identified in the new strategic plan as key initiatives, so datasets could become available that are appropriate for incorporation into the Suitable Land Analysis.

#12- Undertake work with First Nations to identify and incorporate indigenous interests into suitable land analysis. Similarly, Indigenous datasets are not currently available, nor is there funding to assist Nations to create or share datasets. There is potential to incorporate datasets through future work with Nations on initiatives such designation of Heritage Conservation Areas that could prove appropriate for incorporation into the Suitable Land Analysis.

#15, #19 – Part 2 of Housing Toolkit
There are currently no staff resources (or funding) to undertake Part 2 of the Toolkit.

#16 – Request Technical services fund for pre-development professional reports
There is no current fund, nor direction to develop a business case for one.

#20 – Co-ordinate with Regional Districts to administer housing agreements
There are no current initiatives on the part of RDs to do so in a comprehensive way, staff would work with RD staff on a case-by-case basis if an opportunity arose.

#21 – Request Trust Council to hold land
Currently no direction to develop a request to Trust Council, and is not identified in the Strategic Plan.

#23 Roundtables
Currently no funding, lack of staff resources to support further initiative. The Tiny Homes on Wheels initiative was completed last fiscal and involved establishment of steering and technical committees. The steering committee continues to meet with only administrative support from the Islands Trust staff and cursory support in presentation materials related to UBCM.

The Regional Planning Committee recommends that the Trust Council endorse the revised Housing Strategic Action Plan.

Housing Strategic Action Plan not within Islands Trust Council Strategic Plan
During RPC meetings on May 9, 2025 and July 18, 2025, the RPC considered amending its work plan to align with Islands Trust Council Strategic Plan which was adopted March 2025. The new Strategic Plan has identified the following key initiatives for RPC in the current and next fiscal period:

- Improve bylaw enforcement policies and procedures to be administratively fair, reasonable and transparent with the aim of restoring public confidence
- Update and Implement the Freshwater Sustainability Strategy (2022-2032)
- Monitor progress of protection of ecosystem health in all land use planning decisions

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

Absent is implementation of the Housing Strategic Action Plan. Staff noted that the absence of the Housing Strategic Action Plan from Trust Council's Strategic Plan may have been overlooked as it is contrary to Trust Council resolution 2024-089 and RPC resolution 2024-020 both of which request the Housing Strategic Action Plan to be included.

RPC recommends that the Housing Strategic Action Plan be included in Islands Trust Councils Strategic Plan as per earlier RPC and Trust Council resolutions. RPC further recommend that the Housing Strategic Plan replace key initiative 2.3.2 "Design a plan to advocate to enhance community access to funding for housing in the Trust Area" since the Housing Strategic Action Plan contains similar and more robust activities.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

- Updating Islands Trust Council Strategic Plan to include the Housing Strategic Action Plan will correct what appears to have been an error of omission and permit prioritizing the work.
- The Bylaw Compliance and Enforcement Policy and Procedures updates are likely to be completed by the end of this fiscal year, thus Implementing the Housing Strategic Action Plan may be recommended to be one of the RPC's top three priorities after that point. In the meantime, staff have presented actions feasible within the current fiscal term.

FINANCIAL:

- The Housing Strategic Action Plan actions are primarily dependent on staff resources.

POLICY:

- Work programs must align with Trust Council policies.

IMPLEMENTATION/COMMUNICATIONS:

FIRST NATIONS:

- Many of the actions may be of interest to Indigenous Governing Bodies.

4 RELEVANT POLICY(S):

- Policy 2.3.1 Council Committee System
- Policy 6.2.1 Priority Setting/Review Guidelines
- Policy 6.7.1 Work Program, Follow-up Action List and Priorities Matrix

ATTACHMENT(S):

- Housing Strategic Action Plan (showing revisions)

RESPONSE OPTIONS

Recommendation:

- That Trust Council endorse the recently revised Housing Strategic Action Plan
- That Trust Council replace Trust Council's Strategic Plan Key Initiative 2.3.2 with: "Implement the Housing Strategic Action Plan."

Alternatives:

1. **Revise the Housing Strategic Action Plan:**
   - That Trust Council direct the Regional Planning Committee to consider amending the Housing Strategic Action Plan [list amendments] and to return the Housing Strategic Action Plan to Trust Council for endorsement.
   - The impact of this alternative is to possibly delay further actions implementing the Housing Strategic Action Plan and to reassign staff resources to researching and reporting as requested.

2. **Amend Trust Council's Strategic Plan differently than recommended:**
   - That Trust Council amend Trust Council's Strategic Plan by:
     - [list how [ex: replace, include, remove…key initiative #)]
   - The impact of this alternative would require further assessment depending on proposed amendments.

Prepared By: Director, Planning Services
Reviewed By: CAO / August 25, 2025

Islands Trust Housing Strategic Action Plan

Context

The Islands Trust Area is located within Coast Salish Territory, in the treaty lands and territories of 27 First Nations. The Islands Trust is committed to working towards building strong relationships and foundations for collaborative governance with Indigenous governing bodies.

The Islands Trust has a mandate to preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia. The Islands Trust preserves and protects the islands in the context of many complex challenges including: climate change, lack of affordable housing, freshwater limitations, many species at risk, development and tourism pressures.

The Islands Trust Policy Statement[1] identifies goals and policies that guide the work of the Islands Trust. Specifically, it guides the development of official community plans (OCPs) and regulatory bylaws by local trust committees (LTCs) and island municipalities and provides specific directives to all LTCs and island municipalities in support of affordable housing policy goals.

Availability of affordable, appropriate, and adequate housing for all individuals and families is an important part of healthy communities in the Trust Area. Many communities in the Trust Area are experiencing a shortage of safe, secure, and affordable housing. More and more often, island workers are needing to commute from off-island locations, seniors are finding it challenging to age in place, and many people do not have secure housing. The Islands Trust Council has declared that a housing equity and workforce shortage crisis exists on many of the islands within the Islands Trust Area. Strengthening housing affordability is an Islands Trust Council priority.

While Islands Trust and local trust committees cannot tackle these issues alone, local trust committees can regulate use and density, ensuring new housing is located in appropriate locations, can regulate short-term rentals, and can coordinate with other levels of government to foster safe, secure, and affordable housing. Meeting the diverse housing needs of Trust Area communities requires an integrated and collaborative approach with communities, First Nations, federal, provincial, and regional governments, and non-governmental organizations.

In the spring of 2019, the Province introduced legislation requiring local governments, including LTCs, to prepare housing needs reports to better understand current and future housing needs in their communities. Local governments and LTCs must consider their most recent housing needs report when developing or amending an OCP. More recently, the Province has begun introducing new housing legislation to address short-term rentals and deliver more small-scale, multi-unit housing for people,

[1] Note the Policy Statement Amendment project is underway to adapt the Policy Statement to current and future challenges and opportunities, and to reflect its commitments related to reconciliation, climate change, and affordable housing.

including townhomes, triplexes and laneway homes, and fix outdated zoning rules to help build more homes faster. Housing needs reports will now be required to consider 5 and 20 year housing needs.

This action plan supports the Trust Council Strategic Plan. The Trust Council Strategic Plan represents the priorities of Trust Council and the Islands Trust and provides a framework to guide decision-making and allocate resources.

Objectives of the Housing Strategic Action Plan

Through a review of information and consultation the following have been identified as key objectives for the Housing Strategic Action Plan. These objectives are intended to guide Housing Strategic Action Plan actions by providing a focus for how the Islands Trust will achieve its housing goals as described in the Policy Statement[2]:

> Goal: *To Sustain Island Character and Healthy Communities: "...The health of a community is influenced by numerous factors such as economic security, education, social support systems, the cleanliness and safety of the environment, and the availability of such necessities as educational and social services, transportation, affordable food and housing".*
>
> Directive Policy: *"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."*

These objectives include both objectives that the Islands Trust can implement as well as objectives that require partnership and advocacy. The discussion under each objective provides more information about the objective and why it is needed, in addition to identifying some of the actions to be undertaken. The Islands Trust Housing Action List table provides a full list of actions for the Housing Strategic Actions Plan.

Objectives Internal to the Islands Trust

A) Identify and Communicate Housing Need and Activities

Identifying housing need is the starting point for implementing policies and actions related to housing in every LTC. Housing needs assessments are a legislated requirement (every 5 years) and a critical component of understanding housing needs. The Islands Trust 2020 LTC Housing Profiles provide a snapshot of housing need. Communication identifying the unique nature of the housing crisis in island communities is critical to facilitating more focussed and specific attention to these needs by regional districts, the Province and the federal government as well as those who own property and live in the Islands Trust Area. Communications should consider each audience in the

[2] https://islandstrust.bc.ca/document/islands-trust-policy-statement-bylaw-no-17/.

Islands Trust Area and include information about housing needs, activities being done to address need and actions individuals can take.

B) Develop Trust-wide consistency in housing policy and project processes

Consistency is important in order to ensure the goals of the organization area being implemented throughout the Trust Area. In addition, it can provide efficiencies for resourcing and predictability for all people involved in housing policy and projects. Articulating a vision for housing affordability in the updated Islands Trust Policy Statement is a key element that will support consistency.

C) Identify Suitable Land for Additional Housing and Density Using Best Available Environmental And Social Impact Data

Housing options related to increasing affordability may involve increasing density or redirecting growth to preferred areas. Suitable land for density increase is land that has a reliable source of potable water, is less ecologically sensitive than others and is close to community services and amenities. Data is needed to support mechanisms to identify suitable land.

D) Support Local Trust Committee Land-Use Policy Reviews and Updates

Regulating land use is the primary tool the Islands Trust has to help meet housing need. OCP policies should be flexible enough to support a diversity of housing in a diversity of locations. Creative solutions may be necessary, including the development of housing for workers and volunteers in areas that are not currently zoned for such housing. Land use regulations implement OCP policies, e.g., pre-zoning land to support a specific type of housing (e.g., rental) or to increase density. Both OCP policy and subsequent land use bylaw (LUB) zoning changes must be in accordance with the Islands Trust Policy Statement. These policies can all work together to create housing solutions especially when reviewed on a regular basis.

E) Streamline and Support Processes for Non Profit-Led Rezoning Applications

Because of the limited scale of development, providing multi-family affordable housing is generally the purview of not-for-profit community organizations with government support, rather than the private sector. These organizations have identified challenges with moving through the pre-development phase. A number of recent housing studies have identified steps the Islands Trust can take to support an increase in multi-family affordable housing zoning, including a need to streamline and support the processes for non-profit-led rezoning applications.

F) Support Housing Affordability Through Housing Agreements

Housing agreements are the tool used to protect the affordability of different types of housing. The Islands Trust has several housing agreements for various multi-family developments.

Actions Requiring Partnership and Advocacy

G) Collaborate with Indigenous Nations

As discussed above, the Islands Trust Area is located within Coast Salish Territory, in the treaty lands and territories of 27 First Nations. The Islands Trust is committed to working towards building strong relationships and foundations for collaborative governance with Indigenous governing bodies including in the area of housing.

H) Develop Partnerships to Improve Existing Housing and to Deliver New Housing

The unique and multi-agency governance structure of the Islands Trust requires focussed co-ordination, particularly with regional districts to support programs that are beyond regulating land use but serve the Islands Trust mandate (e.g., education, providing infrastructure, providing subsidies for housing related supports). Such coordination has been limited to date.

I) Advocate for Policy and Process Changes That Will Address Housing Challenges on the Islands

Housing challenges on the islands are unique and require unique solutions. There are a number of external policy and process changes that would support housing needs in the Islands Trust Area that require policy change by a number of agencies.

J) Advocate for Funding to Support Housing Needs on the Islands

Addressing housing need in the Islands Trust Area requires staff resources and funding. Because of the uniqueness of the Islands Trust, it can be difficult to access some of the existing funding mechanisms available to other local governments.

Islands Trust Housing Strategic Action Plan - Action List

The Islands Trust Housing Action List table provides the full list of Housing Strategy actions under each of these objectives.

Colour Legend: Internal to Islands Trust Advocacy and Partnerships

	ACTION	TIMING[3,4]	COMMENTS
Objective A) Identify and Communicate Housing Need and Activities			
1	Updates to Housing Profiles for all LTCs when new data available from: -Census (release Feb 2026, 2030, etc.) -Housing Needs Reports (every 5 yrs, 2024, 2029, etc.)	Q3 of 24/25 Ongoing	Housing Profiles for each LTC created as part of Housing Options Toolkit Part 1 and provide snapshot of housing need. Housing Needs Reports Completed
2	Updates to Housing Needs Reports every 5 years (2024, 2029 etc)	Q1 of 24/25<br~~Ongoing~~ Completed	~~Required, business case supported by RPC and advanced to Financial Planning Committee. Next update needs to include data about housing impacts on businesses and community services. Needs assessments were undertaken for the Northern and Southern Islands in 2018, and for Salt Spring and Bowen Island in 2020. All of these have used 2016 census data.~~ Reports completed April 2025
3	Improve the Housing Affordability webpage to facilitate easy access to the housing toolkit tools and LTC project work and support awareness of housing affordability advocacy	Q3 of 23/24 Completed	~~Funding has been identified for 2023/2024~~ Webpage updated
4	Communicate to property owners what housing actions (e.g., secondary suites etc.) can be taken under existing bylaws and constraints that are beyond an LTC's authority to address, e.g. Building Code	Q4 of 23/24 Completed	~~Funding has been identified for 2023/2024~~ Communications material completed
Objective B) Develop Trust-Wide Consistency in Housing Policy and Project Processes			
5	Islands Trust Policy Statement amendments to provide affordable housing vision	Q3 of 26/27	As part of the Policy Statement amendment project, which is underway, anticipated to be completed in late 2026.

[3] If "ongoing" is indicated then this is action that is intended to be repeated at the appropriate time interval. If a date is identified that is the planned for end date of the first action.
[4] Note: Q1 =Apr-Jun; Q2=July-Sept; Q3=Oct-Dec; Q4=Mar-May

ACTION		TIMING[3,4]	COMMENTS
6	Trust Council to prioritize funding business cases resulting in meeting Housing Strategic Action Plan goals especially those that result in effective and/or innovative bylaws increasing housing options (OCP and LUBs) and updates to older zoning provisions	Q4 of 24/25 ~~On-going~~ Completed	~~Funding needs to be prioritized by Trust Council and RPC and LTCs have to initiate business cases or minor projects. It may be helpful to set goals for % of funding requests approved.~~Funding for LTC projects have been provided by Trust Council.
7	Draft consistent definitions of affordable housing and other housing-related terms.	Q4 of 23/24 ~~On-going~~ Completed	~~Once drafted, LTCs need to prioritize updating definitions~~. Standard definitions completed, being incorporated in new and updated LUBs
8	Create Housing Toolkit for Planners and LTCs to include recommended process for LTC housing projects and list of land use planning options to address housing need	Completed	Part 1 of Housing Options Toolkit work completed, additional new actions to create "Part 2" Tools 11-16 included as part of this table
9	Create a model engagement framework for LTCs that will educate and effectively engage communities in affordable housing discussions	Q3 of 24/25 Completed	~~On-going. RPC priority.~~Framework document completed
Objective C) Identify Suitable Land for Additional Housing and Density Using Best Available Environmental And Social Impact Data			
10	Undertake suitable land (for development) analysis using existing evidence-based mapping data	Q4 24/25 On-going	~~Suitable land analysis initiative on-going. Will be prioritized for LTCs with approved projects. Current data available: saltwater intrusion; aquifer contamination potential; groundwater aquifer vulnerability; groundwater availability assessments (southern islands only); sensitive ecosystems~~ Draft completed and presented to LTCs with on-going major projects. Revisions and updated on-going
11	Incorporate new data on social and economic implications of housing location into suitable land analysis	Q4 23/24 Q4 24/25	Apply for and secure funding Pilot approach
12	Undertake work with First Nations to identify and incorporate indigenous interests into suitable land analysis	Q4 23/24 Q4 24/25	Apply for and secure funding Pilot approach
Objective D) Support Local Trust Committee Land-Use Policy Review and Update			
13	Encourage (through communications from staff) LTCs to update OCPs to facilitate the development of housing to address housing needs, could include development of policies that will encourage and facilitate land donation to regional districts or non-profits	Q2 24/25 ~~On-going~~ Completed	Part 1 of Housing Options Toolkit work completed to support this work. Several LTCs are undertaking Housing Projects, however up to LTCs to prioritize

ACTION		TIMING[3,4]	COMMENTS
14	Encourage LTCs (through communications from staff) to create opportunities through zoning for housing forms that address housing needs	Q2 24/25 ~~On-going~~ Completed	Part 1 of Housing Options Toolkit work completed to support this work. Several LTCs are undertaking Housing Projects, however up to LTCs to prioritize
Objective E) Streamline and Support Processes for Non Profit-Led Rezoning Applications			
15	Develop communications materials on pre-development steps and costs for community organizations and affordable housing application process (Tools 11, 12)	Q4 24/25	Part 2 of Housing Options Toolkit action. Identified by several Island Housing groups as a priority.
16	Resource a technical services fund (available to LTCs) to commission professional reports for site-specific affordable housing projects or a granting function to support pre-development costs for affordable housing where a non-profit has made an application	Q4 25/26	A potential future business case, however applications are inconsistent in terms of timing.
17	Convene pre-development meetings to assess feasibility for all proposed multi-family re-zoning applications	Completed	This guidance has been incorporated into the Housing Options Toolkit Part 1. This should be a practice for any significant application
18	Terms of Reference and Water Management Plan Template including proof of water guidance (Tools 14-16)	Q4 24/25	Part 2 of Toolkit action. Identified by several Island Housing groups as a priority.
Objective F) Housing Affordability Through Housing Agreements and Land Acquisition			
19	Adopt revised Housing Agreement template for multi-family developments	Q4 25/26	Part 2 of Toolkit action (Tool 13). Identified by several Island Housing groups as a second-tier priority.
20	Co-ordinate with Regional Districts (RDs) to develop a simple program to administer housing agreements	Q4 25/26	RDs would need to have a funded service.
21	Trust Council to identify if there are specific circumstances where they want to hold land for housing in a manner consistent with its mandate	Q1 24/25	Trust Council and RDs can hold land. Legislative amendment may be required.
Objective G) Collaborate with Indigenous Nations			
22	Work with Indigenous Nations to address their interests	Q4 23/24 Ongoing	Begin conversations in Q4 of 23/24
Objective H) Develop Partnerships to Improve Existing and Deliver New Housing			
23	Establish regional interagency cooperation such as round tables to coordinate servicing and zoning requirements, and remove funding and legislative barriers, in support of the development of affordable housing	Q3 24/25 Q2 25/26	First roundtable proposed to be staff focused with IT staff, RD staff and NGOs, and some housing leaders Second roundtable proposed to build off work of first roundtable and be for elected officials~~-~~.

ACTION		TIMING[3,4]	COMMENTS
24	Work with Regional Districts to facilitate the development and implementation of affordable housing strategies for the islands	Q4 23/24 Ongoing	First step would be to reach out to regional districts to understand their planning workplan and timelines. CRD has a Southern Gulf Island strategy
Objective I) Advocate for Policy Changes That Will Address Housing Challenges On the Islands			
25	Advocate to Island Health to develop support and guidance for unplumbed sewage disposal such as composting toilets and alternative water solutions such as graywater recycling and rainwater catchment	Q3 24/25	In accordance with Islands Trust advocacy policies. May extend beyond Island Health if provincial regulations are the obstacle.
26	Advocate to Province for changes at the Provincial and regional level to support tiny homes on wheels	Q1 24/25	~~In accordance with Islands Trust advocacy policies. Advocacy for changes to BCBC is on-going from many jurisdictions.~~ THoWs report presented at AVICC, resolution endorsed
27	Advocate to Province to enable improvement districts to access infrastructure grants	Q3 23/24 Completed	~~In accordance with Islands Trust advocacy policies. Advocacy initiative with RDs. Staff level also.~~ Report RPC, placed in abeyance
Objective J) Advocate for Funding to Support Housing Needs on the Islands			
28	Advocate for the provincial government to fund growth-limits assessment like groundwater availability studies to support “preserve and protect” mandate.	Q4 24/25	In accordance with Islands Trust advocacy policies, potential actions include letter writing, UBCM resolutions.
29	Advocate for BC Housing and CMHC to incorporate a low density, rural framework within capital funding programs	Q2 24/25	In accordance with Islands Trust advocacy policies, potential actions include letter writing, UBCM resolutions.
30	Advocate for ongoing provincial funding to help address housing need in the Islands Trust (e.g. staff capacity, funding to build housing and supports like septic and water catchment systems, housing authority (explore use of Municipal and Regional District Tax from vacation rentals)	Q4 24/25	In accordance with Islands Trust advocacy policies, potential actions include letter writing, UBCM resolutions.
General			
31	Monitor regulatory changes on a regular basis and make updates to this plan as necessary	Q4 23/24 ~~Ongoing~~ Completed	Review of provincial regulations as released in spring 2024. Memo distributed to LTCs.

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	September 16, 2025
From:	Regional Planning Committee	**Date Prepared:**	August 25, 2025
SUBJECT:	Bylaw Compliance & Enforcement Policy Review – Draft Policy 5.5.1 and Manual		

RECOMMENDATION:

1. **That Trust Council endorse draft Bylaw Compliance and Enforcement Policy 5.5.1.**

2. **That Trust Council endorse draft Bylaw Compliance and Enforcement Best Practices Manual.**

CAO COMMENTS: The Regional Planning Committee (RPC) is recommending that Trust Council review and endorse a draft Trust Council Bylaw Compliance and Enforcement Policy (Policy 5.5.1) and Bylaw Compliance and Enforcement Best Practices Manual. Following Trust Council endorsement, an implementation plan will be drafted for RPC review. Trust Council will consider adoption of the amended policies and best practices manual at the same time of considering an implementation plan.

1. **PURPOSE**

To bring back draft Trust Council Bylaw Compliance and Enforcement Policy (Policy 5.5.1) and the draft Bylaw Compliance and Enforcement Best Practices Manual ('Manual') with comments and revisions recommended by the Regional Planning Committee (RPC).

2. BACKGROUND

In September 2023, Trust Council directed that "the recommendations from the Office of Ombudsperson Report titled: 'Voluntary Consultation on Bylaw Enforcement Policies and Practices within the Islands Trust', dated August 2023, be implemented, and that staff develop an associated work plan and project charter and refer to the Regional Planning Committee."

In September 2024, Trust Council received an update regarding the project so that Council may comment on the direction that RPC was taking. Trust Council approved the project charter amendments which added the LTC Bylaw Compliance and Enforcement Template, and endorsed "the continuation of drafting amendments to Trust Council Bylaw Compliance and Enforcement Policy (Policy 5.5.1) and provide Regional Planning Committee direction to create a plain language version of the Bylaw Compliance and Enforcement Best Practices manual."

Trust Council Policy 5.5.1 (Bylaw Compliance and Enforcement) provides direction to staff on bylaw enforcement processes, procedures, and communications. The Bylaw Compliance and

Enforcement Best Practices Manual is intended to be a public facing document that will describe enforcement policies and practices in plain language.

As directed, the Regional Planning Committee has been reviewing and updating both the policy and the Manual. At meetings in January, February, and May, Regional Planning Committee worked through revisions to Policy 5.5.1 and the draft Manual, with both referred to the Office of the Ombudsperson for comment following the May meeting..

At the July 18, 2025 meeting, RPC reviewed constructive feedback from the Office of Ombudsperson. Overall, comments from the Office of the Ombudsperson on Policy 5.5.1 included the following:

- The documents demonstrate a significant commitment by the Islands Trust to having and following processes and procedures in bylaw enforcement that are aligned with the principles of administrative fairness and follow the best practices as set out in our office's Bylaw Enforcement guide.
- Islands Trust has utilized the suggestions and feedback that were provided in 2023 at the conclusion of our team's previous consultation to comprehensively review the Islands Trust's bylaw enforcement related policies and practices.
- [Section 3 Investigation and Progressive Enforcement] is clear, can see the fairness principles of: notice of bylaw contraventions provided, the opportunity to be heard for both Complainants and Respondents, as well as the process undertaken by the Officer to investigate and make a determination to then provide fulsome reasons to the Respondent as well as the opportunity to request a review.
- Section 4 (Investigative Approach and Conduct] is very thorough
- Support for inclusion of Section 9 [Reviewing the Conduct of Bylaw Compliance and Enforcement Officers].
- Involvement of local trust committees: there may be conflicting guidance about the involvement of trustees/local trust committees in bylaw compliance and enforcement:
    - the Policy states that a local trust committee may direct that an investigation be closed (section 6.1.3) and can direct the prioritization of investigations (section 7.1.1). The explanation of the roles and responsibilities of local trust committees and trustees indicate otherwise - that they are not directly involved in bylaw enforcement decisions.
    - Office of the Ombudsperson Bylaw Enforcement guide it states that "[d]efining and maintaining separation between council and front-line enforcement staff is essential to an administratively fair bylaw enforcement system".

RPC considered the comment regarding local trust committee involvement and while understanding the concern, felt that the current drafts of the Policy and the Manual provide a framework for local trustees to provide direction as an LTC on establishing enforcement priorities without direct involvement in investigation of potential bylaw violations.

Based on specific suggestions from the Office of the Ombudsperson, the following revisions to Policy 5.5.1 were made:

- Added a new principle 11 on Cultural Safety
- Throughout: changed 'unlawful activity' to 'bylaw contravention'
- 2.1.1: added a statement that officers can assist in writing complaints
- 2.1.2: added that anonymous complaints could be accepted when consistent with other policies
- 2.1.4: added specifics about how complaints are responded to

- 4.3.2: added a statement that officers should demonstrate cultural humility
- 5.1: added that timing for site inspections could be established in LTC policy, including exceptions
- 9.12: added a specific reference to Trust Council's Administrative Fairness Complaint Policy.

Draft Policy 5.5.1 (attachment 1) was endorsed by RPC at the July meeting and forwarded to Trust Council.

Comments on the Manual:

General comments from staff of the Office of the Ombudsperson were supportive of the Manual. Based on suggestions, the following changes were made to the draft Manual (attachment 2):

- Bylaw Enforcement Pathway visual (page 3): changed "90 days" to "reasonable time"
- Guiding Principles (page 5): added Cultural Safety as a principle
- Added reference to demonstrating cultural humility in box on Page 10
- Confidentiality (page 8): added reference to circumstances in which an anonymous complaint would be considered
- Site Inspections: added wording stating that investigations will only focus on alleged bylaw contraventions (page 11)
- Bias section: added 'take steps to address any bias' (page 13).

RPC made some further amendments to ensure consistency between the policy and manual and to permit evidence to be gathered for site inspections via a range of means to assist with investigations in remote locations. RPC endorsed the policy amendments and the manual and forwarded them to Trust Council.

Many Local Trust Committees (LTC) have also adopted specific policies by means of standing resolutions to provide specifics of how LTC bylaws are to be enforced, prioritized, and reviewed within respective local trust areas. An LTC Compliance and Bylaw Enforcement template has been created and attached as Appendix D to the Policy 5.5.1. The LTC Compliance and Bylaw Enforcement template has been used as the basis for several LTC enforcement policies.

There are numerous changes since Trust Council last reviewed the draft Policy and Best Practices Manual during the September 2024 Trust Council meeting. Staff have only attached a clean copy of the Policy and Manual endorsed by the RPC. The versions received at Trust Council in September 2024 and versions reviewed by RPC may be found on the project webpage at: https://islandstrust.bc.ca/island-planning/general-resources/bylaw-compliance-and-enforcement/bylaw-enforcement-review-project/.

3. NEXT STEPS

- September 2025: Trust Council consider draft policy amendments
- October 2025: RPC considers implementation plan
- December 2025: Trust Council approves policy amendment and implementation plan
- July 2026: RPC reviews monitoring metrics and evaluates impact of policy changes
- September 2026: Trust Council receive report on monitoring and evaluation
- Annual reporting on approved metrics

Note that staff are currently creating a new Bylaw Compliance and Enforcement portal based on the same software (Cityview) as the Applications Portal. The potential roll out of the new portal may overlap with approval of the policy amendments. Staff will ensure that the Implementation Plan takes both projects into consideration.

Please also note that that all Bylaw Compliance and Enforcement staff have completed, Building a Respectful and Inclusive Workplace training program which includes developing self-awareness, promoting trust, developing inclusive language and creating an intentional culture.

4. ATTACHMENT(S):

1) **Draft TC Policy 5.5.1 - Bylaw Compliance and Enforcement Policy – Blacklined Version**
2) **Draft Bylaw Compliance and Enforcement Best Practices Manual**

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

Reviewed By/Date: **CAO / August 26, 2025**

Policy:	5.5.1
Approved By:	Trust Council
Approval Date:	March 11, 1995
Amendment Date(s):	June 6, 1997; June 6, 1998; June 13, 2003; December 5, 2003; December 10, 2004; June 17, 2005; March 10, 2006; March 13, 2019, December 2, 2021: XXXX, 2025
Policy Holder:	Director of Planning Services

BYLAW COMPLIANCE AND ENFORCEMENT

Purpose

The purpose of the bylaw compliance and enforcement program is to support the object of the Islands Trust to preserve and protect the Trust Area and its unique amenities and environment for the benefit of residents of the Trust Area and of the province generally by ensuring compliance with local trust committee bylaws.

Guiding Principles

The following principles are intended to align with the mandate of the Islands Trust, adhere to the best practices outlined by the BC Office of the Ombudsperson, and ensure procedural fairness in all enforcement actions:

1. **Fairness and Impartiality**: Apply bylaws consistently, ensuring decisions are unbiased and equitable for diverse island communities.
2. **Transparency and Communication**: Provide clear, accessible information about enforcement policies, processes, and outcomes with understandable and meaningful reasons for the decision(s) made throughout the bylaw investigation and enforcement process to foster trust and understanding.
3. **Focus on Education and Compliance**: Emphasize public education and voluntary compliance with bylaws.
4. **Procedural Fairness**: Ensure timely notification of alleged infractions, offer opportunities to Respondents to be heard throughout the process, and guarantee unbiased decision-making.
5. **Proportionality and Discretion**: Tailor enforcement actions to the severity and context of the infraction, with a focus on voluntary compliance.
6. **Efficiency**: Prioritize significant violations that impact environmental sustainability or community safety, while streamlining processes for minor cases.
7. **Engagement and Inclusivity**: Collaborate with island communities to ensure enforcement practices reflect local values and consider marginalized populations.
8. **Accountability and Oversight**: Regularly review enforcement activities and maintain oversight to uphold public confidence and encourage local trust committees to update and align bylaws and to identify opportunities to make bylaws clear and coherent.
9. **Respect for Privacy**: Safeguard the confidentiality of Complainants and individuals involved in enforcement actions, in compliance with privacy laws.
10. **Administrative Fairness**: Ensure that standards of conduct complaints are addressed in a fair, equitable, and timely manner in accordance with the principles of administrative fairness.
11. **Cultural Safety**: Demonstrate a commitment to cultural safety for all those involved in bylaw compliance and enforcement.

Roles and Responsibilities

Islands Trust Council provides overall policy direction, approves budgets, and reviews performance through regular reporting.

Executive Committee provides oversight of enforcement across all local trust areas, and approving funding for litigation when requested by local trust committees.

Local trust committees (LTC) adopt and amend bylaws and are authorized to direct enforcement of their bylaws, ensuring that bylaws reflect community values through adoption of specific LTC enforcement policies and direction to staff on significant cases and potential litigation.

Local Trustees represent the interests and concerns of their constituents and may be asked to provide information to Complainants or Respondents, but are not directly involved in bylaw enforcement investigations.

Members of the public and Complainants are encouraged to submit accurate complaints in good faith, engage respectfully with staff, and uphold the confidentiality of enforcement processes.

Bylaw Compliance and Enforcement Officers (Officers) are responsible for investigating complaints, communicating clearly with Respondents, determining if there is a contravention, and applying progressive enforcement actions proportionally, with an emphasis on education and compliance.

The Manager of Bylaw Compliance and Enforcement (Manager) is responsible for the overall administration of the bylaw enforcement program, including supervising bylaw compliance and enforcement officers, ensuring adherence to policies and procedures, and providing expertise on complex or sensitive cases. The Manager coordinates with other departments, ensures alignment with legal and regulatory requirements, and reports on enforcement activities to senior management and elected officials.

Senior Management ensures staff have the resources and training needed for effective enforcement, facilitates communication among interested and affected parties, oversees adherence to policy, and reviews complaints regarding the conduct of Bylaw Compliance and Enforcement Officers.

Planners and **Regional Planning Managers** assist in the interpretation of bylaws and ensuring consistency with planning objectives. They support enforcement officers by providing information on the intent and application of bylaws, and contribute to resolving compliance issues by providing compliance options to Respondents and local trust committees.

Legal Counsel supports local trust committees and staff by providing legal opinions on interpretation, advice on potential litigation, and representation in cases of litigation.

A. Definitions

1. *Bylaw Notice* means a ticket, with penalty, issued under the *Local Government Bylaw Notice Enforcement Act.*
2. *Determination Letter* means written decision provided to respondents on the outcome of an investigation summarizing supporting evidence, actions to achieve voluntary compliance, consequences of non-compliance, and information on the Respondent's rights to respond or dispute the determination.
3. *Discretion in Administrative Decision-making* means the application of the power to choose between two or more possible courses of action using professional judgment and expertise
4. *Frivolous complaint* means a complaint not having any serious purpose or value, often lacking in merit.
5. *Long-form information* means a complaint sworn before a Provincial Court judge by a bylaw

compliance and enforcement officer.

6. *Notice Letter* means a written document sent to a Respondent once an investigation file is opened summarizing the potential violation and providing contact information for the assigned officer.
7. *Respondent* means those responding to allegations of bylaw contraventions.
8. *Vexatious complaint* means a complaint made for retaliatory reasons or in bad faith and intended to cause harassment, or otherwise forms part of a pattern of conduct by the Complainant that amounts to an abuse of the complaint process.

B. Policy

1. OBJECTIVE

1.1 The objective of this policy is to establish clear procedures, expectations and standards for Islands Trust's bylaw compliance and enforcement program. The goal of the bylaw compliance and enforcement program is to achieve bylaw compliance through a combination of education, mediation and enforcement techniques. Bylaw compliance is primarily sought through an attempt to achieve voluntary compliance by a commitment to corrective action as soon as reasonably possible, and the cessation of bylaw contravention.

2. COMMENCING INVESTIGATIONS

2.1 Complaint-based investigations are commenced as follows:

2.1.1 Complaints must be made in writing by email, through an on-line complaint form or portal, by mail, or delivered in-person. Staff can assist individuals who may need assistance with writing a complaint.

2.1.2 Anonymous complaints are not accepted.

2.1.3 Complaints meeting the definition of a frivolous, repeat, or vexatious complaint are not accepted.

2.1.4 All written complaints will be acknowledged in writing by the administrative assistant within 2 to 10 business days and recorded.

2.2 Where a written complaint has not been received, investigations may be commenced in one or more of the following circumstances:

2.2.1 By direction of a local trust committee;

2.2.2 Bylaw contraventions appear to occur in setbacks from water bodies or in development permit areas;

2.2.3 Bylaw contraventions appear to cause health and safety issues;

2.2.4 Bylaw contraventions appear to occur as part of a building permit process or other permitting process administered by a local government or Islands Trust siting and use permit applications;

2.2.5 A referral is received from a permitting agency that identifies alleged bylaw contraventions; or

2.2.6 Advertising of unlawful uses.

3. INVESTIGATION AND PROGRESSIVE ENFORCEMENT

3.1 After receiving a complaint, it will be reviewed to determine whether or not it potentially

DRAFT

falls within the local trust committee's jurisdiction.

3.2 A complaint that does not fall within the jurisdiction of a local trust committee may be referred to another agency with jurisdiction or the Complainant may be directed to the agency with jurisdiction.

3.3 If a complaint involves potential impacts to cultural heritage, all First Nations with rights and title in the consultative areas database will be notified.

3.4 If the Manager determines that there is no potential violation, the Complainant will be informed and given the opportunity to provide more information.

3.5 If the Manager determines that there is a potential violation, a file is opened, and the Respondent will receive a Notice Letter, providing a summary of the issue, contact details of the assigned officer, and encouraging the Respondent to contact the officer. The Complainant will be notified that a file has been opened.

3.6 The Officer will investigate the potential violation, including:

- 3.6.1 Reviewing all relevant bylaws, policies, and procedures.
- 3.6.2 Arranging a site inspection. Site inspections will be conducted in accordance with the policies in Section 4 below.
- 3.6.3 Hearing from the Respondent and potentially from the Complainant.
- 3.6.4 Reviewing evidence, including evidence gathered from a site inspection, the Respondent, relevant bylaws, or other sources.
- 3.6.5 Reviewing all relevant infraction and legal history.
- 3.6.6 Consulting with the Manager, planners, and Regional Planning Manager.
- 3.6.7 Reporting potentially problematic, inconsistent or contentious issues to the LTC.
- 3.6.8 Seeking legal advice where required.

3.7 Based on the outcome of the investigation, the officer will make a determination if there is a contravention.

3.8 Respondents will be notified in writing of the determination of an investigation. A Determination letter will include:

- 3.8.1 The purpose of the letter, referencing any relevant investigations or prior communications.
- 3.8.2 The Respondent's name, address, and the property address involved.
- 3.8.3 Specific bylaw regulation(s) violated and summarize supporting evidence, including facts and documentation.
- 3.8.4 Outline actions to achieve voluntary compliance, along with reasonable deadlines and monitoring processes.
- 3.8.5 Potential consequences of non-compliance and information on the Respondent's rights to respond or dispute the determination.
- 3.8.6 The Officer's contact details and any resources to assist with compliance.
- 3.8.7 Copies of supporting evidence.

3.9 A Respondent may request that a determination of a contravention be reviewed by the Manager.

3.10 Complainants may request a review of a file by the Manager where the investigation has determined that there is no contravention.

3.11 If either a Respondent or Complainant is not satisfied with the review of a determination by the Manager, a written complaint may be submitted to the Director of Planning Services. The Director may make a determination singly or in consultation with the relevant Regional Planning Manager and planner.

3.12 Voluntary compliance may involve a Respondent requesting time to comply; or requesting that enforcement be paused, subject to local trust committee policies, while proceeding with an application that would have a reasonable likelihood of success in legalizing the contravention.

3.13 Where a local trust committee has adopted a Bylaw Enforcement Notification Bylaw, and voluntarily compliance is not forthcoming within a reasonable time, or there is an

DRAFT

immediate threat to health or safety or the natural environment, or an LTC has adopted a relevant enforcement policy, an officer may issue a Bylaw Warning Notice or a Bylaw Violation Notice.

3.14 Where Bylaw Enforcement Notices have proven ineffective in achieving compliance, or where a local trust committee has not adopted a Bylaw Enforcement Notification Bylaw, or where a contravention is considered sufficiently egregious, an officer may recommend that a local trust committee undertake legal action to achieve compliance.

3.15 Complainants can request information about an open bylaw enforcement file at any time. The Complainant will be updated by the Bylaw Compliance and Enforcement Officer if:

- 3.15.1 The file is put on hold, along with the reason for this action.
- 3.15.2 The local trust committee has made a decision regarding the file.
- 3.15.3 The file has moved to litigation at which time the identity of the Complainant may become public information.
- 3.15.4 The file is closed.

4. INVESTIGATIVE APPROACH AND CONDUCT

4.1 Bylaw Compliance and Enforcement Officers, staff, and managers will uphold principles of accountability, impartiality, integrity, protection, respectfulness and service, to complement the required skills, education, and behavioral competencies listed in job profiles and within the Oath of Employment.

4.2 Bylaw Compliance and Enforcement Officers, staff, and managers shall develop, maintain, and apply skills such as control of non-verbal communications, active listening, and building rapport with constituents.

4.3 When determining the appropriate and fair investigative approach and enforcement actions, the Officer should consider each person's unique circumstances. This includes:

- 4.3.1 Conducting investigations with an understanding of the specific context and circumstances of the individual or property owner involved.
- 4.3.2 Respecting cultural differences, demonstrate cultural humility, provide accommodations for individuals with disabilities, and ensure accessibility for those facing language barriers during the investigative process.
- 4.3.3 Ensuring investigations are proportionate to the nature of the complaint and violation, considering factors such as the person's ability to comply, any hardships they may face, and their willingness to cooperate.
- 4.3.4 Exercising discretion when determining the scope and approach to an investigation, providing flexibility such as extended timelines or alternative solutions when warranted by an individual's circumstances.
- 4.3.5 Ensuring investigations will be free from bias or discrimination based on race, gender, age, disability, socio-economic status, or other protected characteristics.

5. SITE INSPECTIONS

5.1 **Entry with Notice:** When entry onto private property is required to investigate a bylaw complaint, officers will provide prior written notice to the property owner or occupier, except in cases described below. Notice will include the purpose of the visit, applicable authority under provincial legislation, bylaws and policies, and proposed timing consistent with legislation, bylaws, and policies adopted by the local trust committee.

Entry will occur only during reasonable hours, with efforts to minimize disruption and ensure respect for the property and its occupants. Investigations will focus exclusively on the specific alleged bylaw contraventions outlined in the complaint unless other observations pose an immediate risk to public health, safety, or the environment.

Officers should answer reasonable questions related to the purpose of the visit and the bylaw complaint investigation process.

5.2 **Entry without Notice:** In exceptional circumstances, where prior notice is not feasible or where immediate entry is required to address urgent concerns about health, safety, or the environment, officers may enter property as authorized under the *Local Government Act*. Officers will document the justification for entry without notice, specifying the urgency and applicable legal authority, and will notify the property owner or occupier as soon as practicable following the visit.

5.3 **Legal Compliance and Fairness:** Property entries will comply with the *Charter of Rights and Freedoms*, applicable provincial legislation, and local trust committee bylaws and policies. To ensure fairness, investigations will be limited to the specific subject matter of the complaint except where the officer observes issues that pose a risk to health, safety or the environment.

5.4 **Documentation:** Bylaw Compliance and Enforcement Officers will maintain records of all property entries, including notice provided (or reasons for its omission), observations made, and actions taken.

5.5 **Reasonableness and Accountability:** Property entry practices will aim to balance enforcement needs with respect for individual privacy and property rights. Officers will act reasonably and proportionately, prioritizing voluntary compliance and education wherever possible.

6. CLOSING INVESTIGATIONS

6.1 Bylaw investigation files will be closed in the following circumstances:
- 6.1.1 It is determined that no contravention exists;
- 6.1.2 Compliance has been achieved;
- 6.1.3 On direction of a local trust committee; or
- 6.1.4 If the Director of Planning Services concurs with the Manager that the contravention is of a minor nature, impacts are minimal, or it is not in the public interest to enforce.
- 6.1.5 Complainants may request that the closing of a file be reviewed by another Bylaw Compliance and Enforcement Officer or the Manager.

6.2 Respondents, Complainants and the local trust committee will be notified in writing when a file has been closed and the reason for closing the file.

6.3 Bylaw investigation files will not be reopened once closed. If a similar complaint is made a new investigation will be commenced.

7. PRIORITY OF INVESTIGATION

7.1 As bylaw enforcement resources are limited, investigations will be prioritized as follows:
- 7.1.1 By specific direction of a local trust committee;
- 7.1.2 Where there are health and safety concerns;
- 7.1.3 Where adverse environmental impact that could result in irreversible damage if not prevented in a timely fashion; and
- 7.1.4 Other contraventions of land use bylaws and other bylaws.

8. VOLUNTARY COMPLIANCE AND MEDIATION

8.1 Efforts to gain compliance should be conducted using the principles and techniques employed in mediation in a process to:

8.1.1 Provide full information and exchange of information;

8.1.2 Confirm facts;

8.1.3 Explore opportunities for compliance;

8.1.4 Negotiate a timeline for compliance;

8.1.5 Reach compliance solutions.

9. REVIEWING THE CONDUCT OF BYLAW COMPLIANCE AND ENFORCEMENT OFFICERS

9.1 A person concerned about the conduct of a Bylaw Compliance and Enforcement Officer, who is unable to resolve the concern with the officer or informally with the Manager, may submit a written complaint to the Manager.

9.2 If the person is not satisfied with the response of the Manager, or the complaint involves the Manager, a review may be requested by submitting a request in writing to the Director of Planning Services.

9.3 Complaints may be submitted by email or mail, setting out the issue or concern, providing any evidence, and any remedies requested. Complaints will be recorded, and confidentiality and privacy protected.

9.4 Written complaints will be acknowledged within 10 business days, and acknowledgements will include information about who will be reviewing the complaint, contact information, a summary of the review process, and an estimated timeline.

9.5 Complaints will receive a preliminary assessment, the reviewing staff person will contact the Complainant to obtain any additional information, and seek early resolution where possible.

9.6 Assessment of complaints will be guided by principles of administrative fairness, as outlined in Policy 7.1.1 (Administrative Fairness Principles) and be conducted in a fair, timely and impartial manner.

9.7 Investigation of complaints should: define the issue or concern, gather evidence, maintain confidentiality, notify all affected persons, hear from all relevant persons, adhere to a timeline, and include an assessment of any risks. All steps in the investigation shall be documented, including all evidence gathered and considered.

9.8 The staff member conducting the investigation shall provide a written summary of the issues raised by the Complainant, how the investigation was conducted, the evidence considered, analysis in the context of standards and policies, the conclusion, reasons for the conclusion, and any actions taken or proposed to be taken.

9.9 The Complainant should be given an opportunity to comment on preliminary conclusions, and be given any information about appeal of the conclusions.

9.10 The written summary and conclusions shall be provided to the Complainant, affected staff member(s), and shall be filed.

DRAFT

9.11 Resolution of complaints may include:

9.11.1 A more detailed explanation of the officer's actions;

9.11.2 Reconsideration of a decision, cancellation of a penalty, or closing of a file;

9.11.3 Recommended changes to policies and procedures;

9.11.4 Acknowledgement of an error and an apology; and

9.11.5 A conclusion that the officer's conduct was proper.

9.12 If the Respondent is not satisfied with the Director's response, a formal administrative fairness complaint may be submitted under the Islands Trust 'Handling of Administrative Fairness Complaints' policy.

9.13 The Director may determine that a person who makes repeated, unfounded and vexatious complaints about the conduct of an officer or Manager be notified that no further submissions will be accepted from them on the subject of a specific investigation**,** and will be directed to other avenues, including but not limited to, the Office of the Ombudsperson.

10. BYLAW ENFORCEMENT NOTICES AND DISPUTE ADJUDICATION

10.1 Local trust committees wishing to establish a Bylaw Enforcement Notice and Dispute Adjudication system must adopt a Bylaw Enforcement Notification (BEN) Bylaw which:

10.1.1 Designates the bylaw contraventions that may be dealt with by a bylaw notice;

10.1.2 Establishes the amount of the administrative penalty for each contravention;

10.1.3 Sets the period within which a recipient may pay the administrative penalty or dispute a bylaw notice/request a review;

10.1.4 Establishes a bylaw notice dispute adjudication system; and

10.1.5 Establishes and designates screening officers.

11. LEGAL ACTION

11.1 If a bylaw contravention does not cease or if compliance is not achieved, a Bylaw Compliance and Enforcement Officer may make recommendations to the local trust committee, including taking civil action or closing the investigation without compliance.

11.2 Immediate legal action may be recommended to local trust committees if impacts of a bylaw contravention pose serious risk to persons or the environment.

11.3 *Offence Act* prosecutions may be recommended to a local trust committee under the following conditions:

11.3.1 Offence Act prosecutions are to be used only for serious land use permit contraventions;

11.3.2 A long-form information may be sworn only after approval by a local trust committee;

11.3.3 Executive Committee has approved legal funding for the prosecution; and

11.3.4 The long-form information has been reviewed and prepared by legal counsel.

12. LOCAL TRUST COMMITTEE ENFORCEMENT POLICIES

12.1 Local trust committees may adopt discretionary enforcement policies or procedures applying within a Local Trust Area. LTC policies should be consistent with Trust Council Policy and the legislated authority of the LTC. In adopting an enforcement policy, an LTC

DRAFT

should consider the following:

12.1.1 Prioritizing or deferring enforcement based on scarce resources, the impacts of certain types of contraventions, and community priorities;
12.1.2 Establishing procedures and timing for property inspections, with LTCs defining the notice period;
12.1.3 Enforcement of types of contraventions without complaint;
12.1.4 The length of time for Respondents to comply, timing for issuing of Bylaw Warning Notices, and timing for issuance of Bylaw Violation Notices;
12.1.5 Discretion in closing files, including the nature and urgency of the complaint or alleged contravention, the circumstances of the Respondent, and the impact of the contravention on the Complainant and community;
12.1.6 Regular reporting to the LTC on open files; and
12.1.7 Communications between trustees and the Manager.

13. BYLAW NOTICE DEBT

13.1 Debts incurred as the result of default on bylaw notices are payable to Trust Council and they may be cancelled if the Director of Planning Services and the Manager of Bylaw Compliance and Enforcement concur that contraventions on the subject property no longer exist, and/or it is not in the interest of Islands Trust to pursue the debt.

14. CONFIDENTIALITY

14.1 Information in regards to a Complainant is kept confidential. However, confidentiality cannot be guaranteed should litigation proceed or where a request for information is received under the *Freedom of Information and Protection of Privacy Act*.

15. FRIVOLOUS, REPEAT, OR VEXATIOUS COMPLAINTS

15.1 A complaint that is made in bad faith or for vexatious and retaliatory purposes may not be acted upon if the Director of Planning Services and the Manager of Bylaw Compliance and Enforcement concur that it meets the definition of a vexatious complaint.

15.2 Complaints that form a pattern of conduct by a Complainant that amounts to an abuse of the complaint process may not be acted upon.

15.3 The Manager may refuse to open a file for a complaint considered to be frivolous or repeat complaint about the same issue.

15.4 In any of the above instances, the Complainant will be notified that no further submissions will be accepted from them on the subject of the complaint, the reason for it, may be advised of the circumstances under which it may be reconsidered, and that this does not prevent the Complainant from making complaints on different matters.

16. LOCAL TRUST COMMITTEES, TRUST COUNCIL, AND TRUSTEES ROLES

16.1 The local trust committee will be notified when a bylaw investigation file is opened, the notification will include the type of contravention and the street name where it is alleged to be occurring, but the name and address of the Complainant and alleged violator will not be included in the notification.

16.2 Local trust committees will be notified when a bylaw investigation file has been closed.

16.3 Trustees may make a written complaint alleging a bylaw contravention.

16.4 Local trust committees and trustees will not be involved in the investigation of a complaint, the preparation of bylaw enforcement reports, the issuance of Bylaw Notices, or in the adjudication process.

16.5 Local trust committees may request reports about specific investigations or about general enforcement activity in the Local Trust Area.

16.6 Trust Council will be informed of the volume and type of bylaw enforcement files bi-annually.

17. BEST PRACTICES MANUAL

17.1 The Manager of Bylaw Compliance and Enforcement will maintain a public Best Practices Manual that outlines practices, processes and procedures in accordance with the administrative fairness principles outlined in the BC Ombudsperson's report "Bylaw Enforcement: Best Practices Guide for Local Governments", March, 2016 or in subsequent updated versions of the same reference material.

C. Legislated References

1. *Islands Trust Act*
2. *Local Government Act*
3. *Offence Act*

D. Attachments/Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

- Local Trust Committee Bylaw Compliance and Enforcement Policy Template (attached)
- BC Ombudsperson's report "Bylaw Enforcement: Best Practices Guide for Local Governments", March, 2016
- Best Practices Manual
- BC Local Government Bylaws>Bylaw Enforcement
- Local Trust Committee Compliance and Enforcement Policy Template

DRAFT

PROPOSED

Local Trust Committee Bylaw Compliance & Enforcement Policy

Bylaw Compliance & Enforcement Policy No. 1, effective ____XXX_____, 2024

Version No. 1

Purpose

To establish policies and procedures for bylaw compliance and enforcement in the Local Trust Area in accordance with the adopted Trust Council Policies contained in Policy 5.5.1., and that are within the authority of the Local Trust Committee to enforce, and to ensure that policies and procedures are efficient, transparent, reasonable, and consistent with local community standards.

PART A

1.0 Application

This policy will apply to the Local Trust Area and the enforcement of all applicable regulatory bylaws.

2.0 Definitions & Abbreviations

BEN – bylaw enforcement notice

LUB – Land Use Bylaw

LTC – Local Trust Committee

Minor structure – any structure that does not require a building permit, and that is not located in a development permit area or located within any other environmentally sensitive area

Respondent – a property owner whose property is subject to a bylaw enforcement complaint

Health & Safety concerns – fire, unsafe construction, hazards relating to steep slopes or cliffs, or the dumping of waste

3.0 References

This section will cite references to the relevant LTC bylaws that are affected by the compliance and enforcement policies.

4.0 Priorities

4.1 *This section will contain the priorities established by LTC standing resolutions on bylaw enforcement or the deferments established in the adopted resolutions.*

5.0 Inspections

5.1 At the start of any investigation, Bylaw Compliance and Enforcement Officers will determine if entry is necessary to investigate the alleged contravention or if the investigation can be conducted from a public road, other lands, or by other means.

5.2 Bylaw Compliance and Enforcement Officers will provide [XX] days notice and will request mutually agreeable times to arrange site inspections.

5.3 Investigations into health and safety issues and matters that may cause adverse environmental impact and result in irreversible damage are a priority and may be investigated without notice.

5.4 Enforcement on non-compliant short-term vacation rentals is a priority and inspections may be investigated without notice.

5.5 Holders of temporary use permits will be held accountable for any violations of their Permit. Bylaw Compliance and Enforcement Officers may enter properties between the hours of 9:00 am and 5:00 pm, on any day, without prior consultation with the holder of a Temporary Use Permit for the purpose of investigating a complaint.

5.6 If a respondent has indicated that they will work towards compliance, and have agreed on a time to comply, a site inspection is only required to confirm compliance.

5.7 If a respondent provides photographic evidence, a survey, or a professional report that confirms compliance, a site inspection is not required.

6.0 Enforcement Procedures

6.1 If the Bylaw Compliance and Officer has made a determination that there is a bylaw contravention, respondents will be given a minimum of 90 days to comply with the relevant *LUB*.

6.2 Bylaw Compliance and Enforcement Officers can use their discretion to consider any reasonable time to comply request from Respondents but the term cannot be for more than one year.

6.3 If there are contraventions in environmentally sensitive areas, or development permit areas, or if there is a risk to health and safety, there will be a demand for the respondent to cease the use or activity immediately.

6.4 If the Respondent wishes to consider a planning application that will bring the property into compliance, the Bylaw Compliance and Enforcement Officer will advise planning staff and will arrange a meeting to discuss whether such an application has a reasonable chance of success.

6.5 If there is no agreement on time to comply, a Respondent will be provided written notice that enforcement action will be escalated and this may include a request for legal action or the use of the *BEN* system.

6.6 Respondents will be given a Bylaw Warning Notice with a minimum of 45 days to comply before a Bylaw Violation Notice is issued, unless there are health and safety concerns, or contraventions in environmentally sensitive areas, that may require more immediate action.

6.7 Bylaw Violation Notices will not be issued more than once per week unless authorized by the Manager of Compliance and Enforcement.

7.0 Closing Files

In addition to the procedures established in Trust Council Policy 5.5.1, the Manager of Compliance and Enforcement may close a file if:

7.1 If the contravention is for a minor structure that has only received one written complaint from one person, the file can be closed.

7.2 If it is unreasonable for a Respondent to comply, whether due to specific circumstances or finances.

7.3 If a contravention has been identified that is subject to deferred enforcement by the LTC, the file can be closed unless there are contraventions that exist in environmentally sensitive areas or there are concerns about health and safety.

8.0 Communications

8.1 If there are questions or concerns regarding individual files, Trustees or the LTC will communicate with the Manager of Compliance and Enforcement.

8.2 The Manager of Compliance and Enforcement will arrange public information and education sessions regarding bylaw enforcement when appropriate and time permitting.

8.3 Time permitting, bylaw staff will be available during regular LTC meeting public comment sessions to answer questions regarding bylaw enforcement.

9.0 Reporting

9.1 The LTC will receive regular reporting on open files where investigations have been completed, and the reporting will state whether or not enforcement or legal action of any kind is recommended.

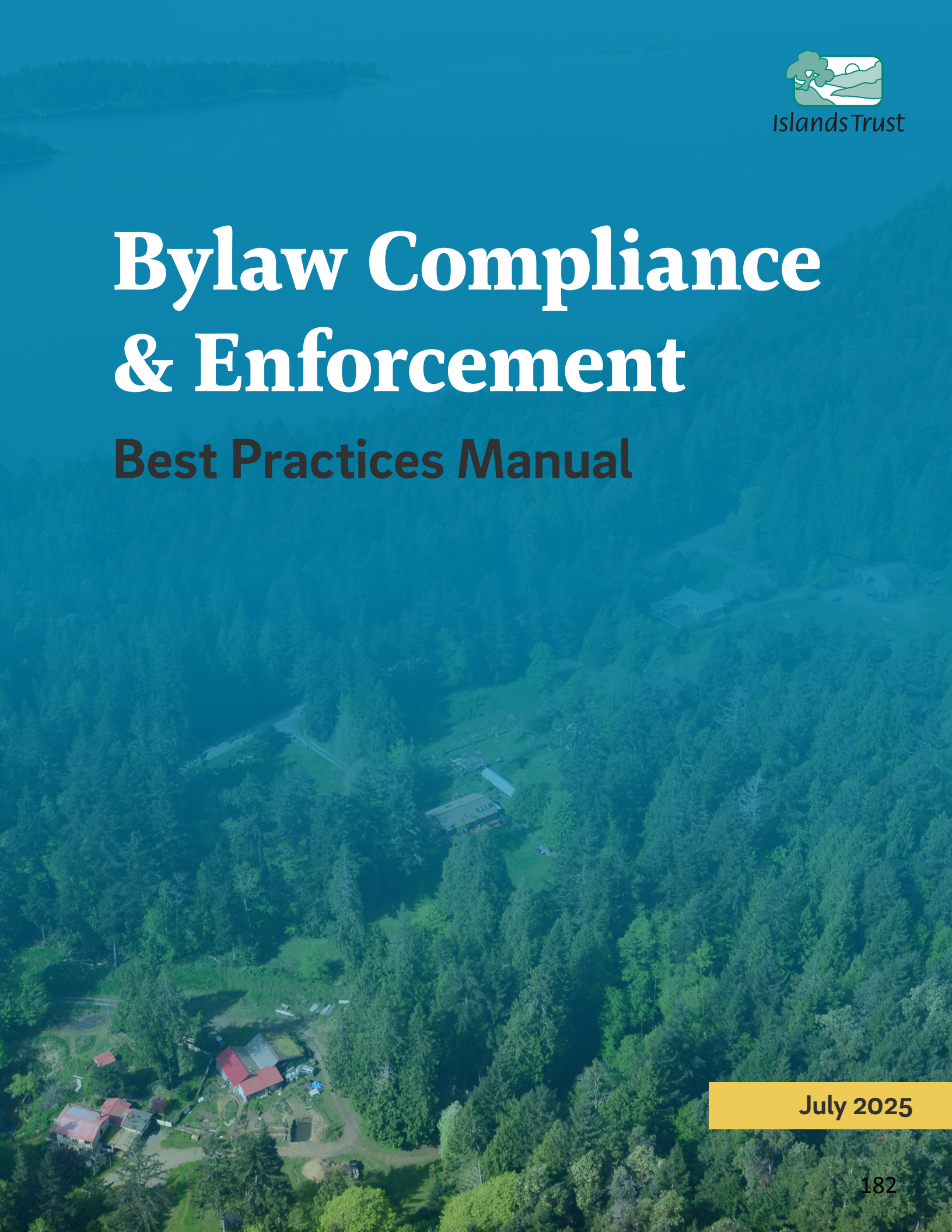
9.2 The Manager of Compliance and Enforcement will report to the LTC any concerns, trends, or issues with enforcement that they believe the LTC needs to be aware of.

9.3 The Manager of Compliance and Enforcement will maintain this Bylaw Enforcement Policy and will report to the LTC if amendments are recommended or required.

Islands Trust

Bylaw Compliance & Enforcement

Best Practices Manual



July 2025

Contents

Definitions

What is the purpose of the Islands Trust Bylaw Compliance & Enforcement program?

Guiding Principles

Roles and Responsibilities

What initiates a Bylaw Compliance & Enforcement case file?

How can complaints be sent to the Islands Trust?

What is not a complaint?

When are Bylaw Compliance and Enforcement case files closed?

How is compliance achieved?

- Bylaw Compliance and Enforcement Process
- When Compliance is not achieved
- Appealing Decisions Made by a Bylaw Compliance and Enforcement Officer
- Reviewing the Conduct of Bylaw Compliance and Enforcement Officers
- Public access to records
- Exercising Discretion
- Bylaw Enforcement Notices and Dispute Adjudication System
- Dispute Adjudication

Referenced Documents

DRAFT

Bylaw Enforcement Pathway:
Steps to Compliance

Islands Trust

Islands Trust receives a bylaw complaint

Is the bylaw complaint in the Islands Trust jurisdiction?

No → Case closed

Yes

Islands Trust opens a file and the property owner receives a letter

Islands Trust investigates, including meeting with the property owner and inspects the site to investigate

Are there any bylaw contraventions?

Yes

Property owner gets a Determination letter and educational support so they can comply with the bylaw

No

Has the property owner complied within a reasonable time?

No

The property owner gets a bylaw violation notice

Yes

Property owner complies → Case closed

Property owner requests immediate adjudication

Property owner disputes

Islands Trust receives the dispute and investigates. Depending on the evidence, Islands Trust will cancel the dispute OR create a **compliance agreement** to support the property owner in their journey

Compliance agreement created

Has the property owner complied with the agreement?

No

A bylaw notice is sent to an adjudicator, and a **hearing date** is set with the property owner

At the hearing:
Adjudicator makes a final decision about the case, and the bylaw notice will either be cancelled or must be paid by the property owner

Yes

Dispute cancelled

Case closed

DRAFT

Definitions

Adjudicator means an independent party whom the Province of British Columbia appoints to decide if a Bylaw Violation Notice will be upheld or cancelled.

Bylaw Notice means a ticket, with penalty, issued under the *Local Government Bylaw Notice Enforcement Act*.

Complaints a report of an alleged contravention made by any person.

Complainant a person who has made an official complaint.

Disputant means a respondent who has been given a Bylaw Violation Notice, and disputed it.

Local government refers to municipalities and regional districts which provide services to local communities. In this document, the local government referred to is Islands Trust.

Ombudsperson Office is an independent, impartial office of the provincial legislature that investigates complaints about unfair administrative actions by public authorities. It is meant to uphold transparency and accountability within public institutions by offering a free, accessible service for individuals who feel they have been treated unjustly by public agencies. The office does not have the power to enforce decisions but can recommend corrective actions.

Respondent means those responding to allegations of bylaw contraventions.

Screening Officer is an Islands Trust staff member appointed to review a disputed Bylaw Violation Notice.

Vexatious Complaints is a complaint made for retaliatory reasons or in bad faith and intended to cause harassment, or otherwise forms part of a pattern of conduct by the Complainant that amounts to an abuse of the complaint processare

What is the purpose of the Islands Trust Blyaw Compliance & Enforcement program?

The Islands Trust works to preserve and protect the special environment and qualities of the Trust Area for the benefit of its residents and the province. The Bylaw Compliance and Enforcement program exists to support this goal and ensure public safety. This guide helps residents understand how the Islands Trust ensures people follow local bylaws. The goal is to encourage voluntary compliance with bylaws through education, mediation, and enforcement when necessary.

The Bylaw Compliance & Enforcement team looks into potential violations of land use rules set by local trust committees. The regulations are found in local trust committees' Land Use Bylaws; in Development Permit Areas within Official Community Plans; and in the Salt Spring Island Soil

DRAFT

Deposit and Removal Bylaw. Islands Trust has the legal authority to enforce these rules under laws like the *Islands Trust Act* and the *Local Government Act of BC*.

The Islands Trust has a policy, Policy 5.5.1 Bylaw Compliance & Enforcement, that guides how bylaw investigations are handled. It explains how complaints are processed, prioritized, and resolved, aiming to do so fairly and effectively. Local trust committees adopt bylaws authorizing enforcement and may adopt bylaw enforcement policies specific to their communities.

The Manager of Bylaw Compliance and Enforcement follows best practices based on principles of fairness, as outlined in the report: BC Ombudsperson's report "Bylaw Enforcement: Best Practices Guide for Local Governments", March, 2016.

Guiding Principles

- Fairness and Impartiality: Apply bylaws consistently, ensuring decisions are unbiased and equitable for diverse island communities.
- Transparency and Communication: Provide clear, accessible information about enforcement policies, processes, and outcomes with understandable and meaningful reasons for the decision(s) made throughout the bylaw investigation and enforcement process to foster trust and understanding.
- Focus on Education and Compliance: Emphasize public education and voluntary compliance with bylaws.
- Procedural Fairness: Ensure timely notification of alleged infractions, offer opportunities to Respondents to be heard throughout the process, and guarantee unbiased decision-making.
- Proportionality and Discretion: Tailor enforcement actions to the severity and context of the infraction, with a focus on voluntary compliance.
- Efficiency: Prioritize significant violations that impact environmental sustainability or community safety, while streamlining processes for minor cases.
- Engagement and Inclusivity: Collaborate with island communities to ensure enforcement practices reflect local values and consider marginalized populations.
- Accountability and Oversight: Regularly review enforcement activities and maintain oversight to uphold public confidence and encourage local trust committees to update and align bylaws and to identify opportunities to make bylaws clear and coherent.
- Respect for Privacy: Safeguard the confidentiality of Complainants and individuals involved in enforcement actions, in compliance with privacy laws.
- Administrative Fairness: Ensure that standards of conduct complaints are addressed in a fair, equitable, and timely manner in accordance with the principles of administrative fairness.
- Cultural Safety: Demonstrate a commitment to cultural safety for all those involved in bylaw compliance and enforcement.

DRAFT

Roles and Responsibilities

Effective bylaw enforcement within Islands Trust requires ongoing communication and cooperation between trustees and staff. While trustees provide the legislative framework and policy direction, staff members carry out these policies through direct enforcement and support roles.

Trustees

- Policy Development and Approval: Trustees are primarily involved in governance, including setting policies that guide bylaw enforcement. Local trust committees approve bylaws that regulate land use and community planning within the Islands Trust Area and are authorized to enforce those bylaws.
- Strategic Oversight: Trustees oversee the general strategic direction of Islands Trust, ensuring that bylaw enforcement aligns with the broader goals of conservation and sustainable community development.
- Community Representation: Trustees represent the interests and concerns of their constituents in matters related to bylaws and their enforcement, acting as a liaison between the community and enforcement officers.

Staff

- Bylaw Compliance and Enforcement Officers: These are specialized staff responsible for the practical aspects of enforcing the bylaws approved by trustees. Their duties include investigating complaints, gathering evidence, and ensuring compliance through education and regulation.
- • The Manager of Bylaw Compliance and Enforcement: leads the overall administration of the bylaw enforcement program, including supervising bylaw compliance and enforcement officers, ensuring adherence to policies and procedures, and providing expertise on complex or sensitive cases. The Manager coordinates with other departments, ensures alignment with legal and regulatory requirements, and reports on enforcement activities to senior management and elected officials.
- Planning Staff are not directly involved in enforcement, but play a critical role in interpreting the bylaws and providing recommendations to both the public and enforcement officers. They ensure that the enforcement practices align with the planning objectives set by trustees.
- Administrative Support: This includes staff members who assist in the administration of bylaw enforcement, such as processing complaints, maintaining records, and supporting communication between the public, trustees, and enforcement officers.

Are you concerned about something on your property and want to get more information? Your Trustee can be a first point of contact in this conversation, without starting enforcement.

DRAFT

What initiates a Bylaw Compliance & Enforcement case file?

Like all local governments in British Columbia, Islands Trust uses a complaint-based Bylaw Compliance and Enforcement process. This means that almost all case files result from complaints made by individuals in the community. Anyone can submit a complaint — you don't have to live in the area or be a resident.

As listed in Trust Council Policy 5.5.1 Section 5.1, this system gives priority to those bylaw infractions of greatest concern to island communities:

1. When directed by a local trust committee
2. Health and safety issues
3. Environmental impacts that could cause irreversible harm if not addressed quickly
4. Other contraventions of land use bylaws and other bylaws

Once a complaint has been made, Islands Trust cannot decline to open a case file or decline to conduct an investigation because a complainant has changed their mind. Complainants are not victims of the offence and cannot "withdraw" their complaint.

In some cases, a Bylaw Compliance and Enforcement Officer can start an investigation even without a complaint. This happens when:

- Contraventions may cause health or safety risks
- Contraventions occur near water bodies
- Contraventions happen in development permit areas
- Contraventions are found during the building permit process
- Another agency refers a case involving land use issues
- Unlawful uses are advertised
- A local trust committee requests an investigation

How can complaints be sent to Islands Trust?

Anyone who wants to make a complaint can:

- Fill out the Bylaw Compliance & Enforcement Complaint form on the Islands Trust website: https://islandstrust.bc.ca/mapping-resources/report-a-concern/
- Send an email to bylawenforcement@islandstrust.bc.ca

DRAFT

- Mail or drop off a letter to any Islands Trust office
- Complete a complaint form at any Islands Trust office

Complaints must be in writing, but staff can help by writing down the information for anyone who needs assistance.

Confidentiality

Anyone making a complaint must provide their name to the Islands Trust. Anonymous complaints are not accepted.

Islands Trust will try to keep the complainant's information confidential, but confidentiality cannot be guaranteed during legal proceedings or if a Freedom of Information request is made. Islands Trust also receives referrals from other agencies (like regional districts) when they get a complaint that falls under Islands Trust's responsibility.

What is not a complaint?

Sometimes, people reach out to Islands Trust with questions about the Land Use Bylaw or Official Community Plan, not to report illegal activity. They may be planning something on their property and want to know if it is allowed. In these cases, a case file is not opened.

If a complaint is determined to be "vexatious", Islands Trust will send a written notice explaining any limits on communication, why those limits are in place, and when they might be reconsidered. These limits don't stop necessary contact with staff on other unrelated matters.

Questions regarding bylaw infractions can be sent to bylawenforcement@islandstrust.bc.ca

When are Bylaw Compliance and Enforcement case files closed?

Case files are closed if:

- If no contravention exists
- On direction of a local trust committee
- If the Director of Planning Services concurs with the Bylaw Compliance and Enforcement Manager that the contravention is minor and does not suit the public interest to enforce
- If compliance has been achieved

DRAFT

How is compliance achieved?

Ideally, bylaw compliance is voluntary, and primarily sought through a combination of education, mediation, and enforcement techniques. If voluntary compliance does not occur, the Bylaw Compliance and Enforcement Officer may proceed with a bylaw compliance and enforcement process.

Bylaw Compliance and Enforcement Process

The compliance and enforcement process at Islands Trust has several steps. Staff work with people involved (Respondents) and encourage them to follow the rules before deciding if there is a bylaw contravention. The process starts with discussions and education about the bylaws. If necessary, it moves to a verbal warning, then a written warning, and penalties are only applied if the person still does not comply.

First, staff review the complaint to see if it falls under the local trust area's bylaws. If no contravention is found, the complainant will be asked to provide more information, or informed that no contravention exists.

Some complaints are more urgent than others are, so not all will receive the same level of attention.

If a complaint falls outside of Islands Trust's authority, it may be referred to another agency. The goal is to handle referrals quickly, with a "no wrong door" approach, meaning everyone is here to help, no matter which agency is involved.

If there is a possible contravention, a new case file is opened.

A New File Has Been Opened

After a new file is opened, both the Complainant and the person involved (Respondent) will be notified in writing. The Respondent will receive a Notice Letter with the contact details of the Bylaw Compliance and Enforcement Officer (the Officer) and will be asked to get in touch. The Officer will also follow up with the Complainant to confirm details and ask more questions.

The Officer will then investigate the extent of the apparent or potential contravention and what may be required to achieve compliance with the bylaw. These are the steps the Officer takes when investigating:

1. The Officer will review all relevant compliance and enforcement policies that have been adopted by the local trust committees or Trust Council.
2. Typically, the Officer will conduct a site inspection of the property to meet with the Respondent, and gain an awareness and visual understanding of the property and the neighbourhood.
3. The Officer will gather details and relevant evidence about what has been built or what is happening on the property that might have led to a complaint by asking questions and

DRAFT

investigating. Bylaw Officers have the legal right to inspect, and local trust committees set policies on how much notice must be given to the Respondent before an inspection. The Officer is there to gather information only, not to make a decision, and Respondents will receive a written response regarding the case.

4. Based on evidence collected and a review of the relevant bylaws, the Bylaw Compliance and Enforcement Officer will determine if there is, or has been, a contravention. If there is no contravention of the local trust committee bylaws then the Respondent and the Complainant will be notified and the case file will be closed. If a contravention exists, the Respondent will be sent a Determination letter, explaining the contravention and requesting voluntary cessation of the activity, land use, or construction.
5. If a Respondent disagrees with the determination make by the Officer, a review by senior staff can be requested.
6. If a Respondent needs more time to bring the property into compliance, a request can be made for more time to comply. If an administrative application such as a land use permit application has been submitted by the Respondent and there is a reasonable likelihood of success, the Bylaw Compliance and Enforcement Officer will refrain from enforcement during the application process.
7. Where voluntary compliance has not been achieved in a reasonable time, the Officer may issue a Bylaw Violation Warning Notice or a Bylaw Violation Notice in local trust areas where a Bylaw Enforcement Notification bylaw has been adopted by the local trust committee. This Notice clearly explains what the contravention is, and the timeline for compliance. The Officer is available to provide more information to the Respondent so they can achieve compliance without penalties.
8. Voluntary compliance is always the goal. The Officer will attempt to support the Respondent to achieve voluntary compliance with educational resources, and negotiations.

Bylaw Compliance and Enforcement Officers are committed to a professional and respectful approach. Here is what they do:

- Interact with the public in a respectful and non-confrontational way
- Approach investigations with an understanding of the specific circumstances of individuals involved
- Work within their authority; while they cannot issue stop work orders or tell property owners what they can do, they can request a pause on work while they review the regulations and investigate.
- Take time to carefully review all evidence before making a determination. They do not make on-the-spot decisions to ensure fairness and avoid any perception of bias.

Demonstrate cultural humility by reflecting on the cultures of themselves and those they work with in order to create and maintain relationships and trust.

DRAFT

Site Inspections

For most case files, an Officer will conduct a site inspection as part of an investigation. This is both to gain an understanding of the potential contravention and also to meet and hear from the Respondent. Except in rare and exceptional circumstances laid out in policy, Officers will contact the Respondent to give written notice and proposing timing of the site inspection. Inspections will only occur during reasonable hours, and focus exclusively on the alleged bylaw contravention, unless other observations pose an immediate risk to public health, safety, or the environment. During the inspection, Officers are there to gather evidence, and can answer reasonable questions about the process but are not there to make a final determination.

Communications with Complainants

When a Complainant completes an online complaint form, they receive an automatic response, which thanks them for their complaint and advises them that they will be contacted shortly with an update.

Once the complaint has been received and reviewed by the Manager, Complainants are advised if a new bylaw file is opened. If a file already exists for the property and contravention, they will be advised that their information has been added to the file. Contact information for the investigating Bylaw Compliance and Enforcement Officer is shared.

If the Complainant has provided an email address, they will be notified of a new file being opened by email. If they have only provided a mailing address, they will be notified by mail.

Complainants can request information about an open bylaw enforcement file at any time. They will be updated by the Bylaw Compliance and Enforcement Officer if:

a. A file is put on hold, along with the reason for this action
b. A Local Trust Committee makes a decision regarding the file
c. A file has moved to litigation at which time the identity of the complainant may become public information
d. A file is closed

Communications with Respondents

When a file is opened, a **notice letter** will be sent to the Respondent.

Once a Bylaw Compliance and Enforcement Officer has confirmed that a contravention of a bylaw has occurred or is occurring, the Officer will send **a determination letter** to the Respondent. The letter must be clear and easy to read and must include:

- A **reason** the letter is being sent that outline the problem, using a statement of what has been observed

DRAFT

- An **explanation** of how the bylaw has been contravened by quoting the bylaw and the sections that are being violated, and the definitions of words from the bylaw
- Outline of the **solutions** available to comply with the bylaw
- Explanation of the possible **consequences** of not complying
- A reasonable **deadline** that has been negotiated with the Respondent for taking next step or fully complying

Communications with Trustees

A local trust committee or any individual local trustee will not be involved in any aspect of the investigation of a complaint or the preparation of any Bylaw Compliance and Enforcement report. When a file is opened:

- Local trustees are advised of the general nature of the complaint, the name of the street (not the complete address), and the case file number.
- Local trust committees will only be kept informed about the status of an investigation if updates are requested.
- Local trust committees may request Bylaw Compliance and Enforcement staff report on specific issues. The reports will be presented to the local trust committee at a subsequent meeting

While local trustees can't be involved in any investigations, they are able to file a bylaw contravention complaint just as any member of the public.

Communications with Potential Property Buyers and Real Estate Agents

Potential property buyers, Real Estate Agents, or the public can contact the Islands Trust Bylaw Compliance & Enforcement office to ask if there are any Bylaw Compliance & Enforcement issues associated with a specific property. Staff can share limited information regarding whether an open bylaw file exists for the subject property.

Islands Trust does not provide information about previous complaints or investigations. That information would require a Freedom of Information request, which can be made here.

When Compliance is not achieved

If bylaw compliance isn't achieved, the Bylaw Compliance and Enforcement Officer will take the appropriate next steps which could include issuing a Bylaw Violation Notice, sending a Notice of Debt letter, sending a demand letter via lawyers, or recommending legal action to the local trust committee.

DRAFT

If legal action is necessary, the Manager of Bylaw Compliance and Enforcement will present a staff report to the local trust committee and Executive Committee, who then decide whether or not legal proceedings should occur.

Appealing Decisions Made by a Bylaw Compliance and Enforcement Officer

For determination made by a Bylaw Compliance and Enforcement Officer, appeals may be considered by the Director, Planning Services. In considering appeals of interpretation of regulations, the Director may consult with Planners and Regional Planning Managers. Such requests must be made in writing, outlining reasons for the appeal such as error of fact, omissions, or new evidence.

Reviewing the Conduct of Bylaw Compliance and Enforcement Officers

Respondents can request a review of the conduct of a Bylaw Compliance and Enforcement Officer by submitting a request in writing to the Director of Planning Services. If the Respondent is not satisfied with the Director's response, a formal administrative fairness complaint may be submitted.

WHAT IS BIAS?

Bias in decision making is generally understood as a pre-existing leaning or predisposition toward one side or another or a particular result.

Bias can creep into complaint resolution and investigations when decision makers rely on their personal belief systems, prior knowledge of a person, or personal relationship with a party or service user, rather than focusing exclusively on the information and evidence related to the complaint. It is important that staff who are handling complaints be aware of any personal biases that may be affecting how they respond to concerns from service users, and take steps to address any biases that have an impact upon their decision-making so that decisions are made impartially.

From the Ombudsperson Complaints Handling Guide

Public access to records

As Bylaw Compliance & Enforcement files contain confidential information and pertain to law enforcement, a member of the public is required to submit a Freedom of Information and Protection of Privacy request in order to obtain any information from a file.

DRAFT

Freedom of Information requests are an important mechanism of transparency that ensures public access to Islands Trust records. Islands Trust staff will assist members of the public to refine their request and procure relevant documents to their request.

Exercising discretion

One of the guiding principles of bylaw enforcement in the Trust Area is that enforcement actions should be consistent with the severity and context of the infraction. In law, local trust committees are not obliged to enforce all contraventions. This results in the exercise of discretion in enforcement at several levels by choosing between courses of action. Discretion in enforcement may be exercised by staff during investigations by providing flexibility such as extended timelines or alternative solutions when warranted by individual circumstances. Senior staff may prioritize or defer enforcement of certain types of contraventions based on scarce resources, impacts, or community priorities. Discretion may also be used to close certain files, where staff have determined that the contravention is of a minor nature, impacts are minimal, or it is not in the public interest to enforce. Local trust committees can also exercise discretion by resolution to prioritize enforcement of certain types of contraventions or to close specific files.

Bylaw Enforcement Notices and Dispute Adjudication System

Overview of the Local Government Bylaw Notice Enforcement Act

In October 2003, the Province of British Columbia enacted legislation providing an alternative approach for processing and resolving minor bylaw contraventions: the *Local Government Bylaw Notice Enforcement Act*. The *Act* also provides direction, with the Bylaw Notice Enforcement Regulation. Under the *Act,* local governments may establish a Bylaw Enforcement Notice and Dispute Adjudication system, which replaces the provincial court as the venue for resolving disputes of bylaw contraventions.

This legislation aims to create a straightforward, affordable system to enforce bylaw contraventions. It features a simple ticket process for enforcement and a way for an independent adjudicator to handle ticket disputes.

EXAMPLE:
The Galiano Island Local Trust Committee Bylaw Enforcement Notification Bylaw No. 228, 2011.

This bylaw lists the administrative penalties that apply to bylaw contraventions in the Galiano Local Trust Area, as well as policies for disputing Bylaw Violation Notices, Screening Officers, and other features of the adjudication process described below in detail.

DRAFT

Implementation

When establishing a Bylaw Enforcement Notification Bylaw, local governments, including Islands Trust, should consider the following:

- Appointment of a Screening Officer: Define their powers, duties, and functions.
- Compliance Agreements: Allow the Screening Officer to enter into agreements and reduce penalties if warranted.
- Adjudication Process: Set a fee for filing adjudication requests and establish grounds for canceling penalty notices.
- Response Periods: Determine timelines for responses to Screening Officer decisions.

Records Management

Islands Trust administers and preserves all records related to the Bylaw Enforcement Notification system in compliance with provincial legislation. These records include:

- Bylaw Violation Notices and Warning Notices.
- Records of paid administrative penalties.
- Adjudicator decisions and documents related to collection efforts for unpaid penalties

Islands Trust Areas that have adopted a Bylaw Enforcement Notification Bylaw:

Ballenas-Winchelsea Island Local Trust Area — Bylaw 34 (adopted 2019)
Denman Island Local Trust Area — Bylaw 232 (adopted 2019)
Gabriola Island Local Trust Area — Bylaw 263 (adopted 2012)
Galiano Island Local Trust Area — Bylaw 228 (adopted 2012)
Gambier Island Local Trust Area — Bylaw 116 (adopted 2013)
Hornby Island Local Trust Area — Bylaw 159 (adopted 2020)
Mayne Island Local Trust Area — Bylaw 156 (adopted 2016)
North Pender Island Local Trust Area — Bylaw 188 (adopted 2011)
Salt Spring Island Local Trust Area — Bylaw 446 (adopted 2012)
South Pender Island Local Trust Area (adopted 2019)
Thetis Island Local Trust Area — Bylaw 90 (adopted 2011)

Islands Trust Areas that have not adopted a Bylaw Enforcement Notification Bylaw:

Lasqueti Island Local Trust Area
Saturna Island Local Trust Area

DRAFT

Bylaw Violation Notices

Bylaw Violation Notices

A violation notice is a formal enforcement tool. This type of notice assigns an administrative penalty, the amount of the penalty is listed in the Bylaw Enforcement Notification bylaw of the Local Trust Area.

In local trust areas where Bylaw Enforcement Notification bylaw have been adopted, a Bylaw Violation Notice may be issued after any of the following:

- A verbal warning
- A demand letter
- A warning notice
- Exceptional circumstances as outlined by the Bylaw Compliance and Enforcement Manager

Notices must include the respondent's name, contravention details, penalty amounts, and dispute options.

The penalty notice may be delivered by personal delivery or by mailing it to the person responsible for the contravention. If mailed, the local government may presume that the person received it on the seventh day after mailing. In the event that the intended recipient claims not to have received the notice, the Bylaw Compliance and Enforcement Officer must verify the address and reissue a copy of the Bylaw Violation Notice.

The penalty notice informs the respondent of the bylaw contravention, the penalty for the contravention; and how to pay the penalty or dispute the notice.

A Bylaw Violation Notice must contain the:

- Name of the Respondent
- Specific bylaw contravention alleged to have occurred and the location
- Amount of the penalty
- Amount of a discount for early payment
- Amount of a surcharge for late payment
- Consequences of failing to respond to the notice
- Payment options
- Dispute options

Bylaw Violation Notices must be written within six months of the occurrence of a contravention.

Although the *Local Government Bylaw Notice Enforcement Act* requires that the above information is included on a penalty notice, local governments may organize or supplement this information as they see fit. The penalty notice may also be electronically generated or hand written on a pre-printed form.

DRAFT

The following is considered when issuing a Bylaw Violation Notice:

- Will the notice encourage the person to follow the bylaw? The goal is to get compliance. If the officer believes issuing the notice will help, it may be the right step.
- The notice cannot be issued more than six months after the violation is said to have happened.
- The officer should be able to explain why the notice was considered an effective way to enforce the rules in each case.

There are four possible scenarios once a Bylaw Violation Notice has been received::

1. No response: if the Respondent doesn't respond within 28 days, a late fee is added. The total penalty, including the late fee, is due immediately and can be collected by Islands Trust
2. Not received: if, within 21 days, the Respondent claims they have not received the Bylaw Violation Notice, a copy of the original notice will be reissued
3. Payment made: if the penalty is paid within 14 days of receiving the notice, a discount may be applied. After 14 days, the full penalty amount is due. A late fee is added after 28 days. Payment can be made by cash, cheque, or money order to Islands Trust, with instructions provided on the Bylaw Violation Notice
4. Dispute: the Respondent disputes the Bylaw Violation Notice

Dispute Process for Bylaw Violation Notices

The person named (Disputant) in the notice has 14 days to request a dispute. After 14 days, they can only dispute it if the Bylaw Compliance and Enforcement Manager grants an exception. The process starts when the Respondent asks to dispute the notice, and the Bylaw Compliance and Enforcement Manager will then arrange for adjudication. If the due date falls on a weekend or public holiday, it will be extended to the next business day.

The Dispute Adjudication system is used to resolve disputes about whether a bylaw violation occurred as stated in the notice or whether the terms of a compliance agreement were followed. A challenge to the validity of the local government bylaw, or a claim that enforcement of the bylaw infringed on the Charter Rights of the disputant, is not within the jurisdiction of the adjudicator. This must be initiated as a separate matter in the Supreme Court of British Columbia.

More information about detailed information regarding the local government dispute adjudication system can be found in the Local Government Toolkit for Bylaw Dispute Adjudication. The Local Government Bylaw Notice Enforcement Act and the Bylaw Notice Enforcement Regulation govern this process.

DRAFT

Parties involved in the process of disputing a notice include:

1. **The Disputant:** the individual disputing the notice.
2. **The Bylaw Compliance & Enforcement Officer:** the Islands Trust employee authorized to issue the notice.
3. **The Adjudicator:** the independent adjudicator with authority to determine if the notice is dismissed or upheld.
4. **The Screening Officer:** is an employee of Islands Trust designated as a Screening Officer under the relevant Local Trust Committee's Bylaw Enforcement Notification bylaw. Screening Officers provide a first opportunity to respond to a Bylaw Violation Notice dispute in an informal setting. A Screening Officer may conduct the review based on discussion or correspondence with the disputant, and can explain the process and potential consequences of formal dispute adjudication. Each Local Trust Committee that has adopted a Bylaw Enforcement Notification bylaw has also developed a Screening Officer policy in order to provide guidelines during the Bylaw Violation Notice screening process. Screening Officers are required to provide recipients with a fair opportunity to be heard.

1 Step One in the Dispute Procedure

A recipient of a Bylaw Violation Notice notifies Islands Trust in writing that they are disputing the Bylaw Violation Notice by:

- Completing and submitting the Adjudication Request Form that is on the bottom of the Bylaw Violation Notice. Forms can be delivered or mailed to any of the Islands Trust offices on Salt Spring Island, Gabriola Island or Victoria.
- Online at disputing a bylaw violation notice.
- A letter or email indicating that they wish to dispute the Bylaw Violation Notice can be sent to bylawenforcement@islandstrust.bc.ca, or mailed to any Islands Trust office:
  - Victoria Office: 200 – 1627 Fort Street, Victoria, BC, V8R 1H8
  - Salt Spring Office: 121 McPhillips Ave, Salt Spring Island, BC V8K 2T6
  - Northern Office: 700 North Road, Gabriola Island, BC, V0R 1X3

2 Step Two in the Dispute Procedure

The Screening Officer will review the Bylaw Violation Notice, including possible discussions with the issuing Bylaw Compliance and Enforcement Officer. The Screening Officer will review the dispute request and may:

- **Cancel** the notice; or
- **Confirm** the notice and either:
  - refer it to an **adjudicator** unless the request for dispute adjudication is withdrawn; or
  - enter into a **compliance agreement** ⤵ with the person.

DRAFT

3 Step Three in the Dispute Procedure

The Bylaw Violation Notice has now been cancelled or confirmed by the Screening Officer. If the Bylaw Violation Notice is confirmed, Screening Officer will discuss their decision with the disputant by phone, in person, or in writing, and may offer a Compliance Agreement with the recipient to subsequently reduce or cancel the penalty when the terms of the agreement are fulfilled.

4 Step Four in the Dispute Procedure

If the Bylaw Violation Notice has been confirmed, and the disputant wants a formal dispute adjudication, the Screening Officer will request an Issuing Officer Report and create a Screening Officer Report. The dispute process will now move to a Formal Dispute Adjudication, where evidence is presented and the adjudicator decides if an offence did or did not occur.

A Compliance Agreement includes:

- Acknowledgment of the bylaw contravention and acceptance of responsibility
- Remedies or future actions to be taken within a certain timeframe
- A way to verify compliance with the agreement
- Possible penalty reduction or waiver if the terms of the agreement are met
- The duration of the compliance agreement

If a recipient of a Bylaw Violation Notice fulfills all terms of a compliance agreement, their penalty is considered fully paid.

If the Screening Officer believes that the terms have not been fulfilled, they can cancel the compliance agreement and must notify the recipient of that fact by regular mail. The recipient then has 14 days of receiving that notice to either pay the penalty or ask an adjudicator to determine compliance. If neither action is taken within that time, the full penalty plus a late fee is immediately due to Islands Trust.

Dispute Adjudication

In accordance with local the *Local Government Act*, Islands Trust runs its own Dispute Adjudication System by working with the Ministry of Attorney General, which provides adjudicators experienced in local government land use bylaws. Once a Disputant confirms they want a formal hearing, the Manager will coordinate with all parties to set a date. Islands Trust will submit a package to support its case, which usually includes the Bylaw Violation Notice, the request to dispute, and reports from the Issuing and Screening Officers. This package, along with any evidence from the disputant, must be sent to both the disputant and the adjudicator at least one week before the hearing.

Adjudicators

The Adjudicator must proceed on the basis that the bylaw is legally valid. The Adjudicator has no discretion to reduce or waive the penalty amount. The Adjudicator also has no jurisdiction to deal

DRAFT

with challenges to the bylaw or claims of infringements of rights under the Charter of Rights and Freedoms.

An Adjudicator may not be an employee or an elected official of a municipality and may not hear a matter if they are reasonably thought to have a bias or an interest in relation to the outcome of that matter.

Adjudication Procedures

Section 18 of the *Local Government Bylaw Notice Enforcement Act* provides direction in regards to Adjudication Procedures.

The Adjudicator must provide the parties to the dispute with an opportunity to be heard:

- In person or by an agent
- In writing (including by fax or email)
- By video conference, audio conference, telephone or other electronic means

Section 19 of the *Local Government Bylaw Notice Enforcement Act* states that "Hearings must be open to the public". Islands Trust provides a space for members of the public to watch adjudication proceedings at the Islands Trust Southern Office, 200–1627 Fort St, Victoria. Members of the public can request this information by contacting Islands Trust: information@islandstrust.bc.ca.

Evidence

The technical and legal rules of evidence do not apply and an Adjudicator may accept any evidence they consider credible, trustworthy and relevant to the dispute, including the evidence of any person. The Adjudicator may accept evidence in any manner, such as orally, in writing or electronically.

Determination

The Adjudicator will determine if:

1. The contravention identified in the Bylaw Violation Notice occurred as alleged, the notice is confirmed, and the penalty set out in the notice is immediately due and payable.
2. The contravention identified in the Bylaw Violation Notice did not occur as alleged, the notice is cancelled.

If the Disputant fails to appear, the Adjudicator must order that the Bylaw Violation Notice be upheld. The penalty is immediately due and payable to the local trust committee. The full amount of the penalty is due, not the reduced amount that would be available to those paying within 14 days of the original bylaw violation notice.

Notice of Adjudication Outcomes

An Adjudicator resolving a dispute about a Bylaw Violation Notice or a compliance agreement must send their written decision to Islands Trust:

DRAFT

- Within one business day for in-person or telephone hearings.
- Within five business days after receiving the dispute materials for written hearings.

The adjudicator's decision must be in writing and should include:

- The name of the Disputant
- The facts relating to the penalty notice
- A summary of the Screening Officer's decision
- The issues raised by the parties
- A summary of the evidence provided by each party in support of each issue
- The Adjudicator's assessment of each issue
- The Adjudicator's final decision

The decision is sent from the Adjudicator to Islands Trust. The disputant will receive the decision of the Adjudicator when Islands Trust receives it.

Cost

Islands Trust is responsible for the administrative work and costs of the dispute adjudication system. Islands Trust charges an administrative fee of $25, payable by a disputant who is unsuccessful in a dispute adjudication. The fee is added to the debt only when and if the disputant is unsuccessful. If the disputant is successful, no fee is charged.

Judicial Review

The determination of an adjudicator is final and conclusive and is not open to review in a court except on a question of law or lack of jurisdiction. If a failed disputant or the Islands Trust believes that the adjudicator exceeded their authority, or made an error at law, disputant person or Islands Trust may seek relief in the Supreme Court of British Columbia under the *Judicial Review Procedure Act*. An application for judicial review must be made within 30 days of the adjudication decision.

DRAFT

Referenced Documents & Resources

- BC Ombudsperson's report "Bylaw Enforcement: Best Practices Guide for Local Governments", March, 2016
  https://bcombudsperson.ca/guide/bylaw-enforcement-best-practices-guide-for-local-governments/
- Bylaw Compliance & Enforcement Complaint form
  https://islandstrust.bc.ca/mapping-resources/report-a-concern/
- Dispute a bylaw violation notice
  https://islandstrust.bc.ca/island-planning/general-resources/bylaw-compliance-and-enforcement/dispute-adjudication-form/
- Policy 5.5.1 Bylaw Compliance & Enforcement
  https://islandstrust.bc.ca/document/policy-5-5-1-bylaw-compliance-and-enforcement/
- Freedom of Information request
  https://islandstrust.bc.ca/about-us/accountability/freedom-of-information-requests/
- Trust Council Policy 5.5.1 Section 5.1
  https://islandstrust.bc.ca/document/policy-5-5-1-bylaw-compliance-and-enforcement/
- Bylaw Violation Notice can be sent to bylawenforcement@islandstrust.bc.ca, or mailed to any Islands Trust office:
  - Victoria Office: 200 – 1627 Fort Street, Victoria, BC, V8R 1H8
  - Salt Spring Office: 121 McPhillips Ave, Salt Spring Island, BC V8K 2T6
  - Northern Office: 700 North Road, Gabriola Island, BC, V0R 1X3

DRAFT

1. TRUST PROGRAMS COMMITTEE (TPC)

~ **Stewardship Education Program:** In July, the Committee endorsed project charters for five webinars for delivery in 2025/26.
~ **Indicator selection, analysis and reporting**: The Committee held a robust discussion about advancing indicators and trend monitoring and reporting through advancement of Trust Council's Strategic Plan's key initiatives 2.1.1, 2.1.2, 2.1.3, 3.2.1, 3.2.2, 3.2.3, 3.2.4, 3.3.1, 4.1.1 and 4.1.2, in cooperation with First Nations and in a manner that considers the Islands Trust Conservancy's plans for ecosystem mapping and analysis.
~ **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 June 4, 2025, Executive Committee approved Bowen Island OCP amendment bylaw No. 667 which amends the BIM OCP to permit a school use on a rural-residential zoned property. The bylaw introduces a policy that allows BIM Council to consider institutional uses in the Cape Roger Curtis area if transportation issues are taken into account.

At time of writing, staff are preparing staff reports for Executive Committee review concerning the following proposed Bowen Island Municipality (BIM) Bylaws:

- Proposed Bylaw Nos. 673 and 675: These bylaws would amend the BIM official community plan and land use bylaw to reduce the minimum lot area of a rural residential property to enable its subdivision.
- Proposed Bylaw No. 693 and 694: These bylaws would 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.

3. ISLANDS 2050 (POLICY STATEMENT AMENDMENT PROJECT)

At a special meeting on July 29, 2025, Trust Council gave first reading to Policy Statement Bylaw No. 183. The bylaw included all changes recommended by Trust Programs Committee and Committee of the Whole since September 2024. First reading of the Policy Statement bylaw followed a special meeting of Committee of the Whole July 9, 2025 where trustees considered advice emerging from legal counsel review of the draft bylaw and requested additional revisions to the document. In addition to preparing RFDs and briefings for these meetings, staff liaised with individual trustees during the quarter to answer procedural questions, provide policy ideas, and support them in developing ideas for resolutions.

After first reading, Policy Statement Bylaw No. 183 was referred to more than 50 agencies in the second week of August. Referral of the bylaw to 30 Indigenous Governing Bodies will take place in the third week of August.

During this quarter, staff have worked to complete development of engagement and communications materials to support Phase 4 of community engagement on the draft Policy Statement. This included an online survey (endorsed by Executive Committee in July 2025, now live) and a Trust Area-wide mailer (endorsed by Executive Committee in July 2025, mailed to all Trust Area households in late August). The Islands 2050 webpage has been updated to reflect current and upcoming engagement opportunities and staff hosted an online media technical briefing for local media outlets ahead of first reading. Other communications and engagement preparation this quarter included press releases around first reading of the Policy Statement bylaw, ads for local news outlets, speaking notes for trustees, and preparation for a public webinar planned for September 10, 2025.

During the quarter, Trust staff did not hold any meetings with Indigenous Governing Bodies (IGB) regarding the Policy Statement, but did finalize concordance tables that detail how the draft Policy Statement responds, or does not respond, to comments and questions received in previous rounds of engagement with Indigenous Government Bodies. Islands Trust staff coordinated with staff from the Ministry of Housing and Municipal Affairs to ensure that Islands Trust list of referral agencies, organizations and Indigenous Governing Bodies were up-to-date.

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.

4. COMMUNICATIONS

Communications staff continue to provide routine communication services and to offer support to staff and trustees as part of ongoing operations.

Routine communications over the last quarter include the following:

- **Annual Report:** the draft annual report design work has begun, and the report will be distributed in September, 2025.
- **News Releases:** Five news releases were distributed since the last report:
  - August 11, 2025: Thetis Island Property Cleanup Successfully Completed
  - August 8, 2025: Principal Residence Requirement Comes into effect in the Salt Spring Island Local Trust Area in November, 2025
  - August 6, 2025: Islands Trust launches public engagement on draft Policy Statement
  - July 30, 2025: Islands Trust Council gives first reading to the draft Policy Statement
  - May 16, 2025: June 17-19, 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 974, up from 970, while X (previously known as Twitter) has decreased by from 1095 followers to 1088. 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. These platforms are still in the early stages with small follower numbers. To date, Instagram has 255 followers, up from 235 followers, and LinkedIn has 359 followers, up from 338.

- **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 and messaging 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. Updates to the Islands Trust website to address speed issues with the database-driven meeting and events calendar and document library are ongoing.
- **Living in the Trust Area Mail Out:** Staff are working on a mail out to individuals who purchased new property in the Trust Area this quarter.

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
    - Drafting of 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
    - Continued review of communications about the Sunshine Coast Regional District Coastal Floodplain project
    - Communication and design support for the bylaw compliance and enforcement best practices manual
    - Communications and engagement support for the Gambier Island Official Community Plan review project

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.

- **Freshwater Footprint project:** Provided communication support and web updates.

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. Staff are updating 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.
- Trustees and staff attended the Tsawout Reconciliation Feast on June 15, 2025, to help strengthen the relationship between the Nation and Islands Trust. In preparation, staff developed a Respectful Engagement Guide for trustees and staff to support the process, and feast and to provide the participants with an understanding of cultural protocol, feast sharing, gift giving, and welcome from Tsawout leadership. This feast marked an important step toward building a more respectful and cooperative relationship.
- Coordinated Chief Pelkey's attendance at the June 17, 2025 Trust Council Meeting to provide an open and welcome to start the meeting.
- Arranged to have an Indigenous Speaker presenting at the June Trust Council meeting. Jared Williams shard his knowledge on Traditional Foods related to policy planning.
- Developed an agreement for Tsawout's hosting of the Reconciliation Feast and development of a protocol agreement between the Tsawout First Nation and Islands Trust.
- 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 will arrange a future meeting.
- Supporting Bowen Island Municipal staff with developing an Indigenous Governing Body referral process.

~ **Protocol agreement negotiation/implementation:**
  - **Quw'utsun Nation:** 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:** 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:** 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.
  - **W̱SÁNEĆ Leadership Council Society (WLC):** In March, Islands Trust received a letter from W̱SÁNEĆ 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 W̱SÁNEĆ 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.
  - **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 will reach out to Tsawout First Nation soon regarding development of a protocol agreement.
  - **Tla'amin Nation**: In review of older files related to the Policy Statement, staff discovered a 2020 letter from Tla'amin First Nation in which the Nation expressed an interest in a protocol agreement between IT and the Nation to guide future relationship between the parties. Belatedly, staff will be following up on this letter to see if there is still interest.

~ **Liaison meetings:**
  - None held by Trust Area Services.

~ **Correspondence:**
  - Drafted a letter for the Chair to Tsawout First Nation Chief and Council acknowledging 2025 SȾÁUTW̱ Chief & Council Election and a desire to work together
  - Continue to support staff in reviewing letters to ensure culturally safety.
  - Reviewed a Conservancy letter to the Minister of Housing and Municipal Affairs.

~ **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:**
  - Developed and signed a contract for cultural safety training for staff and trustees. Process to select and sign up participants will begin in September 2025.
- **Reconciliation Action Plan:** Work continued on developing reconciliation action plan.

6. ADVOCACY/COORDINATION

- **Trust Council:** Supported the Chair is writing to:
  - Minister of Housing and Municipal Affairs re request to revise housing needs assessment methodology for rural areas
  - Bowen Island Municipal Council re insufficient staff capacity to undertake organizing a meeting of elected officials from ferry-affected communities.
  - Provincial Toponymist re place names for geographical features on Bowen Island
  - Minister of Housing and Municipal Affairs re request that the Province empower local trust committees or NSSWD with the regulatory tools necessary to ensure new water connections are allocated to where they are needed most in our community, and if possible, for BC Housing to immediately prioritize any potential new projects/partnerships within the Ganges area.
- **Local Trust Committees:** No work on local trust committee requested advocacy progressed this quarter.
- **Executive Committee:** Supported the Chair in writing to:
  - Minister of Housing and Municipal Affairs re support for proposed amendments to Community Charter that would expand circumstances in which local government board and council meetings can be closed to the public, including some circumstances specifically relevant to local government-First Nations relations.
  - BC Environmental Assessment Officer re request for an extension to the deadline for public and agency comment on the proposed amendment by Woodfibre LNG General Partner Inc. to add a second floating worker accommodation (Floatel #2) at the Woodfibre LNG site
- **Southern Gulf Islands Forum:** Staff have participated in regular meetings of the SGI Forum and will support the coordination of an upcoming intergovernmental forum on October 17th which will include elected officials and Indigenous leaders from both the Gulf Islands and San Juan Islands. Two central themes have been proposed for the forum: economic cooperation and environmental priorities for the bioregion.

7. LEGISLATIVE MONITORING

~ **Monitoring:**
  - Staff monitored multiple sources for updates and new items since the May 2025 report.

~ **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 20,000.00 grant to the Community to Community program at Union of BC Municipalities (UBCM) for a joint gathering and protocol agreement with Tsawout First Nation.
  - Staff are developing grant applications for:
    - Up to $10,000 Community to Community program through the Union of BC Municipalities (UBCM). The proposed project will support work with Tseycum (W̱SIḴEM) and Tsartlip (W̱JOŁEŁP) First Nations to develop a new protocol agreement. (to be submitted Sep 5, 2025)
    - Up to $20,000 SPARC Local Community Accessibility Grant Program, to fund the accessibility-related Salt Spring Island Office renovations.

~ **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 final reports for:
  - UBCM Complete Communities for Salt Spring Island complete communities project $150,000
  - Ministry of Housing and Municipal Affairs: Local Government Housing Initiatives - housing needs assessments $127,336
  - Local Government Climate Action Program (LGCAP) CY2025 Report for multi-year funds that were allocated in year one $111,583

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 webinar in the series, focused on Protecting and Honouring Indigenous Heritage through Archaeology, Policy, and Planning will take place on September 25, 2025 from 7-8:30pm.
- In March 2025 Trust Council requested a report on the number of attendees at each of the stewardship educational webinar since mid-February, 2025. They were as follows:
  - The Groundwater Conservation and Saltwater Intrusion in the Islands Trust Area was held on March 5, 2025. 54 people attended the webinar, and the recording has received 45 views on YouTube.
  - The Living with Fire Islands Trust webinar was held on February 26, 2025. 79 people attended the webinar, and the recording has received 28 views on YouTube.

  For interest, the 'Invasive Species Removal and Native Plant Gardening' webinar that took place on January 23, 2025 had almost 120 attendees and 51 views on YouTube.

~ **History and Heritage Conservation Grants-in-Aid Program**:

- Ten eligible applications for funding were received for a total of almost $37,000 in grant requests, whereas the Grants-in-Aid budget for 2025-26 was $6,000. Executive Committee reviewed the applications and allocated the budget amongst four recipients. Staff followed up with the all applicants and arranged for grant funds to be disbursed. Funded projects included:
  - $1,550 to the Lasqueti Community Association to support their Xwe'etay/Lasqueti Layered Histories Digital Archive project;
  - $2,000 to the Gabriola Arts Council's Breaking Bannock Program to support a celebration of Snuneymuxw History and Culture – Places, Plants and Petroglyphs on Gabriola Island;
  - $2,000 to the Southern Gulf Islands Community Resources Centre to support the T̲ET̲ÁĆES Restoration Initiative, which will engage with W̲SÁNEĆ youth to increase accessibility and reconnection to their traditional homelands and learn the names of key cultural locations, and
  - $450 to the Eddie Reid Memorial Library to support coil binding of four years of the Saturna Scribbler publication (2022-2025) and purchasing magazine boxes for display and storage as part of its 10th year celebration on Saturna Island.

10. DELEGATION AND OTHER LETTERS

~ Drafted two Chair letters to the delegates at the June Trust Council meeting.

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	September 16, 2025
From:	**Trust Area Services**	**Date Prepared:**	August 22, 2025

SUBJECT: Policy Statement Amendment Project – Project Update

PURPOSE: The purpose of this briefing is to provide Trust Council with an update on the Policy Statement Amendment Project following first reading of Policy Statement Bylaw No. 183 at a special Trust Council meeting on July 29, 2025.

BACKGROUND:

At a special meeting of July 29, 2025, Trust Council gave first reading to Policy Statement Bylaw No. 183.

Recent Activities

Islands Trust sent out two press releases to local and regional media and subscribers about the Policy Statement following first reading. Those press releases are available here and here.

The Islands 2050 project webpage was updated to reflect recent developments and to provide a link to the first reading version of the Policy Statement and a link to the online draft Policy Statement survey. The Islands 2050 project webpage is featured on the Islands Trust website homepage in two places – the rotating banner at the top of the page and in featured page graphics below the meeting calendar. It is also featured in a News blog on each local trust area landing page.

As of the morning of August 22, 2025, the online survey had garnered 60 responses.

As of the date of this report, a mail-out to all Trust Area households had been printed and was being distributed by BC Mail, arriving in mailboxes by the end of August.

Posters encouraging people to learn more about the draft Policy Statement, attend engagement events, and provide their feedback, were printed and will be posted on islands by the end of August. Paper versions of the survey with prepaid envelopes will be available at libraries on islands in early September.

Advertisements have been placed in the September issues of Trust Area newspapers/newsletters encouraging residents to fill out the online survey, attend the virtual Town Hall, and attend local engagement events (where offered).

A subscriber notice was sent out to all subscribers to encourage participation in the virtual Town Hall. As of August 22, 2025, 49 people were registered to attend the webinar. Additional promotion of this event will be undertaken in early September.

During the week of August 4, 2025, Policy Statement Bylaw No. 183 was referred to 75 agencies and improvement districts for comment. Online technical briefings for referral agencies were held on September 5th and 8th.

Referrals of Policy Statement Bylaw No. 183 were sent to Indigenous Governing Bodies the week of August 25.

Upcoming Activities

Local Policy Statement engagement events are scheduled as follows:

- September 29: Mayne Island (regular LTC meeting Town Hall)
- Date TBD: Salt Spring Island (in-person Community Information Meeting I)
- October 3: North Pender Island (regular LTC meeting Town Hall)
- October 6: Lasqueti Island (regular LTC meeting Town Hall)
- October 9: Gabriola Island (regular LTC meeting Town Hall)
- October 14: Galiano Island (in-person Community Information Meeting)
- October 18: Salt Spring Island (in person Community Information Meeting II)
- October 23: Saturna Island (LTC-led Community Information Meeting)
- November 4: Thetis Island (regular LTC meeting Town Hall)
- November 7: South Pender Island (regular LTC meeting Town Hall)
- November 14: Hornby Island (regular LTC meeting Town Hall)
- November 25: Gambier Island (online Community Information Meeting)

Staff hope to schedule meetings with interested Indigenous Governing Bodies over the months following bylaw referral.

Online survey responses and agency and Indigenous Governing Body referral responses will be provided to Trust Council in Spring 2026.

Staff will continue to monitor the Islands2050@islandstrust.bc.ca inbox, respond to enquiries, and post correspondence to the Islands 2050 webpage.

ATTACHMENT(S): PSAP Project Charter V11

FOLLOW-UP: Continued implementation of Policy Statement Amendment Project Charter V11. Next project update to Trust Council in December.

Prepared By: Jason Youmans, Senior Policy Advisor

Reviewed By/Date: Clare Frater, Director, Trust Area Services/ August 25, 2025
Rueben Bronee, CAO/ August 25, 2025
Executive Committee/September 3, 2025

Policy Statement Amendment Project - Project Charter V11

Attachment 1

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
Past Years (FY 2019-20, 2021-22, 2022-23, 2023-24) -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
Present (FY 2024-25) - Review and revision of draft Policy Statement by Committee of the Whole and Trust Programs Committee	May 2024 - May 2025
Proposed Next Steps (FY 2025-26) -**First Reading** -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
Final Adoption (FY 2025-26/2026-27) - 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	$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.**

BRIEFING

To:	Trust Council	**For the Meeting of:**	September 16, 2025
From:	**Trust Area Services**	**Date Prepared:**	August 25, 2025
SUBJECT:	**Agreements Monitoring**		

PURPOSE: The Agreements Monitoring Report provides an inventory and monitoring schedule of the Islands Trust and Islands Trust Conservancy agreements (excluding property management agreements).

BACKGROUND:

Governments often enter into agreements to ensure cooperation over time beyond the term of individual politicians or staff. To be effective, the agreements must be supported by ongoing inter-agency relationships and the agreements need to be perceived as valid and relevant.

Under Section 9 of the *Islands Trust Act*, Trust Council is authorised to enter into agreements on its own behalf or on behalf of local trust committees with one or more of the following respecting the coordination of activities in the trust area:

- the government of British Columbia;
- the government of Canada;
- an agent of the government of British Columbia or Canada;
- a municipality, regional district, board of school trustees or francophone education authority;
- a First Nation.

These agreements are subject to approval of the minister. Pursuant to Section 9(3) of the *Islands Trust Act,* if there is a conflict between the above agreements (approved by the minister) and a local trust committee bylaw or agreement, the agreement above will prevail.

Under Section 24(2) of the *Islands Trust Act* local trust committees may enter into agreements with municipalities, regional districts, boards of school trustees or francophone education authorities.

Letters of understanding are staff to staff agreements between Islands Trust CAO and other government departments, and memorandums of understanding are internal between Islands Trust bodies. As these types of agreements, and other agreements not signed by the Minister, are not provided for under the Islands Trust Act, they do not have the weight of legislation behind them.

The Islands Trust has agency agreements with federal, provincial, and regional entities, as well as agreements with others such as San Juan County, First Nations and the Bowen Island Municipality. The Islands Trust has four types of agreements:

- ***Protocol Agreements (PA)****:* agreements that the Islands Trust Council or a Local Trust Committee enters into with other agencies or organizations at a political level.
- ***Letters of Understanding (LOU)****:* agreements that the Islands Trust Council or a Local Trust Committee endorse and the Chief Administrative Officer enters into with other agencies at an administrative level.
- ***Memorandum of Understanding (MOU)*****:** agreements that Trust Council or a Local Trust Committee enters with another corporate entity of the Islands Trust at a political level.
- ***Administrative Agreements (AA):*** agreements that Islands Trust CAO or Directors enter with external agencies in support of administration of existing agreements, processes or instruments.

On an annual basis between 1997 and 2008 (except in 1998 and 2007), the Islands Trust Council received an interagency agreements briefing. It listed agreements undergoing review or being developed and all agreements with their upcoming review dates. The briefing on the agreements was prepared by Trust Area Services.

The July 28, 2009 Executive Committee minutes note under "Agency Agreements – status monitoring chart" that "Discussion ensued on the usefulness and value of these agreements and the resources required to keep them current." Since that date there has been no further effort to maintain the agreements chart and or report to Trust Council, other than a draft report provided to Trust Council in March 2019. Some inter-governmental meetings have occurred but due to the lack of staff in Trust Area Services, these have not been systematically tracked or documented.

Trust Council's 2025-2028 Strategic Plan includes the following activities: *Review all Trust Council and local trust committee agreements and where appropriate, amend, combine or rescind* (Strategic Plan Initiative 1.2.6) which is schedule to be initiated in 2026/27.

Agreements are posted to the Islands Trust website with separate pages listing the agreements with First Nations, regional districts, provincial agencies, federal agencies, Conservancy Board, Bowen Island Municipality, San Juan County and others.

ATTACHMENT(S):

1. Agreements Monitoring Report, August, 2025
2. Trust Council's Coordination Agreement Process Policy

FOLLOW-UP: Staff will follow-up as directed.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date: David Marlor, August 23, 2025
Rueben Bronee, CAO, August 28, 2025
Executive Committee, September 3, 2025

Agreements Register, August 2025

AGREEMENTS REQUESTED/ IN PROCESS

ENTITY	TYPE	ISSUE	ACTIVITY	WHO	STATUS
Snaw-naw-as First Nation	PA	Relationship and referrals	March 28, 2025 - Trust Council approved the Protocol Agreement and forwarded to the Minister for approval. October 12, 2023 -Minister approved the agreement August 2025- Staff working to schedule September 2025 joint meeting to discuss potential signing ceremony and other matters.	DTAS	Active
Snuneymuxw First Nation	PA	Relationship and referrals	May 16, 2024 - During a meeting between the Gabriola Island Local Trust Committee and Snuneymuxw First Nation, representatives from the Nation expressed an interest in developing a new protocol agreement with Island Trust to replace the existing 2008 agreement. June 5, 2024 - Executive Committee requested staff to develop a protocol agreement in cooperation with Snuneymuxw First Nation's for Trust Council's consideration.	DTAS	On-hold

ENTITY	TYPE	ISSUE	ACTIVITY	WHO	STATUS
			February 2025 - Snuneymuxw First Nation requested that the project be put on hold until they have sufficient staff capacity.		
Quw'utsun (Cowichan) Nation	PA	Relationship and referrals	On June 28, 2024, Island Trust staff held an overdue follow-up meeting to a 2021 letter from Quw'utsun Nation to Salt Spring Island staff. Islands Trust staff met with Cowichan Tribes staff as they were signatories to the letter. At the meeting, Trust staff learned there remains an interest in developing a protocol agreement with Island Trust. Staff learned that a collective agreement between Quw'utsun Nation and Island Trust is preferred, rather than individual agreements with the five member First Nations. The Quw'utsun Nation is comprised of Cowichan Tribes, Stz'uminus, Penelakut Tribes, Halalt First Nation, and Lyackson First Nation. Cowichan Tribes staff elaborated that they do not have the authority to make decisions for the other Quw'utsun Nation members and it was requested that Islands Trust send a letter to all Quw'utsun Nation members to see if there is an interest from all member First Nations in developing a collective protocol agreement with Island Trust. Island Trust has a 2000 agreement with Lyackson First Nation that has not been referenced or actioned in many years. It is expected that this would be rescinded if an agreement is approved with Quw'utsun Nation, but staff will confirm as the process proceeds. July 24, 2024 - Executive Committee requested Staff to develop a protocol agreement in	DTAS	Agreement negotiation not yet initiated

ENTITY	TYPE	ISSUE	ACTIVITY	WHO	STATUS
			cooperation with Quw'utsun (Cowichan) Nation for Trust Council's consideration. October 23, 2024 – Chair wrote to each Chief and Council requesting an agreement. January 29, 2025: Staff met with Quw'utsun Nation Technical Working Group members. One of the topics discussed was the potential for an agreement and it was agreed that staff would follow-up with each Nation individually. This has not yet occurred for a variety of reasons		
Tsawout First Nation	PA	Relationship and referrals	May 14, 2025: Executive Committee requested staff to develop a protocol agreement in cooperation with Tsawout First Nation for Trust Council's consideration. June 16, 2025: Tsawout First Nation hosted a feast for Islands Trust Council to advance the relationship and discuss past harms	DTAS	Agreement negotiation not yet initiated
Tsartlip First Nation and Tseycum First Nation via the W̱SÁNEĆ Leadership Council Society	PA	Relationship and referrals	March 26 2025: Executive Committee received a letter from the W̱SÁNEĆ Leadership Council (WLC), the unified legal governing body representing WJOLELP (Tsartlip First Nation) and WSIKEM (Tseycum First Nation requesting the development of a protocol agreement to strengthen the relationship and advance shared priorities May 14, 2025: Executive Committee requested staff to develop a protocol agreement in cooperation with Tsartlip First Nation and Tseycum First Nation via the W̱SÁNEĆ Leadership Council Society for Trust Council's consideration.	DTAS	Active

ENTITY	TYPE	ISSUE	ACTIVITY	WHO	STATUS
			August 19, 2025: Staff to staff meeting regarding drafting of protocol agreement with the agreed goal to have a Ministerially-approved agreement in place by October 2026.		
ILMB (Ministry of Agriculture and Lands: Crown Land Administration Division)	PA	Crown land	Subject of Crown Land Agreement Projects (currently on TPC Future Projects list)	DTAS	Negotiation of new consolidated agreement paused since January 2022. Executive Committee has requested meeting at 2025 UBCM convention with Minister of Water, Land and Resource Stewardship to discuss potential for new agreement
	LOU (x2)	Use, protection and admin. of crown land			
ILMB (previously MAFF)	PA	Aquaculture consultation processes			
BC Assets and Land Corporation	LOU	Use and Protection of Crown Land Resources through Balancing Local and Provincial Interests.			
Ministry of Forests and Range	LOU	Consultative process when est. woodlot boundaries in IT Area			
Ministry of Environment, Lands and Parks Lands Regional Operations Department	PA	Crown Land Administration within the Islands Trust Area			
	LOU				
Capital Regional District	PA	Local Community Commission	Coordination processes	DTAS	Agreement negotiation not yet initiated

ENTITY	TYPE	TOPIC	INVENTORY	REQUIRED ACTION	WHO	LAST REVIEW	MOST RECENT MTG

ISLANDS TRUST AGREEMENTS - INVENTORY

BOWEN ISLAND MUNICIPALITY AGREEMENTS							
Bowen Island Municipality	PA	Coordination of activities in the Trust Area	January 13, 2014: Protocol Agreement	Annual meeting and active staff liaison	CAO	2007	
	LOU	Process for NAPTEP applications received for Bowen Island	September 14, 2015 (amended April 25, 2016): "Letter of Understanding between Bowen Island Municipality and Islands Trust Council concerning the administration of the Natural Area Tax Exemption Program"	Consultative process when NAPTEP applications received for Bowen Island	CAO	2015	N/A
FEDERAL AGREEMENTS							
Department of Fisheries and Oceans	LOU	Protection of ESAs	August 9, 1996 LOU between DFO and the ITC concerning Protection of ESAs through the Integration of Mapped Information and Policy Development and Land Use Planning	-annual update cadastral portion of ESA database -annual meeting	CAO	Unknown	Unknown
	LOU	[1]Dock Divestiture	June 18, 1996 LOU on Department of Fisheries and Oceans Dock Divestiture within the Islands Trust Area between Small Craft Harbours Branch (SCHB) and Islands Trust Council (The Islands Trust)	LOU to be reviewed annually	CAO	Unknown	Unknown
Transport Canada	LOI	Snug Cover wharfs and floats	March 12, 1998 LOI: Transport Canada/Snug Cove Wharf and Floats, within Block C, Water Lot No. 6055, New Westminster Land Distrct, Bowen Island, BC	Transfer to BIM as required	CAO	N/A	Unknown
	LOU	Dock Divestiture	July 12, 1996 LOU on Transport Canada Harbours Dock Divestiture within the	Obsolete: should be cancelled	CAO/ RPM	Unknown	Unknown

[1] 2008 note: This agreement outlines a consultation process to be used within the context of the Divestiture program. The components of the program captured by the original agreement are now obsolete. In 2009, consultation with DFO staff indicated that a letter would be sufficient to formally terminate the agreement.

ENTITY	TYPE	TOPIC	INVENTORY	REQUIRED ACTION	WHO	LAST REVIEW	MOST RECENT MTG
			Islands Trust Area between Harbours and Port Branch, Department of Transport Canada and Islands Trust Council				
PROVINCIAL AGREEMENTS							
Province of British Columbia and UBCM and Signatory Local Governments	Charter	Climate Action	September 26, 2007 BC Climate Action Charter between The Province of BC and UBCM and Signatory Local Governments	Be carbon neutral by 2012 Report on GHG emissions Create complete, compact communities Fast track certain project Adopt zoning that reduces sprawl	CAO	-	N/A
ILMB (Ministry of Agriculture and Lands: Crown Land Administration)	PA	Crown land	June 28, 1994 PA on Crown Lands in the Trust Area between MELP Lands Regional Operations Department and IT	Develop agreements and procedures	DTAS	Unknown	Unknown
	LOU	Crown land admin.	June 28, 1994 LOU on Crown Land Administration within the Islands Trust Area between MELP Lands Regional Operations Department and the Islands Trust	Annual meeting of staff Early consultation Referrals	DTAS	Unknown	Unknown
ILMB (Former BC Assets and Lands)	LOU	Crown land resources	November 16, 1999 LOU: BCAL, Balancing Local and Provincial Interests, use and protection of Crown land resources	Annual meeting of staff Early consultation Referrals	DTAS	Unknown	Unknown
ILMB (previously MAFF)	PA	Aquaculture consultation	January 27, 1997 PA on Aquaculture uses in the Islands Trust Area between Provincial Ministry of Agriculture, Fisheries and Food and Islands Trust	Develop agreements and procedures	DTAS	Unknown	Unknown

ENTITY	TYPE	TOPIC	INVENTORY	REQUIRED ACTION	WHO	LAST REVIEW	MOST RECENT MTG
Agricultural Land Commission	PA	ALR consultation and agreement development	February 12, 1996 PA on Agricultural Land Reserve in the Trust Area between Islands Trust and the Provincial Agricultural Land Commission	None specified	CAO	Unknown	N/A
	LOU	Processes for ALR consultation & agreement	February 12, 1996 LOU on Agricultural Land Reserve within the Islands Trust Area between Provincial Agricultural Land Commission and Islands Trust Council	Annual meeting between senior staff in April or May	CAO	Unknown	Unknown
British Columbia Ferry Corporation	PA	Ferry service	September 16, 1994 PA on Ferry Service in the IT Area between British Columbia Ferry Corporation and Islands Trust	None specified	CAO	Unknown	Unknown
	LOU	Ferry service	September 16, 1994 LOU on Ferry Service in the IT Area between British Columbia Ferry Corporation and Islands Trust	Agreement to be reviewed every three years Annual meeting among senior staff	CAO	Unknown	Unknown
British Columbia Parks	LOU	Bodega Ridge Provincial Park	April 17, 2007 LOU between BC Parks, West Coast Region and Galiano LTC regarding the management direction BC Parks has for Bodega Ridge Provincial Park	None specified	DTAS	Unknown	Unknown
British Columbia Parks	LOU	Existing and New Lands at the North end of Galiano Island	July 29, 2014 LOU between BC Parks, West Coast Region and Galiano LTC confirming and affirming the direction BC Parks has for existing and new lands at the north end of Galiano Island, in the vicinity of Dionisio Point Provincial Park and Galiano Bog Reserve	None specified	DTAS		Unknown
British Columbia Assets and Land Corporation	LOU	Crown Land Resources	November 26, 1999 LOU between BC Assets and Land Corporation and Islands Trust concerning the Use and Protection of Crown Land Resources Through Balancing Local and Provincial Interests	Annual meeting of senior officials and active liaison	DTAS	Unknown	Unknown

ENTITY	TYPE	TOPIC	INVENTORY	REQUIRED ACTION	WHO	LAST REVIEW	MOST RECENT MTG
Ministry of Municipal Affairs	PA	Establishing a framework for incorporation of municipalities with the Trust Area	February 20, 1996 Agreement between the Trust Council and the Ministry of Municipal Affairs	As required by restructuring studies	CAO	Unknown	2017
Ministry of Environment, Lands and Parks, Lands Regional Operations Department	LOU	Crown Land Administration	June 28, 1994 LOU on Crown Land Administration		CAO	Unknown	Unknown
	PA	Crown Lands in the Trust Area	August 2, 1994 Protocol Agreement on Crown Lands in the Trust Area		CAO	Unknown	Unknown
Provincial Forest Land Commission (contact Ministry of Forests)	PA	Forest land uses	February 6, 1998 Protocol Agreement on Forest Land Uses in the Islands Trust Area between the Provincial Forest Land Commission and Islands Trust	Contact MOF to discuss forest use issues	DTAS	Unknown	-
Ministry of Forests and Range	LOU	Consultative process when est. woodlot boundaries in IT Area	June 21, 1999 LOU between the Ministry of Forests and Islands Trust concerning the Establishment of Woodlots in the Islands Trust Area that Respect the Object of the IT While Supporting the local Forest Economic Base	Annual implementation review at the request of the ED of the IT	DTAS	Unknown	Unknown
Ministry of Forests and Range	PA	Forest Land uses in the Islands Trust Area	December 10, 1997 PA between Provincial Forest Land Commission and Islands Trust	Develop procedures to promote a consultative process on issues of common interest; Set out a process by which	DTAS	Unknown	Correspondence is sent to Trust when properties are withdraw from Managed

ENTITY	TYPE	TOPIC	INVENTORY	REQUIRED ACTION	WHO	LAST REVIEW	MOST RECENT MTG
				consultation will take place; Identify those issues that should be the subject of consultation			Forest Land (last letter Aug 2025)
Ministry of Transportation	LOA	Road standards, classification and consultative process	December 9, 1996 Amending Agreement to the LOA between Ministry of Transportation and Highways and Islands Trust - Road Standards, Classification, and the Consultative Process in the Islands Trust Area	Annual review and update (and review Appendix C)	DTAS	2007	Unknown
	LOA	Road standards, classification and consultative process	December 8, 1992 Letter Of Agreement between MOTH and IT regarding Road Standards, Classification and Consultative Process in the Islands Trust Area	Annual review and update	DPS	2007	April 29, 2024.
	LOU	Subdivision approval process within the Islands Trust Area	September 27, 1996 LOU between MOTH represented by the Provincial Approving Officer and District Highways Manager and the Office of the Executive Director of the Islands Trust	Annual review and update	DPS	2007	
REGIONAL AGREEMENTS							
Capital Regional District	PA	Cooperation and Communications	July 20, 1999 Protocol Agreement between CRD and 6 Local Trust Committees (NP, SP, MA, SS, GA and SA)				
	LOU	Withholding of building permits	October 21 1993 LOU Withholding of Building Permits Letter of Administrative Understanding Between Staff Administrations of IT and CRD	None specified Building Permit related communications	DPS	Unknown	
	LOU	Parkland on Galiano	November 6, 1996 PA regarding the provision of parkland between the	None specified	DPS	Unknown	N/A

ENTITY	TYPE	TOPIC	INVENTORY	REQUIRED ACTION	WHO	LAST REVIEW	MOST RECENT MTG
			Galiano Island LTC and the Galiano Parks and Recreation Commission (CRD)				
	PA	Parkland on Mayne	August 2, 1995 PA Regarding the Provision of Parkland Between the Mayne LTC and the Mayne Parks and Recreation Commission Representing the CRD	Annual review	DPS	Unknown	
	PA	Parkland on North Pender	June 20, 1996 PA Regarding the Provision of Parkland Between the North Pender LTC and the Pender Islands Parks and Recreation Commission Representing the CRD	Triennial review	DPS	2005?	
	PA	Parkland on Salt Spring	July 12, 1994 PA Regarding the Provision of Parkland Between the SSITC and the SS Parks and Recreation Commission Representing the CRD	Annual review	DPS	Unknown	
	PA	Parkland on South Pender	November 19, 1996 PA Regarding the Provision of Parkland Between the S. Pender Island LTC and the Pender Islands Parks and Recreation Commission Representing the CRD	None specified by agreement – annual review	DPS	Unknown	N/A
	LOU	Building permit litigation	February 6, 2002 LOU between Staff Administrations of the IT and the CRD	None specified by agreement – annual review	DPS	Unknown	
qathet Regional District	PA	Coordinate, cooperate, administrative	Amended for reference, December 17th, 2018 between Lasqueti Island Local Trust Committee and the qathet Regional District Board	??	DPS	December 17, 2018	
	LOU	Coordinate, cooperate, administrative	August 7, 2019 LOU between staff for Lasqueti LTC and the qathet Regional District Board	Annual review	CAO/ RPM	October 17, 2024	
	PA	Coordinate, cooperate, administrative	Lasqueti Island Local Trust Committee and the qathet Regional District.	Annual review	CAO/ RPM	March 17, 2023	

ENTITY	TYPE	TOPIC	INVENTORY	REQUIRED ACTION	WHO	LAST REVIEW	MOST RECENT MTG
	LOU	Administrative	May 20, 1999 LOU: Lasqueti Island Local Trust Committee and the Powell River Regional District Board	Annual meeting of staff	DPS	Unknown	
	PA		November 20, 1998 PA: Powell River Regional District Board/LTC	Annual review	DPS	Unknown	
Comox Valley Regional District	LOU	Denman and Hornby LTCs	October 28, 2018 LOU between staff for Denman LTC & Hornby LTC and the Comox Valley RD Board	Annual meeting of staff	DPS	Unknown	
	PA		July 24, 1996 PA	'regular meetings' – annual review	DPS	Unknown	
	PA	Denman and Hornby LTCs	September 8, 2011 PA between Denman LTC & Hornby LTC and Comox Valley RD Board		DPS		June 3, 2024
Regional District of Nanaimo	LOU	Gabriola LTC	January 9, 2013 LOU between staff for Gabriola LTC and staff for the RDN	Annual meeting of staff	DPS	2008	PA: Nov. 28, 2024 LOU: May 22, 2025
	PA		July 27, 2006 PA between Gabriola LTC and RDN (replaces Oct. 4 1996 RDN/LTC PA)	'regular meetings' – annual review	DPS	2006	
	LOU		LOU between Gabriola LTC and the Regional District of Nanaimo Board		DPS		
Sunshine Coast Regional District	PA	Gambier LTC	September 15, 2000 ITC Bylaw No. 62. A Bylaw to adopt a Protocol with the Sunshine Coast Regional District; September 28, 1999 Protocol Agreement on Natural Area Protection Tax Incentive in the Gambier LTC		CAO/ RPC	April 24, 2023	
	PA	Gambier LTC	December 14, 2009 PA between Gambier LTC and Sunshine Coast RD Board		DPS		
	Bylaw	NAPTE	November 28, 2002 Bylaw No. 80 to designate the Gambier LTA as an area for which Natural Area Protection Tax Exemptions may be provided				

ENTITY	TYPE	TOPIC	INVENTORY	REQUIRED ACTION	WHO	LAST REVIEW	MOST RECENT MTG
	LOU	NAPTEP	November 28, 2002 LOU between SCRD and IT concerning the administration of the NAPTEP	None specified by agreement – annual review	DTAS	Unknown	N/A
	LOU	Staff admin.	October 2, 1996 LOU between Gambier LTC and the RD of Sunshine Coast Board	Annual meeting	DPS	Unknown	
FIRST NATIONS AGREEMENTS							
Snuneymuxw First Nation	PA	Land Use	August 21, 2000 PA between the Islands Trust Council acting on its own behalkf and on behalf of Gabriola Island LTC and Snuneymuxw First Nation	Establish a working group	CAO	Unknown	There have been meetings in last year or two but not as formal working group
Lyackson First Nation	Bylaw	Thetis Island Local Trust Area and Lyackson Traditional Territory	December 8, 2000 PA Bylaw No. 64: Islands Trust enter into an agreement with the Lyackson First Nation, respecting the coordination of activities within the Trust Area	CAO of Islands Trust is responsible to schedule an annual meeting to review the terms of the Protocol, discuss areas of interest and determine areas for cooperation.	CAO	Unknown	Unknown
Other Types of Agreements							
Bowen Island Forest and Water Management Society	PA	Forests and water	October 21, 1996 PA: Bowen Island Forest and Water Management Society and Bowen Island LTC	Need to transfer to BIM -complete?	DTAS	-	-

ENTITY	TYPE	TOPIC	INVENTORY	REQUIRED ACTION	WHO	LAST REVIEW	MOST RECENT MTG
Denman Ratepayers Association	Protocol	The Protection of Forest and Water Resources	February 18, 1997 Protocol between the Denman Island Ratepayers' and residents' Association for the Landscape Assessment Project Group and the Denman LTC concerning the protection of forest and water resources on Denman Island through development of an information base to be used in community decision-making	Obsolete?	DPS		
San Juan County	PA	Transborder Marine Protection Area	June 15, 2000 PA between Islands Trust Council and San Juan County Board of Commissioners	Maintain a work program to undertake a potential scope of activities	DTAS	Unknown	Dec 2024
	Agreement	Transborder Island Agreement	June 14, 2007 Transborder Island Agreement between Islands Trust and San Juan County	Transborder Action Plan Semi-annual meetings Workshops Transborder Task forces	DTAS	Unknown	Unknown
Parks Canada	MOA	National Park Reserve	May 9, 2003 MOA between BC and Canada respecting the establishment of a National Park Reserve Of Canada in the Gulf Islands of BC	TC to appoint elected trustee and alternate to Park Advisory Board	CAO	Unknown	Last app't in Nov 2018. Board is no longer functioning
Coastal Douglas-fir and Associated Ecosystems Conservation Partnership	State-ment of Coopera tion	CDFCP	March 7, 2013 Statement Of Cooperation for the Coastal Douglas-fir and Associated Ecosystems Conservation Partnership	Intention to work together to facilitate practical and effective conservation of Coastal Douglas-	DTAS	2013	2025

ENTITY	TYPE	TOPIC	INVENTORY	REQUIRED ACTION	WHO	LAST REVIEW	MOST RECENT MTG
				fir and Associated Ecosystems			
Nature Conservancy of Canada	AA	Access to James Island	January 26, 2018 Administrative Agreement on Administration of Education and Research Access to James Island between The Nature Conservancy of Canada and Islands Trust	Islands Trust to consider requests for access	DLPS	2018	N/A

ENTITY	TYPE	INVENTORY	REQUIRED ACTION	WHO	LAST REVIEW	MOST RECENT MTG
CONSERVANCY BOARD AGREEMENTS						
Islands Trust Council and Local Trust Committees	Bylaw	September 11, 2002 IT Council Bylaw No. 86	Council and ITC Board to meet annually. Referral of legislative change requests and Policy Statement amendments.	CAO/ MITC		
	MOA	July 17, 1996 MOA between the Executive Committee Local Trust Committee (Ballenas-Winchelsea) and the ITC Board	"	"		
	MOA	September 23, 1996 MOA between Denman LTC and the ITC Board	"	"		
	MOA	June 14, 1996 MOA between Gabriola LTC and the ITC Board	"	"		
	MOA	June 17, 1996 MOA between Galiano LTC and the ITC Board	"	"		
	MOA	October 5, 1996 MOA between Gambier LTC and the ITC Board	"	"		
	MOA	June 24, 1996 MOA between Hornby LTC and the ITC Board	"	"		
	MOA	October 26, 1996 MOA between Lasqueti LTC and the ITC Board	"	"		
	MOA	September 21, 1996 MOA between Mayne LTC and the ITC Board	"	"		
	MOA	July 18, 1996 MOA between North Pender LTC and the ITC Board	"	"		
	MOA	July 19, 1996 MOA between Salt Spring LTC and the ITC Board	"	"		
	MOA	September 17, 1996 MOA between Saturna LTC and the ITC Board	"	"		
	MOA	October 7, 1996 MOA between South Pender LTC and the ITC Board	"	"		
	MOA	November 5, 1996 MOA between Thetis Island LTC and the ITC Board	LTC to refer draft bylaws that impact ITC and refer donation	CAO/ MITC		

ENTITY	TYPE	INVENTORY	REQUIRED ACTION	WHO	LAST REVIEW	MOST RECENT MTG
			proposals associated with development applications. ITC to refer 5-year plan and management plans.			

Policy:	2.1.4
Approved By:	Trust Council
Approval Date:	September 9, 1994
Amendment Date(s):	March 8, 1997; December 10, 1999; December 8, 2000; June 10, 2004; September 11, 2013
Policy Holder:	Director of Trust Area Services

COORDINATION AGREEMENTS PROCESS

Purpose

1. To delineate the process for:

   - Trust Council to enter into protocol agreements respecting the coordination of activities with the governments of British Columbia or Canada, agents of the governments of British Columbia or Canada, municipalities, regional districts, boards of school trustees or francophone education authorities, and First Nations under the authority of Section 9 of the *Islands Trust Act*;
   - local trust committees to enter into protocol agreements with municipalities, regional districts, boards of school trustees or francophone education authorities under the authority of Section 24(2) of the *Islands Trust Act*;
   - local trust committees to enter into protocol agreements respecting the coordination of activities with the governments of British Columbia or Canada, agents of the governments of British Columbia or Canada, municipalities, regional districts, boards of school trustees or francophone education authorities, and First Nations under the authority of Section 9 of the *Islands Trust Act*, where Trust Council has adopted a bylaw delegating this authority to a local trust committee;
   - the Chief Administrative Officer to enter into letters of understanding with other agencies at an administrative level; and
   - Trust Council, or a local trust committee, to enter into memorandum of understanding with another corporate entity of the Islands Trust.

2. To enhance the understanding and achievement of the Islands Trust Object by integrating relevant Islands Trust Policy Statement policies into coordination agreements.

A. Definitions (Terminology)

Protocol – A protocol agreement refers to an agreement that an Islands Trust body may enter into, under the authority of Sections 9 or 24(2)(c) of the *Islands Trust Act,* with other agencies or organizations at a political level.

Letter of Understanding – A letter of understanding refers to an agreement that the Chief Administrative Officer may enter into with other agencies at an administrative level. Trust Council, or a local trust committee, shall endorse the letter of understanding as appropriate.

Memorandum of Understanding **–** A memorandum of understanding refers to an agreement that Trust Council, or a local trust committee, enters into with another corporate entity of the Islands Trust at a political level.

B. Policy

1. Protocol Agreements Under the Authority of Section 9

The process for the Trust Council to enter into a protocol agreement with the governments of British Columbia or Canada, agents of the governments of British Columbia or Canada, municipalities, regional districts, board of school trustees or francophone education authority, and first nations at a political level includes the following:

1.1 Initiation - Executive Committee passes a resolution instructing staff to prepare a draft protocol agreement and reviews the work program with regard to timeframes and resource implications. Staff advises the ministry responsible for the *Islands Trust Act* of the intention to create a protocol agreement.

1.2 Draft Protocol Agreement - Islands Trust staff prepare a draft protocol agreement and circulate it to the appropriate Islands Trust corporate entity(s), the Executive Committee, the ministry responsible for the *Islands Trust Act* and the other parties to the agreement for review and comment.

1.3 Proposed Protocol Agreement - Staff prepare a Request for Decision that includes the proposed protocol agreement and place it on the Trust Council agenda for approval to execute the agreement.

1.4 Ministerial Approval - A protocol agreement under Section 9 of the I*slands Trust Act* is forwarded to the minister responsible for the *Islands Trust Act* for approval consideration pursuant to Section 9(2) of the *Islands Trust Act*.

1.5 Final Protocol Agreement – Once ministerial approval has been received, the signing authority for a final protocol agreement is the Chair of the Trust Council.

Where the Trust Council has delegated authority to a local trust committee to enter into coordination agreements pursuant to Section 9 of the *Islands Trust Act*, the process for the local trust committee to enter into a protocol agreement with the governments of British Columbia or Canada, agents of the governments of British Columbia or Canada, municipalities, regional districts, board of school trustees or francophone education authority, and First Nations at a political level includes the following:

1.6 Initiation – A local trust committee that has been delegated powers under Section 9 of the *Islands Trust Act* passes a resolution instructing its staff to prepare a draft protocol agreement and reviews the work program with regard to timeframes and resource implications. Staff advise the ministry responsible for the *Islands Trust Act* of the intention to create a protocol agreement.

1.7 Draft Protocol Agreement - Staff assigned to the initiating local trust committee prepare a draft protocol agreement and circulate it to the appropriate Islands Trust corporate entity(s), the Executive Committee, the ministry responsible for the *Islands Trust Act* and the other parties to the agreement for review and comment.

1.8 Proposed Protocol Agreement - Staff assigned to the initiating local trust committee prepare a Request for Decision that includes the proposed protocol agreement and place it on the local trust committee agenda for approval to execute the agreement.

1.9 Ministerial Approval - A protocol agreement under Section 9 of the I*slands Trust Act* is forwarded to the minister responsible for the *Islands Trust Act* for approval consideration pursuant to Section 9(2) of the *Islands Trust Act*.

1.10 Final Protocol Agreement – Once ministerial approval has been received, the signing authority for a final protocol agreement is the Chair of the initiating local trust committee.

2. Protocol Agreements Under the Authority of Section 24(2)

The process for local trust committees to enter into a protocol agreement with municipalities, regional districts, boards of school trustees and francophone education authorities at a political level includes the following:

2.1 Initiation – The local trust committee passes a resolution instructing staff to prepare a draft protocol agreement and reviews the work program with regard to timeframes and resource implications.

2.2 Draft Protocol Agreement – Staff prepare a draft protocol agreement and circulate it to the local trust committee, the Executive Committee and the other parties to the agreement for review and comment.

2.3 Proposed Protocol Agreement - The local trust committee approves the proposed protocol agreement and then refers it to the Executive Committee for approval.

2.4 Final Protocol Agreement – Once Executive Committee approval has been received, the Chair of the local trust committee signs the final protocol agreement.

3. Letters of Understanding

The process to enter into a letter of understanding at an administrative level includes the following:

3.1 Initiation - Trust Council instructs staff to prepare a draft letter of understanding, either through an approved protocol agreement or through a separate Request for Decision from appropriate corporate entity(s), and reviews the work program with regard to timeframes and resource implications.

3.2 Draft Letter of Understanding - Staff prepare the draft letter of understanding and circulate it to appropriate corporate entity(s) and the other parties to the agreement for review and comment.

3.3 Proposed Letter of Understanding - Staff prepare a Request for Decision that includes the proposed letter of understanding and place it on the Trust Council agenda for approval to execute the agreement.

3.4 Final Letter of Understanding – Once Trust Council has approved the letter of understanding, the Chief Administrative Officer signs the final letter of understanding.

4. Memorandum of Understanding

The process to enter into a memorandum of understanding agreement between corporate entities of the Trust includes the following:

4.1 Initiation – The appropriate Trust corporate entity(s) passes a resolution instructing staff to prepare a draft memorandum of understanding and reviews the work program(s) with regard to time-frames and resource implications.

4.2 Draft Memorandum of Understanding - Staff prepares a draft memorandum of understanding for review and comment by appropriate Trust corporate entity(s), including the Executive Committee.

4.3 Proposed Memorandum of Understanding - The appropriate Trust corporate entity(s) approve the proposed memorandum of understanding.

4.4 Final Memorandum of Understanding – Once approval is given, then the relevant Chairs of the affected corporate entities of the Trust are the signing authorities for the memorandum of understanding.

5. General Guidelines

5.1 Agreements Monitoring - Staff will file all agreements in the Islands Trust Legislative and Reference Handbooks. Trust Area Services is responsible for cataloguing and monitoring the agreement processes through the Islands Trust Agreements Monitoring Chart.

5.2 Amendments - Amendments to an agreement are proposed, processed, and finalized in the same fashion as the base agreement.

5.3 Agreement Format - Trust Area Services will standardize the format for all agreements and ensure that the process satisfies legislative, legal and policy requirements.

5.4 Legislative Reference - All agreements will acknowledge the Islands Trust legislative Object "... to preserve and protect ..." as provided for in the *Islands Trust Act*.

5.5 Process - Staff will negotiate the coordination agreements with political direction. The agreements will conclude at a political level for staff implementation.

5.6 Concessions - Coordination agreements should not make concessions to another party that prevent the Islands Trust from seeking legal recourse against that party.

C. Legislated References

Islands Trust Act

Section 9 Coordination Agreements with other Government Bodies

Section 24 (2) Responsibilities of Local Trust Committees

Section 10 Delegation of Powers

Islands Trust Policy Statement

Guiding Principles

Policy 3.1.9

Islands Trust Policy and Procedures Manual

Executive Committee Terms of Reference (2.4.1)

Islands Trust Operations Manual

Protocol Agreement/Letter of Understanding Administrative Procedures (A.1.v)

Protocol Development Process Checklist Appendix C

Administrative Processing Checklist Appendix C (i)

Protocol Agreement Outline Appendix C (ii)

Letter of Understanding Outline Appendix C (iii)

Memorandum of Understanding Appendix C (iv)

D. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

n/a

BRIEFING

To:	Trust Council	**For the Meeting of:**	September 16, 2025
From:	Trust Area Services	**Date Prepared:**	August 24, 2025

SUBJECT: PUBLIC FEEDBACK ON 2026/27 BUDGET PRIORITIES

PURPOSE:
This briefing provides Trust Council with a summary of the results of the pre-budget public consultation process for Trust Council's 2026/27 budget, which took place between May 1 and June 28, 2025.

BACKGROUND:
Under its Terms of Reference, Financial Planning Committee (FPC) has responsibility for representing the interests of Trust Council, Executive Committee, and Council Committees throughout the budget process, which includes designing the process for public input.

Following FPC discussions on the timing of previous public engagements on draft budgets (late January), volume of survey responses from the public, and whether public engagement on previous budgets had resulted in meaningful changes to the budget, Financial Planning Committee did not engage on the draft budget in 2023/24 or 2024/25. In August 2024, FPC directed staff to develop a pre-budget survey to gain early insight into the public's priorities and values to inform Trust Council's budgeting process for 2026/27.

Promotion
The survey was promoted via subscriber notice, social media posts, the Islands Trust website, and printed ads in local newspapers. A public webinar on the Islands Trust's budgeting process was hosted by the Chair of the Islands Trust Council on May 8, 2025 with support from the Chief Administrative Officer and Director of Financial and Employee Services.

Survey Highlights
There was a total of 343 responses to the survey, which equates to a sample size of approximately 1% of the Trust Area population.[1] While the response received are valid and worth consideration, the small sample size means the results cannot be considered representative of the population of the Trust Area overall.

At its August 20, 2025 meeting, Financial Planning Committee passed the following resolution:

> **Whereas the results of the 2026/27 pre-budget survey did not reach statistical significance in terms of response rate, Financial Planning Committee recommend Trust Council limit the influence of the public feedback received in determining the 2026/27 budget, assumptions, principles, and guidelines.**

[1] 343 responses were received to the survey, as compared to a total population of approximately 30,000 for the Islands Trust Area.

Trust Council should note that survey respondents were self-selected and were not from a random sample so the results cannot be considered statistically valid.

Some key observations from the survey results include:

- The local trust/island municipality areas with the highest number of respondents were Salt Spring (70 participants, 20%), North Pender (43 participants, 12.5%), and Gabriola (42 participants, 12%).
- 77% of respondents were full-time residents in their local trust area or island municipality and 17% were part-time residents;
- 18% expressed support for increasing funding for long-range planning services, while 30% supported keeping the funding the same, and 30% want to see a decrease in funding.
- Similarly, 17% expressed support for increasing funding for current planning services, while 31% supported keeping the funding the same, and 31% want to see a decrease.
- 35% of respondents think applicants should bear the full cost associated with processing their applications
- 28% of respondents want to see the Islands Trust continue to sponsor fees for development applications from non-profits and government agencies that have community benefit.
- For Trust-Area Wide Programs, 16% of respondents expressed support for increasing funding, while 30% supported keeping the funding the same, and 37% want to see a decrease in funding.
- 31% of respondents expressed support for increasing funding for the Islands Trust Conservancy, while 28% supported keeping the funding the same, and 28% want to see a decrease in funding.

ATTACHMENT:

1. 2026/27 Pre-Budget Survey Results Report

FOLLOW-UP:

Trust Council will consider a draft 2026/27 budget in December 2025. Financial Planning Committee has adopted a project charter to seek public input on the draft 2026/27 budget by way of e-mails rather than an additional survey.

Financial Planning Committee has also recommended that Trust Council ask staff to draft a revised Budget Process Policy that includes consideration of an annual pre-budget survey similar to 2025 in timing (see related RFD in September 2025 Trust Council agenda package)

Prepared By: Clare Frater, Director, Trust Area Services (based on an FPC briefing by Chloë Straw, Program Coordinator)

Reviewed By/Date: Rueben Bronee, CAO, August 25, 2025
Executive Committee, September 3, 2025

Islands Trust 2026-27 Pre-Budget Survey Report

Table of Contents

Executive Summary p. 2
Demographics of Respondents p. 2
Trust-Wide Budget Areas p. 5
Funding for Land Use Planning p. 5
Funding for Bylaw Enforcement Services p. 8
Funding for Trust Area-Wide Programs p. 9
Funding for Islands Trust Conservancy p. 11
Islands Trust Council Meetings p. 12
Organizational Areas of Strength p. 13
Organizational Areas for Improvement p. 13

Appendix

A. Comments received re: Funding for Long-Range Land Use Planning Services p.15
B. Comments received re: Funding for Current Planning Services p.20
C. Comments received re: Funding for Bylaw Enforcement Services p.24
D. Comments received re: Funding for Trust Area-Wide Programs p.30
E. Comments received re: Funding for the Islands Trust Conservancy p.35
F. Comments received re: Frequency of In-Person Trust Council Meetings p.40
G. Comments received re: What does the Islands Trust Do Well? p.44
H. Comments received re: What could the Islands Trust improve on? p.49
I. Comments received re: Did we forget to ask something that's meaningful to you? p.58

Executive Summary

Between May 1 and June 28, 2025, the public was invited to complete a pre-budget survey designed to gauge the priorities and values of Islands Trust Area residents to support the development of Islands Trust's annual budget.

The anonymous survey was completed by 343 members of the public and took, on average, 14 minutes to complete with a 64% estimated completion rate. It asked respondents to comment on funding levels for: long-range and current land use planning services; bylaw enforcement services; Trust-area wide programs; the Islands Trust Conservancy, and quarterly Trust Council meetings.

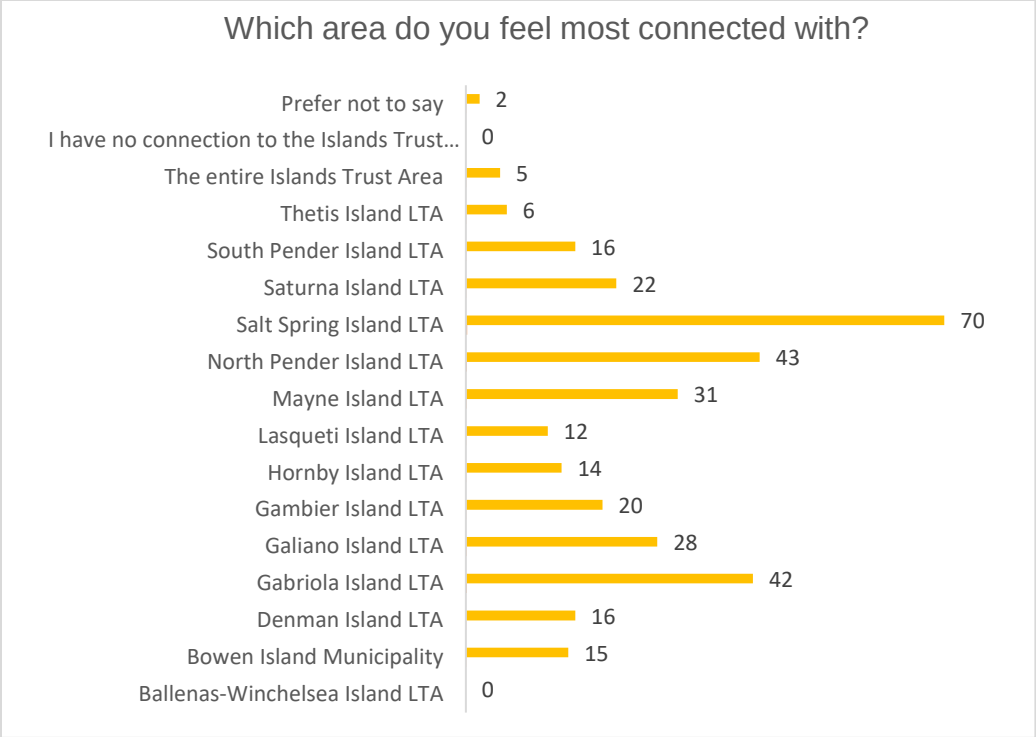
The survey was promoted via subscriber notice, social media posts, the Islands Trust website, and printed ads in local newspapers. A public webinar on the Islands Trust's budgeting process was hosted by the Chair of the Islands Trust Council on May 8th, with support from the Chief Administrative Officer and Director of Financial and Employee Services.

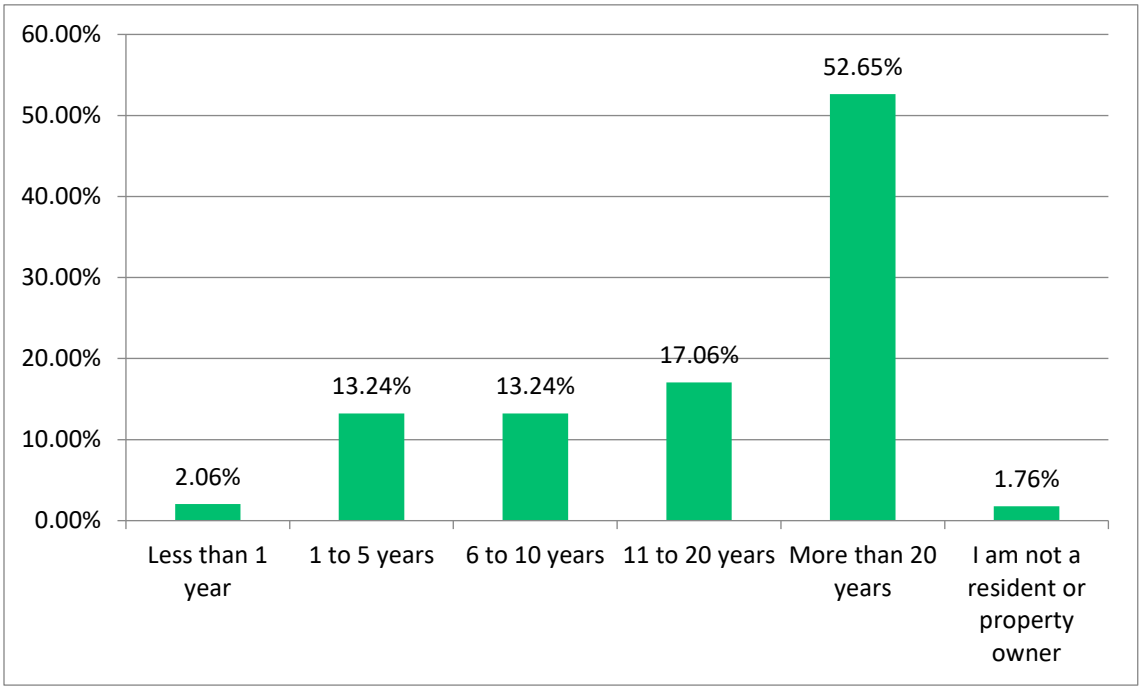
This report includes provides a summary of public feedback received through the survey, including key themes and trends in priority spending areas at the Trust. The appendix includes raw survey data for the key funding areas listed above, as well a copy of the full survey. Breakdowns of responses by Local Trust Area can also be made available.

Demographics of Respondents

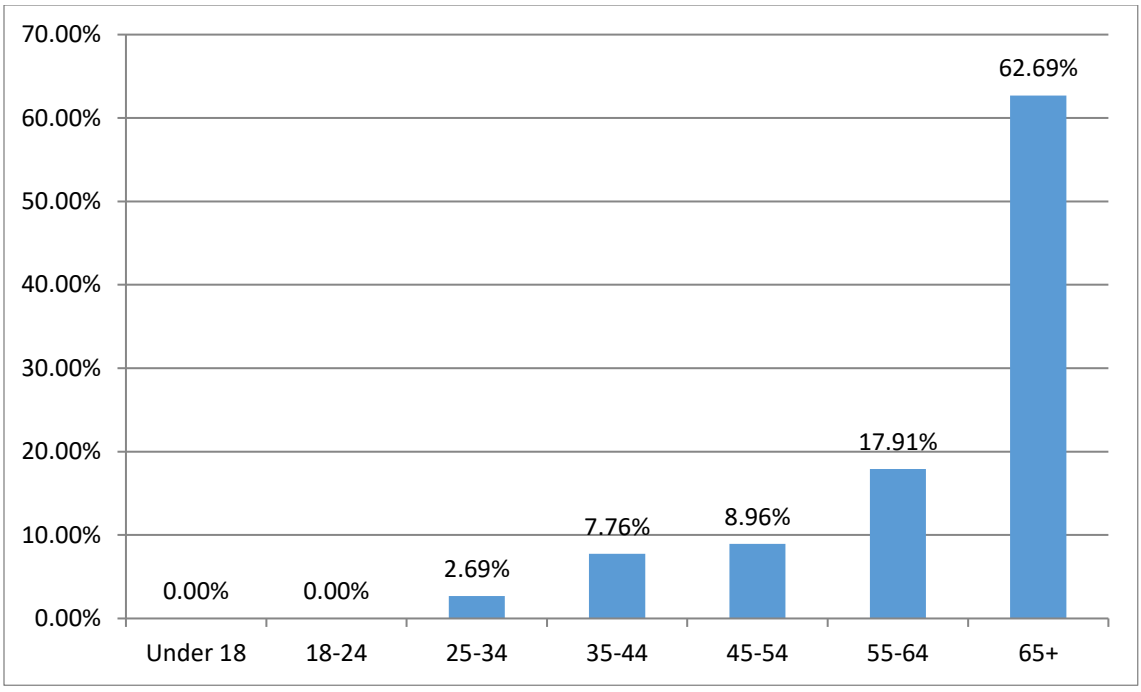
A total of 343 responses to the survey were received. Of these respondents, 77% identified as full-time residents, 17% as part-time residents, 6% said they were non-resident property owners.

Over half of those who responded to the question (52%) reported that they have lived or owned in the Trust Area for more than twenty years. Respondents were also asked which of the 13 local Trust Areas they feel most connected with. The table below displays the geographic breakdown of respondents.

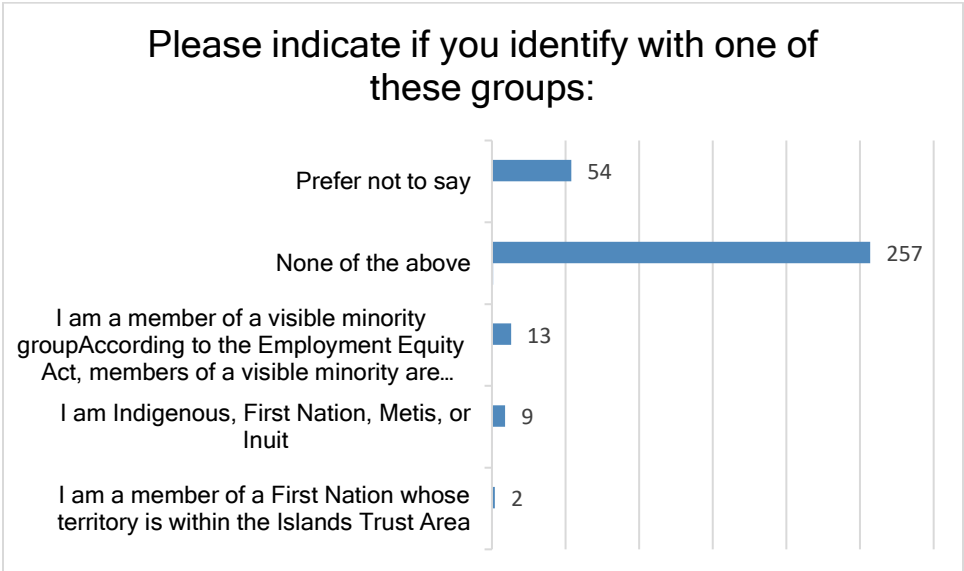




The majority of respondents were aged 65 or older, with no respondents identifying as under the age of 25. Nine people skipped the question about respondent age.



The survey also asked people to identify whether they are: a member of a visible minority group; Indigenous, First Nation, Métis, or Inuit, and/or a member of a First Nation whose territory is within the Islands Trust Area. As outlined in the table below, there were 334 responses to the question, 13 respondents (3.88%) identified as members of a visible minority, 9 (2.69%) identified as Indigenous, First Nation, Métis, or Inuit, and 1 (0.59%) is a member of a First Nation with territory within the Islands Trust Area. Sixteen percent of respondents selected “prefer not to say” and 77% selected “none of the above.”



Trust-Wide Budget Areas

In developing the proposed budget for 2026/27, Islands Trust Council assumes that Islands Trust will maintain existing service levels. Islands Trust taxes make up a portion of residents' total property tax bill. Last year, the increase to the rural property tax levy and the Bowen Island Municipal tax levy[1] for the Islands Trust budget had the following implications:

The local trust committees (LTCs) of Islands Trust are responsible for land use planning and decision-making within their respective local trust areas (LTAs). Each LTC consists of two locally elected trustees and one appointed chair from the Islands Trust Council. Their primary role is to develop, maintain, and implement Official Community Plans (OCPs), zoning bylaws, and land use regulations that guide sustainable development while protecting the environment, cultural heritage, and community character of the islands. LTCs review development applications, hold public hearings, and engage with residents to ensure that land use decisions reflect local priorities. Their work directly shapes how each Local Trust Area grows and evolves, balancing the need for housing, economic activity, and environmental preservation to maintain the long-term sustainability and unique character of island communities.

Funding for Land Use Planning

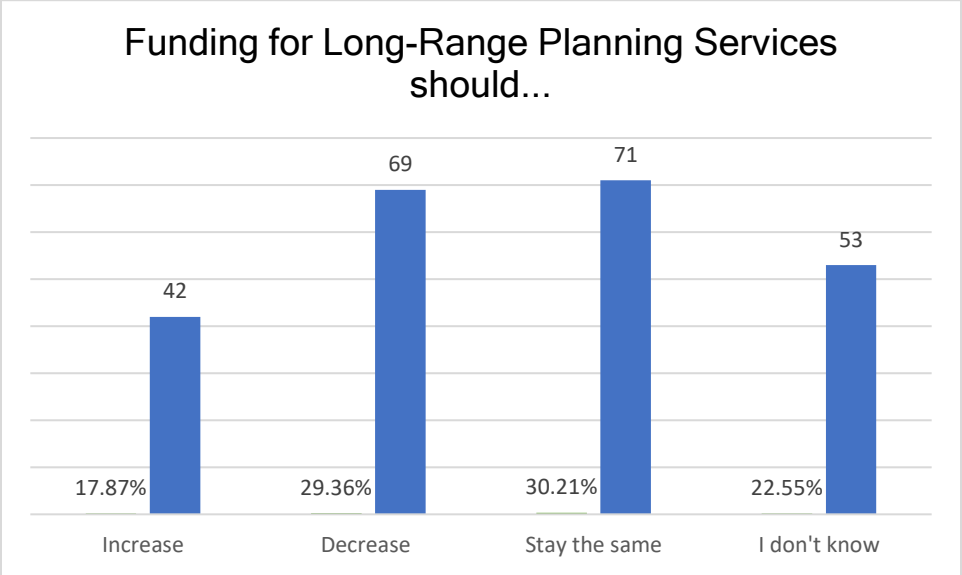
The Planning Services department of Islands Trust plays a vital role in preserving and protecting the environment, cultural heritage, and unique island communities through land use planning and regulation. The department maintains and updates 20 official community plans and land use bylaws, and provides planning services to local trust committees. It supports sustainable development, environmental protection, and community planning by managing zoning applications, enforcing bylaws, hosting community information meetings, answering public inquiries, and conducting development review processes.

Long-Range Planning Services

The survey asked respondents whether funding for long-range local land use planning services should increase, decrease or stay the same. "I don't know" was also an answer choice. As illustrated in the table below, there were 235 respondents to this question; 30% of whom support keeping the funding the same, an additional 30% want to see a decrease in funding, and 18% expressed support for

[1] **Bowen Island has a special status in the Islands Trust Area as the only island municipality. Property owners on Bowen Island pay property taxes to Bowen Island Municipality, which then pays a levy to Islands Trust. Bowen Island residents benefit from all Islands Trust Area-wide programs and services in the same way as local trust area residents. The percentage increase/decrease for Bowen Island Municipality often differs from local trust areas as the Municipality contributes to a different set of expenses (i.e. does not contribute to land use planning expenses).*

increasing funding for long-range planning services. The remaining 22% of respondents indicated they don't know.



Input offered through the comments field revealed concern about the Islands Trust's effectiveness, efficiency, and spending. Some view the organization as overly bureaucratic, with administrative costs growing disproportionately to its impact. Some see planning processes as overly complex, duplicative of other regional services, and disconnected from local community needs. Some respondents expressed frustration with constant revisions to community plans (OCPs) that often lack clear implementation or enforcement, while some question the Trust's relevance altogether.

Those respondents who want to see funding levels for long-term planning sustained or increased want to see a clear focus on environmental protection and climate adaptation. Others would like to see budget cuts, citing poor results, staff bloat, and overreach into areas outside the Trust's core mandate. There's a call for streamlined, transparent, and action-oriented planning that prioritizes local input, affordable housing, water management, and enforcement of existing rules. Overall, the feedback reflects a desire to refocus the Trust's work on core, tangible outcomes while reducing inefficiency and restoring public trust.

"In the interest of sustainability, i.e., what taxpayers can afford, land use planning should be limited to maintaining or improving ground water and erosion control." -Survey respondent

"The Trust spends too much money endorsing or actively advocating for programs they have no jurisdiction over." -Survey respondent

"Do not allow tangent projects to be funded. Focus on environmental protection." -Survey respondent

"Since the IT provides few services but a lot of discussion, the budget should be reduced to eliminate much of the discussion and change the focus to action-oriented goals with benchmarks and annual evaluation."

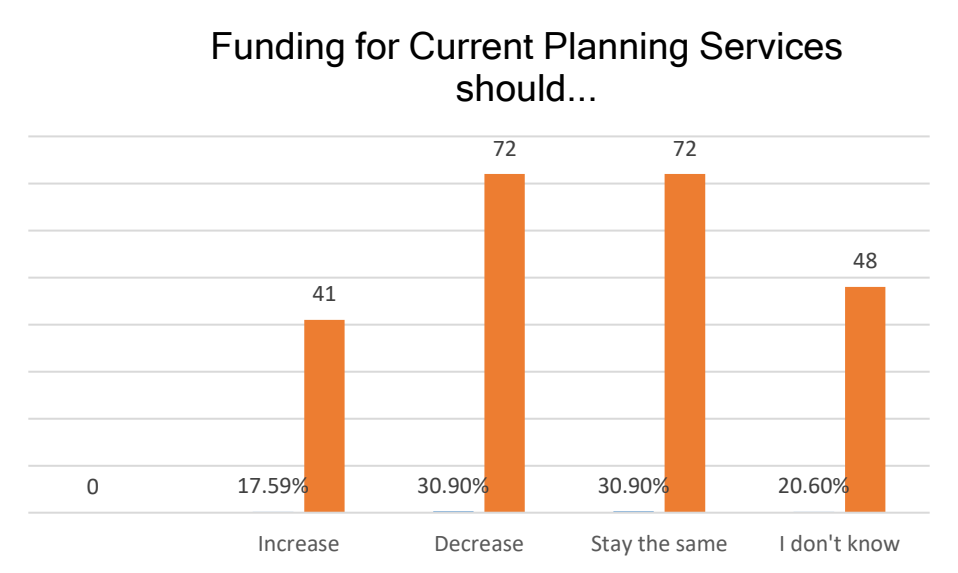
-Survey respondent

Current Planning Services

Similar to the overall feedback on long-range planning services, the majority of respondents do not support an increase in funding for current planning services. As illustrated in the table below, of the 233 responses to the question, approximately 31% of respondents support keeping the funding the same, an additional 31% want to see a decrease in funding, and 17% expressed support for increasing funding for current planning services. The remaining 21% of respondents indicated they don't know.

"The planning costs for the Islands Trust seem to be much higher on a per capita basis than other local jurisdictions just outside of the Islands Trust area. We would prefer that the planning be done more cost-effectively, and more similarly to local non-IT governments (like the CRD, or the Comox Valley RD)."

-Survey respondent



Respondents' comments highlighted concerns about high costs, bureaucratic inefficiencies, and slow processing times. Many believe applicants—especially developers—should cover most or all costs associated with their applications, with higher fees for large or luxury projects and reduced fees for affordable housing projects and other forms of development with clear community-benefit.

The permitting process is seen as overly complex, inconsistent, and duplicative—particularly where responsibilities overlap with the regional district. There is a call for streamlining, clearer policies, and better enforcement. Opinions on development itself are divided: some see it as essential for community vitality and housing needs, while others view it as a threat to environmental sustainability and rural character. Overall, while some support additional funding to improve service delivery, others emphasize the need for greater efficiency and accountability rather than increased spending or taxes.

"Too many build without permits and get away with it because no one complains or is afraid to do so."

-Survey respondent

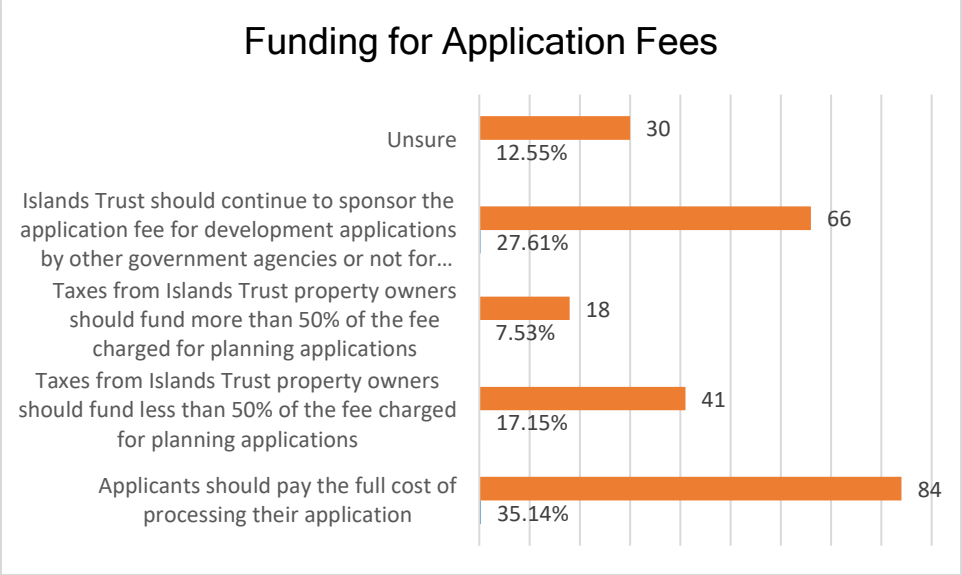
"Until proper studies on land use and water resources can be completed. Freeze on subdivisions and multi-unit developments with wells. Require rainwater collection to get permits."

-Survey respondent

Planning Application Fees

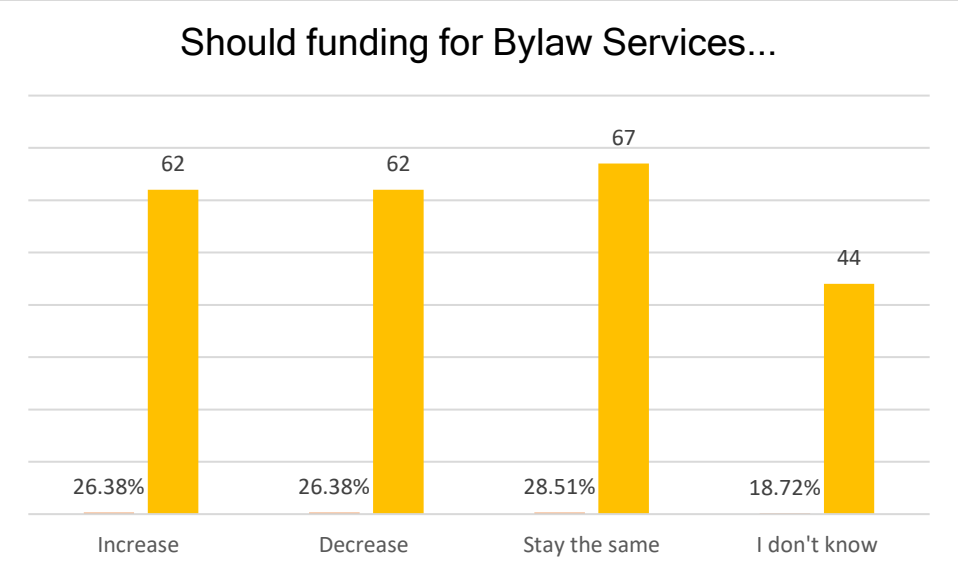
Currently, Islands Trust spends more than $1.5 million annually on Planning Services staff time and dedicated software systems to process development applications. Application fees received are typically about $274,000 annually. This gap occurs because Islands Trust charges applicants less than the cost of processing applications, based on local trust committee approved fees. The rest is subsidized by general property taxation and other revenue sources (excluding the Bowen Island Municipal levy).

Last year, the Executive Committee sponsored $8,115 in fees for applications by other government agencies or not-for-profit organizations for initiatives that have community benefit, including affordable housing. The survey asked whether respondents would like to see the Islands Trust consider changes to application fees. There were 239 respondents to this question, 35% of whom supported applicants bearing the full cost associated with processing their applications. Nearly 28% of respondents want to see the Islands Trust continue to sponsor fees for development applications from non-profits and government agencies that have community benefit.17% of those who answered the question think taxes from Islands Trust property owners should fund less than half of the actual fee of planning applications, and 7.5% believe property owners should fund more than half of the actual application fee. An additional 12.5% of people indicated they were unsure.



Funding for Bylaw Enforcement Services

The survey gathered input on the desired funding levels for the Islands Trust's bylaw enforcement services. Responses were almost evenly split between those who want to see the funding level increase, decrease, and remain the same. Nearly 20% of the 235 respondents to this question indicated they didn't know.



Feedback on Islands Trust's bylaw enforcement services reflects a divide. Many respondents feel that bylaws are inconsistently or ineffectively enforced, often citing a complaints-driven, slow, or even biased process that fosters conflict between neighbours.

Some view enforcement as overly bureaucratic, duplicative with other agencies like the Capital Regional District (CRD), and wasteful of limited resources, while others see it as critical for protecting the environment, water quality, housing stock, and community character. Concerns include under-resourcing, long response times, unclear jurisdiction, and lack of transparency.

Comments provided suggested better training, more local accountability, and clear priorities—especially for issues like short-term rentals, environmental degradation, and illegal development. Others argued for less enforcement, advocating for local self-governance, reduced government spending, and more trust in community-based solutions. Overall, there's a clear sentiment that enforcement, if maintained, must be fair, transparent, efficiently resourced, and aligned with clear environmental and land-use goals. The following comments represent the types of feedback shared:

"Our groundwater aquifers are being contaminated by pollution and naturally by saltwater intrusion and over use. Institute a requirement for rainwater collection on all new builds and enforce it!"

"All is complaint driven, so, often one homeowner must make changes while a neighbour with more egregious "offences" is left untouched."

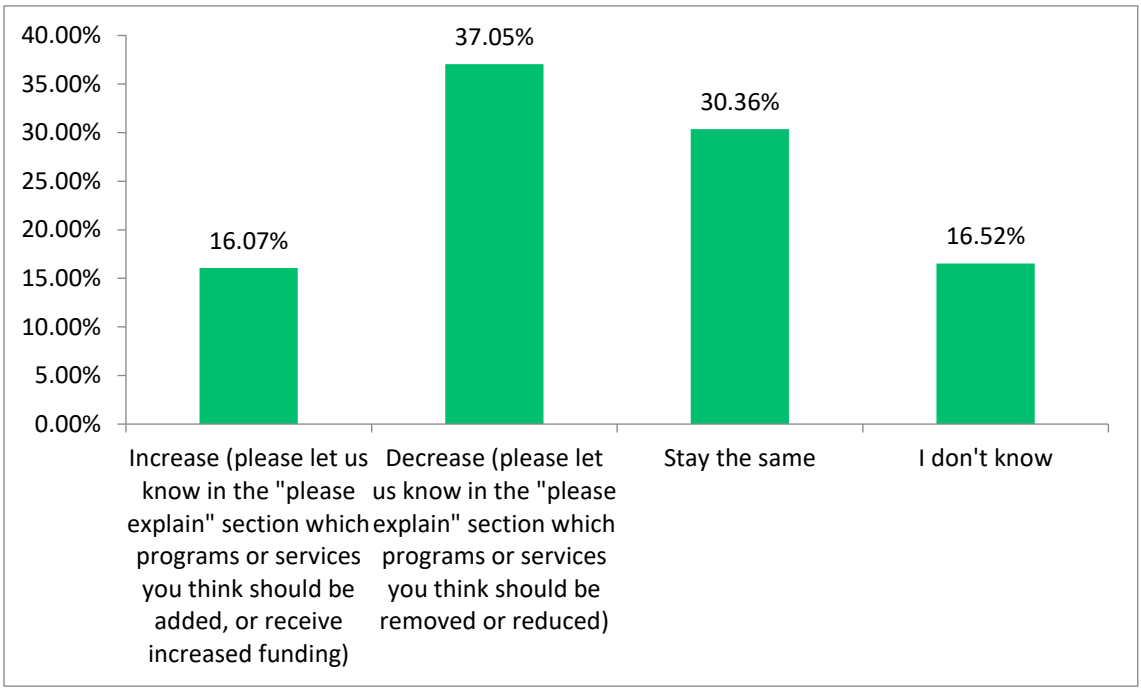
"No point in bylaws if they cannot be enforced."

"It is under-resourced. If you are going to have bylaws, you should have resources to enforce them."

Funding for Trust Area-Wide Programs

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

The survey asked whether funding for Trust Area-wide programs should increase, decrease, or stay the same. Respondents were also asked to suggest which programs or services they think should be added, augmented, reduced or removed.



The 224 responses to this question reflect a wide range of opinions on Islands Trust programs, but several consistent themes emerged. Many respondents feel Islands Trust should return to its core mandate of land use planning and environmental protection, with less focus on advocacy, First Nations engagement, public education, and external partnerships, which some see as duplicating provincial or federal roles. Others strongly support First Nations engagement, conservation, and education, especially where they directly support the "preserve and protect" mandate.

Among those supporting a decrease in funding for Trust Area Services, there is concern over cost, bureaucracy, and inefficiency, with calls for greater fiscal restraint, streamlined operations, and more measurable outcomes. Some see current programs as ineffective or redundant, especially when local conservancies or regional governments already do similar work. However, others praise specific initiatives like ecosystem mapping and stewardship webinars, advocating for their continued or increased funding.

Additionally, there is a noticeable divide: some want increased investment in stewardship and environmental protection, while others feel these programs are misaligned with the Trust's role or are contributing to unaffordability. Lastly, there's frustration over duplication of services, lack of clarity in mandate, overreach, and perceived politicization of the Trust's functions.

"The Trustees need to be clearer on their mandate and stick with it. The public needs to be better informed - the resources are available for this, it just takes time to read through and attend meetings. The frustrating thing is the same questions and complaints circulating every year without the public's informed understanding of the purpose and history of the Islands Trust." - Survey respondent

"More programs that tie the Trust Area together." - Survey respondent

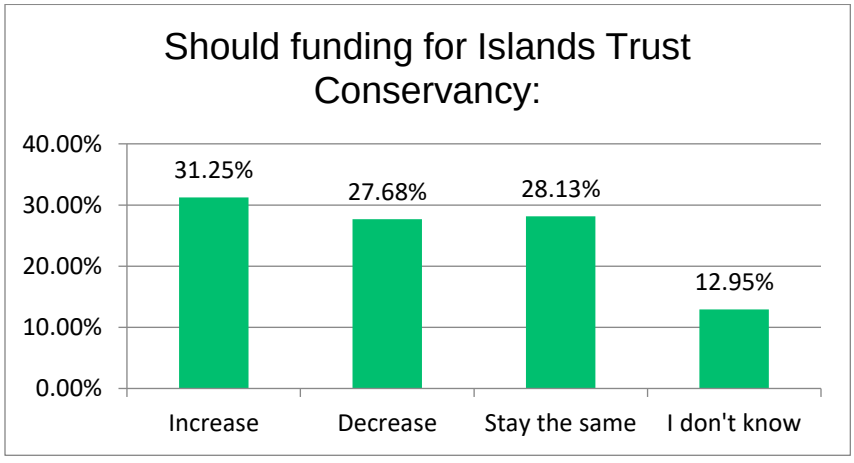
"Programs need to be created like permits for tree removal, poisonous Daphne removal, broom pullout and deer population control." - Survey respondent

"*Each island has its own stewardship, nature conservancies etc. I believe there is duplication of effort and each Trust Area should assess the overlaps and enable cost reductions. Locals do better more meaningful work that really matters to residents, vs a IT could ever accomplish."* - Survey respondent

Funding for Islands Trust Conservancy

The Islands Trust Conservancy (ITC) is the land conservation branch of Islands Trust, dedicated to protecting the unique ecosystems, natural landscapes, and biodiversity of the Islands Trust Area. ITC works with landowners, community groups, and conservation partners to preserve ecologically significant lands in perpetuity. The Conservancy uses funds to manage protected areas, restore habitats, and support conservation initiatives that safeguard rare species and sensitive ecosystems. Funds from taxation are not used for acquiring protected areas – new protected areas are donated. The Islands Trust Conservancy has been entrusted with the protection of 115 private properties, totaling over 1,375 hectares through conservation covenants (81) and through donation as nature reserves (34).

The survey asked whether funding for the Conservancy should increase, decrease or stay the same, with an option to select "I don't know." The results are summarized in the table below.



Respondents' comments reflected a mix of support and skepticism toward the Islands Trust Conservancy (ITC). While some appreciate its role in fulfilling the "preserve and protect" mandate through land conservation and ecosystem protection, others question its effectiveness, citing concerns over high costs, redundancy with local conservancies, and lack of measurable outcomes.

Some respondents would like to see for more financial transparency, operational efficiency, and better collaboration with island-specific groups.

Among those who would like to see funding for the Conservancy decrease, there is a sentiment that conservation should be funded through donations or higher government levels rather than local taxes. Some respondents support conservation efforts conditionally—only if they are cost-effective, locally beneficial, and aligned with the Trust's core mandate—while others view the ITC as overreaching or irrelevant, urging a return to basic land-use planning responsibilities.

"The public needs to know more about this Trust function."
-Survey respondent

"The ITC should be entirely self-supporting -maybe through grants- or eliminated. No tax money should go to this."
-Survey respondent

"We need to protect ecosystems, landscapes and maintenance is expensive."
-Survey respondent

"The ITC is in a stand-still mode right now because of understaffing. It is essential that any increase in funding be used to remedy this situation."
-Survey respondent

"Most of the land in the Trust Area is private. A critical way to protect habitat is conservation covenants but these cost the landowners money even if they get a NAPTEP funding. There are people who want to establish covenants who don't because of cost. This could be covered by the Trust Conservancy."
-Survey respondent

Funding for Islands Trust Council Meetings

Islands Trust Council meets virtually and in-person four times per year, and the meetings are generally livestreamed. The budget for an in-person Trust Council meeting ranges between $30,000 – $35,000. Given this, respondents were asked how frequently Trust Council should meet in-person. Their answers are summarized in the table below.

In addition to the selecting from the multiple choice response options, respondents also provided 125 comments. Key themes emerging from the comments included: frustration about the high cost of in-person meetings when these tax dollars could be redirected to more urgent issues such as housing, water projects or protected parks and a preference for more virtual or hybrid meetings to make it easier for the public to attend and ensure equitable access across the islands.

It was suggested that Trust Council could meet in-person once or twice a year to maintain some in-person contact and that alternative governance models be explored to meet a desire for greater transparency, strategic leadership, and accountability. The full list of comments received is available in Appendix F.

Answer Choices	Responses	
Two times a year, with other meetings conducted virtually	26.87%	61
Once a year, with other meetings conducted virtually	23.35%	53
Four times a year	18.50%	42
Unsure	12.78%	29
Islands Trust Council should always meet online	11.45%	26
Three times a year, with other meetings conducted virtually	7.05%	16
	Answered	**227**

Organizational Areas of Strength

The survey asked respondents what they think the Islands Trust does well. 150 people answered the question. The full list of comments is available in Appendix G.

Respondents expressed a wide range of opinions about the Islands Trust, with many valuing its "preserve and protect" mandate and crediting it with preventing overdevelopment and maintaining the character of the islands. Appreciation was also expressed for the professionalism and helpfulness of individual staff and trustees.

However, the feedback also reflects a deep division and a theme of dissatisfaction with the Trust's current operations, which are described by some as overly bureaucratic, inefficient, and disconnected from the needs of residents. Concerns include wasteful spending, lack of tangible results, excessive focus on internal processes, and poor communication with the public.

While some praised individual staff or specific initiatives like ecosystem mapping and housing toolkits, many feel the Trust has lost its way, with several calling for major reforms, downsizing, or even elimination in favor of regional or municipal governance.

Organizational Areas for Improvement

Respondents were asked what Islands Trust could improve on. 181 people responded to this question. The full list of comments can be viewed in Appendix H.

Key themes from the responses reveal tensions between residents and the Islands Trust, centering on governance, costs, communication, and adherence to core values. Many respondents express strong support for the Trust's "preserve and protect" mandate, especially regarding ecological conservation. Some feel that the organization has become unnecessarily bureaucratic, inefficient, and overly politicized. Included with this is a call for streamlined operations, more local representation, and reduced overlap with other levels of government.

Concern for fiscal responsibility and transparency were expressed, with many advocating for budget cuts, reduced staff, and prioritizing essential services. Enforcement of bylaws—especially those related to development, environmental protection, and land use—is seen as inconsistent and complaint-driven. Others seek stronger environmental protections, including against overdevelopment, water stress, invasive species, and ecological degradation. Some respondents also demand better public engagement, clearer communication, and faster, more responsive decision-making. Overall, there's a strong desire to refocus the Trust on its core purpose while becoming leaner, more accountable, and genuinely responsive to the unique needs of island communities.

Other Feedback

The final survey question asked: “Did we forget to ask something that is meaningful to you? Please provide additional thoughts.” There were 98 responses to this question.

The feedback revealed several key themes about the Islands Trust’s role, effectiveness, and priorities. Many respondents emphasized that private developers and homeowners should bear the full costs of permits and that the Trust should focus strictly on its core mandate—protecting the unique environment and ecosystems of the islands—rather than expanding into areas like affordable housing, Indigenous relations, or broader social issues.

There is significant concern about bureaucratic bloat, inefficiency, and overreach, with calls for budget cuts, streamlining, and greater accountability. Property rights and local voices are repeatedly cited as being undervalued, with frustration about complex permitting processes and enforcement inconsistencies. Many urge stronger protection of shorelines, foreshore areas, and forests, while balancing the needs of local residents and businesses.

Some express skepticism about the Trust’s effectiveness and call for internal reform or even disbandment, while others still value its environmental mission. Issues like off-island investment driving housing pressures, ferry traffic, and infrastructure challenges were mentioned repeatedly, alongside calls for better communication and transparency. Overall, the input reflects a deep tension between preserving the islands’ natural character and addressing evolving community and economic needs, with a broad desire for clearer focus, fiscal responsibility, and respect for local property owners. The full list of comments can be viewed in Appendix I.

APPENDIX A:

Comments received re: Funding for Long–Range Land Use Planning Services

- Since the IT provides few services but a lot of discussion, the budget should be reduced to eliminate much of the discussion and change the focus to action-oriented goals with benchmarks and annual evaluation.
- Decrease the Island's Trust Bureaucracy
- The planning costs for the Islands Trust seem to be much higher on a per capita basis than other local jurisdictions just outside of the Islands Trust area. We would prefer that the planning be done more cost-effectively, and more similarly to local non-IT governments (like the CRD, or the Comox Valley RD).
- Preserve and protect doesn't call for a lot of planning. Consult with biologists and monitor wildlife, plants, erosion etc.
- Population growth; need for better mapping; including more local knowledge, especially re natural amenities; taking appropriate time
- the current OCP reflects an anti-affordable housing bias that I believe needs to be altered
- Scientific research studies must be done to support long term planning decisions.
- to keep up with increasing demand to alter OCPs
- I expect Islands Trust to come to the best conclusion on this
- We need all OCPs and LUBs to be current in the Islands Trust. Not funding that now will cost us more in the long run. This should be a priority for the Trust and should involve provincial funding to accomplish it.
- In the interest of sustainability, i.e. what taxpayers can afford, land use planning should be limited to maintaining or improving ground water and erosion control.
- Gabriola is under the RDN. They are supposed to enforce. Zoning and planning needs to be the RDN only because IT impact increases costs and slows down the process.
- The Trust spends too much money endorsing or actively advocating for programs they have no jurisdiction over
- There is no more money
- Funding should be increased for forest development to resupply the groundwater. Planning funds need to be redirected to groundwater protection.
- do not allow tangent projects to be funded. Focus on environmental protection
- Because this is the most important framework for my community
- If that is what is needed (financially) to ensure deep advocating for the natural environment then the financing to do needs to be available.
- It is adequate at present
- Come up with a reasonable plan and stick with it. If it was good it need not be reinvented all the time.
- Decrease planning budgets and increase funds for free Protective covenants for property owners
- There is a disconnect between Galiano development and the regional development - should be integrated with Sidney and CRD
- Planning without by-law enforcement is useless
- duplication of services with CRD
- Developers should pay at least 50% or possibly more of Planner time devoted to their projects. The proportion of the budget that goes to Planners is much too high relative to the essential work of conservation that is grossly underfunded.
- The OCP represents local a land use, and reviews reflect the ever changing nature of island life - whether demographics, climate change or new understandings of rural life.

- Planning should be simplified.
- These are the road maps for policy implementation. The deeper into the future you look, the more the present gets put into context.
- The wheel doesn't need to be reinvented. Yes, things change over time, but I feel I'm just a piggy bank for the LTC to spend on whatever whim they have.
- The planning seems to be based on political agenda rather than actual resident needs.
- Huge reports that are boilerplate simply wastes time and energy
- The Trust does not have staff who go out to view properties when there are concerns/disputes yet they are issuing permits but cannot effectively enforce by-laws. Recently a delegation from Thormanby Island explained to the LTC how an application from a property owner was going to adversely affect views, privacy, and enjoyment of neighbouring houses. If there were lot plans and photos this was not available to anyone other than the Trustees and Trust staff. In looking online at Thormanby there are some remote and isolated lots and some dense clusters of properties that are small lots. Ultimately, without visiting the site to understand the situation, the Trustee approved the permit! Once done, it cannot be undone and perhaps several nearby property owners will be negatively impacted by this rash decision.
- I have not been too involved in these past years
- I think the communities are growing, so more planning services would be better
- Why would costs need to increase?
- Keats Island has had impact by recent set back changes and I do not know what further long term planning can do save for dock access for the island so funding should reduce.
- I don’t think the trustees have enough information or understanding of local issues to make good long range decisions.
- Land use is rapidly changing with a large turnover of new owners on Keats. I think we need to establish the norms for what we all want for Keats, for local traffic and for water traffic e.g. banning Seadoos within 0.5km of the shore due to noise concerns.
- We need more parks all around the Howe sound—it needs to be a kayaking heaven
- Probably increase cause everything just keeps costing more to do. Ours on Hornby has been a long arduous process and seems to be dragging on forever.
- I believe that we need more well grounded accurate studies on current land use for residents to review before we can be informed in our support or disagreement with proposals coming from Islands Trust.
- Most island residents are committed to preserving the character of their island.
- We need to get away from constant growth
- The majority of OCP components (i.e., priorities) shouldn't change frequently
- The Trust has become top heavy with administrative costs.
- less government is best.
- bloated bureaucracy
- We don't want your urban planners' vision of "preserving and protecting" us. It has already proven to do the opposite.
- We thought our new plan was finished in 2020, but it is just sitting, becoming out of date. When will it be finalized?
- overspending already for limited results
- They don't have the credentials to be making any land use planning decisions
- This is an important role and needs to be maintained as costs increase
- More plans needed? Parking? Noise, traffic of large trucks?
- Curate priorities to fit within a constrained budget.

- Zoning should be taken over by CRD as they already handling building
- that’s where people get to express their desire for the island
- important to plan for the next level of population growth and fire preparedness as summers get hotter
- Most land on Mayne is privately owned and zoning is clear. Very little need for more planning unless there is a request for change. We are restricted by drinking water storage issues.
- I feel that the islands are fractured into so many different groups working on different priorities that it is hard to imagine what value official community plans have. We need funding to implement the actions proposed by the plan.
- More thought is needed for the repercussions of the decisions !
- It appears that on Mayne long term planning becomes ineffective when by laws are flagrantly ignored and nothing is done.
- From the outside it looks like there is too much money spent on overlapping issues with CRD and it's rules. Islands Trust officers do not live on island (too much time spent on travel)
- Needs updating to include consequences of climate change and water availability studies
- The budget of the Trust has ballooned over the past several years. Just look at the huge mess trying to re-write the Policy Statement has caused. That effort alone has cost taxpayers hundreds of thousands of dollars and now the Provincial Government is rejecting the changes and wondering why the Trust ever started down this long road in the first place. Many of us are wondering this as well. There was no mandate turn a well written two page policy statement into a short novel that will only make life more challenging for most of us and will not ultimately do any better for the lands and waters within the jurisdiction of the Trust.
- I think the trust committee's work is optimized for the ideal, thanks to the high Level of competence of its leaders.
- Inasmuch as this feels like the best use of current funds.
- The expense is far too high.
- Island trust already way too involved
- Too much bureaucracy. Slash the excessive permitting process. Relax restrictions for owners to build on and expand their residencies.
- Island Trust is costing too much money without significant results. Ends up getting involved where they shouldn't. Keep focused on overall landuse planning/zoning stay out of the details.
- It is SO confusing trying to navigate what the official community plans even ARE. I am in support of an organization that preserves the integrity of the islands. But are you actually doing that? And if not, then no, we shouldn't be spending money on it.
- Too expensive. More costly than our vital services.
- Not evenly implemented now. Worst offenders continue to flaunt regulations with no apparent repercussions
- Increased funding does not necessarily mean increased output. Too much staff bloat.
- The planning department seems to favour rapid development, rather than consulting with the local community about the Community Plan.
- Most of what Island's Trust claims to do can be done by CRD.
- We already have a large budget for the Islands trust and it seems to increase by approximately half $1 million each year. Maybe our overhead is too expensive
- Yes. Islands Trust and all government bodies need to greatly constrain their imposed costs and stop the cycle of endless increase and endless expansion of services.
- This is the proactive part of the job, anticipating challenges and designing mitigation. Climate change is an example
- Very little has changed on Pender Island in the 35 years I have been here yet the staffing levels increase as does the budget. Why?

- I don't trust the Trust with my tax money.
- To keep the integrity of SSI
- Property permits for large mansions should be held until we can get funding to support the middle class that work in the stores and small businesses.
- It seems that with current staff the SSI OCP is not happening, despite the rehtoric. Possibly more money could help?
- I'd like to say "Increase" but that's just too big an egg to hatch
- Outreach to the public will take additional time.
- Should decrease unless prepared to give appropriate attention and support to local plans like the one for Piers Island
- Update community plans, but unsure why that would require more funding. Rate of expenses at Trust is already growing faster than inflation.
- As I said, too much focus on this versus environmental matters.
- Costs need to decrease
- I have the impression that development proponents are actively undermining the "preserve and protect" responsibility of the Trust.
- OCPs are satisfactory as-is.
- I want to see the office used better, but I have no idea what an appropriate level of funding could or should be.
- Because we're not doing enough to revitalize our community…it's dying.
- We have a good OCP, it needs to be honoured.
- There is no long term planning as there only appears to be reaction planning and planning to support housing development.
- Restructure land use planning to focus on increasing efficiency and reducing costs
- Salt Spring's OCP desperately needs updating with a lot of community input
- More discussion about balancing development with environmental / resource management
- We have WAAAAAY too few planning resources. We are half the population at least and have 1.5 FTEs. This is not right.
- I don't know that more/less money would make a difference.
- The process needs to be simplified and made transparent. If there is a relevant plan in place, and the should be after all the time and money put int developing one, it shouldn't need a complete overhaul for any perceived potential eventuality.
- Something needs to be cut. This is a possibility
- Sustainability is achieved through long term planning
- We have increased developmental pressures
- Play areas for the young, activities for teens
- Seems to be an expensive intellectual exercise with no deliverables or impact
- We need more low cost housing and better water management.
- Overplanning is chronic, building is difficult, rules are selectively enforced, backing off is hard.
- All municipalities have planners. I do not see how the Islands Trust protects the environment. Fire breaks and deadfall removal for wildfire? No. Culling of invasive animals- deer and goats? No. Removal of invasive plant species- broom? No.
- Any to over protecting lands and cutting people off from these areas so remove funding so as to remove this over protection
- I think the OCP are adequate
- The taxes we pay to live here should go towards the services to live here. If there are rules to protect the land like Bylaws - they should be enforced. If you aren't going to enforce them,

then it’s not worth the money to protect, it’s just lip service. Provide tangible services and enforce bylaws.

- Local LU Planning should be strictly local & not done from expensive Victoria office. Taxes are too high.
- I am not in favour of increasing restrictions, and increasing funding would likely mean increased staff hours, which would likely mean increased restrictions. We have more than enough zoning restrictions.
- The Trust in general terms has overstepped their mandate. They have added cost and complexity to every step in the planning and development process
- The IT's spend is out of control - they need to scale back activities.
- Ways must be found to reduce the administrative costs of every aspect of the Trust’s work. The Trust’s mandate is straightforward yet the amount of bureaucracy that has to be navigated to accomplish any meaningful work is beyond excessive and highly inefficient.
- I think the local jurisdictions could handle more of this.
- Better efficiency could reduce costs.
- Need to make a plan and stick with it rather than tweaking it all the time
- These are not followed nor actually used. Skip them
- I think it's vital but I don't know enough to say whether it should increase or stay the same. I understand there is controversy but I support funding at least at current levels.
- The South Pender Island OCP is decades past the specified review timeline
- Long range planning at the Trust is an oxymoron
- Nothing ever changes here
- Private property owners should have more say & less rules on their own property. For example, Small businesses
- Review and rewrites of OCPs is an administration task, not an action. Short term actions such a restricting vehicle access to beaches (Sunrise Point, TI).

APPENDIX B:

Comments received re: Funding for Current Planning Services

- So that more of the cost would be shouldered by the applicant
- Decrease bureaucracy
- Should be done as cost-effectively as possible.
- Shift focus away from development
- processing has been too slow
- until proper studies on land use and water resources can be completed. Freeze on subdivisions and multi-unit developments with wells. Require rainwater collection to get permits.
- slow the folks down!
- As above. Too many build without permits and get away with it because no one complains or is afraid to do so.
- What is the current cost percent to land owners?
- Approve development permits quicker
- There should be fewer requirements for applications and permits, limited to ground water, erosion and disaster prevention.
- Applications/permits should be fully paid for by applicants
- Developers would hopefully pay their own costs
- Keep the funding, but spend some time next year reviewing how you can lower the application burden financially and administratively for property owners, and for the islands trust.
- RDN's job.
- Bill the applicant
- Not from the tax base. Individual applicants should be responsible for the cost.
- We need to limit density increases on many islands that are at the tipping point of environmental health or whose groundwater is stressed or in decline
- increase cost to applicants rather than budget tax income
- If it is for anything more than 1500 sq ft it should increase
- Applicants should bear full cost of the process
- Have a building code light so people have the choice. Applications are part of the current unaffordable housing crisis.
- Increased enough to perhaps ensure such applications that they will not be considered at will.
- The application applicants should pay higher fees.
- I think that applicants should pay more of the costs associated with applications, with the exception of applications that have a community benefit
- Quicker turnaround
- These costs are already excessive.
- Less funding equates to longer development rates which translates to more thought care for the pace of development as defined as a harm to natural habitats. All human development harms the natural habitat synergies in some way.
- It should not take 4 years to go through any process. But increasing funding won't necessarily fix it, often it make it worse.
- Planning permits and building permits, development, etc. should be the responsibility of CRD

- The cost for developing should be covered by the property owner. On the other hand the process has to be streamlined and be efficient.
- Duplication of services with CRD building permits
- 2,000+ just to *apply* for a variance is astronomically high
- Over twenty year old buildings should be grandfathered as existing non conforming.
- It seems that permitting has way more to consider now and it would seem to require more expertise, eyes and decision makers. Because regulation of permitting is in the communities interest my taxes should fund a significant portion of the cost.
- I see this as a type of user fee. We built a home a few years ago and these fees were fairly low.
- These costs are already excessive.
- I don’t think it is working in our area of water access only properties.
- It's difficult to say, but if increased funding would facilitate shorter review/approval timelines than this may be a good suggestion. However, streamlining the application and approval processes should be considered.
- Way too much interference without knowing the facts or situation.
- We need less restrictions and more park docks
- Prices for everything has increased so islanders can afford it.
- use the existing resources better.
- We need to get away from constant growth
- We are being overtaxed, government is overpaid and the average person can not afford excess spending
- depends on the project
- Reduce spending
- We have an OCP and LUB that reduces these applications and planning staff are continually trying to change this. Less staff hours means less staff interference and less influence.
- Absurdly slow.
- Should be discontinued. These folks, although likely very nice folks, are not skilled in this area
- This is also an important role but cost increases should be passed onto the applicants.
- To make it more economical to make applications
- Mayne has reached its designated population. Housing Development should be stopped. Wells are running dry. Water is being trucked in in areas ..further housing makes no sense.
- CRD should take over development applications/building permits
- customer should pay for changes, user pay
- Mayne Island already has too much development for the area available. The new massive houses do not seem appropriate for this rural area.
- As above, there is very little opportunity to develop Mayne unless it's spot zoning. All of this could be handled by the CRD.
- I have not had personal experience with one but I have heard their are delays so if more staffing or resources are needed to make sure it is keeping up with demand then they will need funding.
- There are not enough meetings for anything to be addressed in a timely fashion. Seems to me too much money spent on travel related time and movement costs
- Applicants should bear the costs of development applications

- As long as reasonable application wait times are maintained.
- Applications should more or less cover their cost. The costs must first be dramatically reduced by initially cutting red tape (and I could write at length about this topic). The cost of an application should not be subsidized by all other taxpayers. Force the Trust to be held accountable for the outrageous amounts of money spent on dealing with what out to be simple applications.
- It shouldn't take 71 planners to look over applications or permits
- Need to speed up timeline so owners can build and go on with their lives.
- Greatly simplify the bureaucracy, requirements and restrictions.
- Time for permitting is an obstacle to development
- Paying taxes for decades, shouldn't have to pay high fees for applications
- Find ways to create effiencies in permit approvals and processing. Find ways reduce administrative burden and reduce costs.
- Again, no idea. What gets approved or allowed seems totally arbitrary. What gets blocked seems arbitrary. It's exhausting.
- We pay taxes and should not be charged extra for application
- less bureaucracy more decisions
- why are there so many planners for the IT area?
- Need clear and consistently applied policies. Too many variances by well to do making it through
- Same as above. Much can be done by CRD. I would rather see funding go there. There also seems to be overlap, with IT taking much too long.
- Costs and regulations are contributing to increased housing challenges for everyone and seem to be related to raising funds more than the cost of the actual service provided.
- Applicants for DPAs, Variances etc should pay
- Permit costs are ridiculous and not well suited to project type. My permit for rebuilding a deck cost the same as building a house.
- it seems pointless to have applications when everything seems to be allowed anyway.
- While the cost to governmental and non-profit organizations are reasonable, private developmental applications should pay the full cost of processing.
- Depends on what the permit is for, for the whole or making a few people richer.
- Permit processing time is adequate, the red tape is not.
- I'd like to see DPAs be thoroughly examined, not rubber stamped for efficiency. So that takes time and money.
- There seems to be an emphasis on efficiency of processing applications. i.e. The Professional Reliance Model. This puts local neighborhood groups at a disadvantage in advocating for the sustainability of their area.
- I think more public input on DPA3 applications would require additional staff/planner time.
- This issue is irrelevant in the Piers Island context.
- Larger developments should pay increased fees to develop land and the burden of associated cost to analyze. Small applications should remain at lower prices.
- Costs need to go down
- Funding should be commensurate with current and projected needs. If it is, no more funding. If not, increase funding but manage the budget efficiently and effectively.
- Accelerated decisions

- I'm hearing that it still takes a very long time for permits to be approved. If more funding would help, then that's great.
- delays should decrease
- Developers and others should receive speedier replies to their requests--one way or the other.
- The planning office seems to have a high turnover. Having planners here over years makes them better at their jobs; maybe if they were paid more they would stay longer.
- More opportunities for new requests.
- recover the costs for applications
- Again stream line process to save costs and time.
- If funding needs to be increased to make the process faster, then I would be in favour
- We need more community spaces
- Funding for applications for true affordable housing should come from other building permits. There needs to be a priority put on affordable housing over new build single family or large estate style homes built in forested areas.
- Be more efficient with the funds as is.
- Revenues need to cover costs, presuming costs are “monitored”
- These costs are exorbitant and the service is terrible. This is part of the slicing by delay bureaucracy that has been used to stifle development.
- This may have to be reduced.
- There is a housing shortage and infrastructure upgrades needed.
- Development is essential for a healthy community.
- It's OK
- Takes too long to get any developments approved. We need more housing
- Applicants should bare the cost of all related expenses to process their applications.
- Get them through, don't inspect like it's the city.
- Basically the IT has planners. We pay more per capita in taxes to the IT than comparable sized municipalities.
- Allowing the removal of restrictive measure to allow development so the island can keep its residents and allow newcomers to come build and grow their families with sustainable living and work.
- The process seems to work ok
- Funding for applications should come from application fees, not property tax revenues.
- The permitting process is arduous and overly expensive
- My IT tax contribution is already unaffordable so it needs to decrease
- meaningful work is beyond excessive and highly inefficient.
- Depends on what the cost is and what it is meant to cover
- Stop over regulating. Everything has become so onerous for everyone
- The Trust permit cost is a very small portion of an application and should not be increased and add further burden to the applicant
- Applicants should cover costs.
- We already pay the CVRD. Double taxes for what services? too much bureaucracy
- There is no employment on most islands, therefore affordable housing is a fantasy, not required. Focus should be returned to original purpose of setting criteria and enforcing compliance in concert with muni and CVRD.

APPENDIX C:

Comments received re: Funding for Bylaw Enforcement Services

- More bylaw enforcement should first be handled by the Trustees, locals and neighbours, before going to Bylaw Enforcement. The costs for Bylaw Enforcement in the I.T. seem a lot higher per capita than other nearby jurisdictions (like the CRD or the Comox Valley RD). It would be better if the work could be done like the other local governments and more cost-effectively.
- The bylaws should be enforced. My understanding is that the lack of enforcement is not based on a lack of funding, but rather an indefensible exercise of discretion by the Trust to pick and choose amongst the bylaws to decide what rules will be enforced and what rules will be ignored. If the rules are wrong they should be changed - not ignored at the whim of the Trustees of the day.
- complaints-based is best
- Our groundwater aquifers are being contaminated by pollution and naturally by saltwater intrusion and over use. Institute requirement for rainwater collection on all new builds and enforce it!
- currently only complaint-driven
- I assume it’s not enough because so many people think it doesn’t matter if they defy bylaws
- All is complaint driven, so, often one homeowner must make changes while a neighbour with more egregious "offences" is left untouched.
- The direction to by-law is to focus on short term rentals - I wish they would remove the trailers being parked in sensitive areas and reduce mini-villages without permits
- All over BC there is a tendency for people to think rules do not apply to them
- No point in bylaws if they cannot be enforced
- Bylaw enforcement should be managed by the RDN. Having multiple government entities enforcing bylaws is redundant and wasteful.
- Too many awful trailers parked everywhere and where does their sewage go?
- Short term rental accommodation rules need to be enforced so that properties on the Islands become more affordable and lessen the economic discrepancy between property owners and renters.
- so obvious we need more bylaw enforcement
- Not being enforced now so why would you add more costs? Septic tanks are draining through our creeks and full contamination as they enter the ocean. Residents renting out RV pads without enough septic space and water. You guys tell us why?
- There appears to be little enforcement after application is approved and especially there needs to be more protection of wells for diminishment in quality and quantity.
- prioritize environmental protection activities. focus on use of homes for tourism is less important for this government - that is a BC gov responsibility
- Long waiting list for enforcement action; some problems are not attended to
- People should be able to talk to each other instead of tattling on each other. We have to learn to live together without big brother coming to sort things out.
- It is under-resourced. If you are going to have bylaws, you should have resources to enforce them.

- I've been told the IT has no funds to escalate multiple bylaw infractions to the courts. Once the public understands this, every bylaw infraction notice will be ignored.
- People ignore the bylaws because they are not enforced
- I resent being in a police state or subject to vindictive bylaw enforcement.
- Bylaw enforcement should not promote the neighbors turning on each other. And should not be apply unequally to the popular vs unpopular
- It does not make sense to have both Islands Trust bylaw enforcement and CRD bylaw enforcement - wasteful duplication of services
- They have to be more effective. Inspector was on Phyllimore point and Parker Island Beginning of May, 2025, he could have visited Wise Island at the same time. Instead I was asked to provide transportation to Wise that has nothing to do with my property. What a bizarre set up.
- Focus on those who break the rules and destroy the environment.
- Duplication of services with CRD bylaw enforcement
- I don’t believe there is any bylaw enforcement, besides the one building inspector when he is visiting here anyway.
- If planners followed the OCP and required proposed projects comply with OCP requirements there would likely be less need for bylaw enforcement. It's an open secret that developers should build first and ask questions later, if necessary. Ex: Crystal Mountain Retreat
- Focus on by enforcement for non compliance.
- Because it appears that not enough enforcement is done, which is probably because of the budget.
- Bylaw enforcement is non existent. On my little island several buildings are being built without permits. Crd does nothing about it.
- Depends on the bylaw infraction identification process. It is best that identification be done by enforcement officers and then the system needs more money.
- Hostile and vindictive bylaw officers, needs a third party approach as it just gets worse
- Recently a couple of residents on Gambier who were angry at bylaw infractions (at least 1 of which had been ongoing for at least 3 years) and complaints had not been responded to. They went online with their complaints and I recently learned an SCRD bylaws officer was sent over to Gambier but had no way to view the areas under dispute. A local resident with a vehicle was commandeered to drive the SCRD officer around. The effect was pitting residents against each other that other residents are unhappy about. The follow up should have happened much quicker and the process, as I heard about it from a couple of local people, was rather unsavoury and poorly dealt with. We have a Trustee on the island and perhaps some early conversations between the Trustee and the property owners might have avoided the scenes that unfolded a couple of weeks ago. While this isn’t 1st hand observation on my part, it was unsettling and unpleasant for a number of residents and could/should have been handled better.
- I'm not certain on the demand required for bylaw compliance management, so I can't say.
- We don’t get enforcement services as it is, why pay more?
- Keats is largely self policing due to its location and access.

- We had never been bothered by Islands Trust until recently. It was a very negative experience. We had a bylaw officer who doesn't know the bylaws. He had an agenda that was all about himself rather than trying to understand the historic development of the area. These bylaw people are not legal experts and need way more training in that area. People on my Island are pretty honest and this bylaw officer basically tried to trick them and then use their statements against them but the bylaw officer couldn't even get their statements correct making false accusations. Furthermore you don't need bylaw officers making up their own interpretations of the bylaws. The bylaws have clear and obvious intentions and bending them to suit your own personal agenda is not acceptable.
- If parking regulations are instituted on Keats as suggested above then by law enforcement will be needed on Mondays after a weekend when many cars are left parked, or perhaps on Thursdays so owners receive the nice on arrival on the weekend.
- We need less governmental and First Nations direction
- I've never seen a bylaw officer on Hornby but some people complain about tourist noise in STVR and never take action if this is even a real problem?
- Hornby currently has a loud subset of its population who think that enforcement is unwelcome or will be used in a personal, vindictive way. I'd like to see more neutral, outside enforcement presence actually checking on violations.
- It is unclear who is responsible for enforcing the rules on the island
- enforcement for water usage and STR violations esp. septic systems & noise
- We do well watching over ourselves
- We need to get away from constant growth
- People taken a wink-wink view to bylaws, rendering them somewhat irrelevant
- Too much money for the services delivered
- less government is best.
- by-laws don't seem to be enforced at present
- get rid of UNN involvement
- All spending should be reduced
- We are more than capable of taking care of ourselves. Your bylaw enforcement provides an opportunity for cowards to make anonymous complaints instead of keeping it on island and creating a community dialogue.
- I am not very sure of the effectiveness of bylaw enforcement
- By law enforcement is non existent except when a complaint is made. In most cases the complaints are vindictive, and from a self serving special interest individual
- This is an important role and needs to be maintained as costs increase
- don't know how much is spent on enforcement- if there are issues they should be dealt with immediately
- Because people put up signs on their property which they have no right to e.g. no parking signs on public roads
- Our complaints are not getting solved satisfactorily. Often here that CRD won't come over …CRD not interested…can't do anything because of CRD.
- The bylaw enforcement creates division in the community
- fairly good

- We have had huge issues with a neighbour using property inappropriately. Many neighbours complained, but the LTC seemed unable to assist.
- not sure what the funding is but we need enforcement to improve and need female officers in our force for the obvious reasons that only male officers are available for females in distress
- Important issues of health and safety are handled by CRD anyway
- I am concerned that bylaws often are weaponized against lower earning members of the community and do not serve to achieve any purpose outside of raising property values.
- More lenient decisions are needed with more insightful thought
- Too many bylaw infractions appear to be ignored on Mayne Island
- As long as the by laws are enforced which on Mayne can go ignored in certain instances. We fight back and nothing is done.
- North Pender Island started taking a stance to actively look for violations and not use the deal with by complaint as was stated in Islands Trust document. This started a bunch of unfounded complaints from people not even close to issues they were not affected by thus increasing the budget.
- Egregious infractions of DPs and other environmental issues go un-investigated
- Community plans are only as good as the people who choose to live in accordance with them. For a plan to be successful it needs to be buy-in and consequences for those who choose not to do so.
- Increased occurrences of unleashed pets, chasing deer/killing chasing livestock
- Trust in the people of Pender and they'll trust in you.
- Eliminate the anonymous complaint machine. It serves no one and divides everyone.
- Properties with junk cars, boats and rusty toys are blots on the beauty of the island
- Tends to be vindictive and personally based
- Not an issue on the island and most complaints seem to be unsubstantiated wasting time and money.
- What bylaws are there??? It's so confusing trying to figure them out! If there are bylaws about ENVIRONMENTAL preservation (not just how many feet your outhouse can be) then yes, please enforce them.
- Again too expensive. Time to cut back.
- if bylaws are not enforced then get rid of the bylaw
- why do both CRD and IT have bylaw enforcement? consolidate
- There doesn't seem to be much bylaw enforcement and not sure that is a priority, therefore I think it is an area that can be explored for decreasing. Stats and a quick summary on number of bylaw actions taken and results would be useful to determine if my comments are in line.
- The job of bylaw officer should be offered to island residents.
- I have heard from residents that Bylaws are rarely enforced or it can take literally years for there to be a conclusion.
- Byelaw enforcement has changed if there’s a complaint we now have to register our name phone number contact information so that the Individual placing the complaint will be fully exposed. When you called the Crd, they switched you to the Islands trust

when you talk to the Islands trust they send you back to the Crd. Does anyone know what we are paying for if no one knows who to direct us to

- I don’t know the current funding or how it is used.
- Costs for everyone is meaning having less. All citizens need their governing agencies to first, constrain the budget significantly and control future increases based on actual costs and not raising funds.
- Community members often are not able to find channels to report concerning activity.
- At present bylaws are not enforced. I don't think it is the Trust's job to enforce the bylaws. They should document infringements and a provincial body with teeth should enforce.
- Bylaw enforcement should not be complaint driven. There are far too many eyesore properties and travel trailers/motor homes used as permanent or temporary housing.
- All you have to do is grease a few palms to have bylaws waived.
- maybe if bylaws were enforced we wouldn't have two homes crowded on to a tiny lot, helicopters in the front yard, 10,000 sq ft homes being contemplated and amendments to bylaws allowed.
- To ensure those living/visiting SSI maintain the natural surroundings
- Not to waste money on chickens in court that’s for sure.
- When there is no functional bylaws on this Island, enforcement becomes harassment.
- More time for by-law officers means more people can be consulted on contested issues.
- Trust needs to demonstrate that it is giving appropriate support to enforcement for Piers Island.
- More enforcement. Particularly, enforcing the number of dwellings allowable on a given piece of land. e.g. my neighbor has three dwellings; one dwelling is house, the second dwelling is a barn workshop but the stove & shower were installed after final inspection, 3rd dwelling is a tiny home with extensive build out building attached to the tiny home. I would like to see more enforcement without filing a complaint on my neighbor.
- Prevent the current private clear cutting
- There is a lack of timely enforcement for important matters, i.e., housing that is damaging the environment or unsafe; vessels that are unsafe, have no containment equipment, are in environmentally sensitive areas; need to purchase a vessel to enforce bylaw regulations in our harbours; need more enforcement officers on SSI.
- Inaccessible bylaw enforcement for serious off-leash dog issue.
- Need to regulate Air B and B's and the like.
- the office needs more support
- It seems that things take too long. e.g. the salty dog place is still operating even though they are not within the rules
- Fix your bylaw policies first
- We have many many rules/bylaws with seemingly haphazard enforcement. Why have rules if you don't enforce. This needs to be done efficiently.
- So many people pay no attention to the rules as they know they won't be enforced
- Eliminate laws that restrict alternative housing like tiny homes or include them in building codes and guidelines for inspections.

- ONCE we get a revised OCP and LUB. Not now.
- I don't know that more/less money would make a difference.
- Bylaws need to be enforced (using “discretion”)
- More people should be sued to make sure they comply.
- As we are expanded for the tourist season we need more enforcement of dogs and abusive people. Also traffic speed.
- It’s ok as is
- Every OCP Salt Spring has developed has prohibited STVR's and because enforcement has historically been very lax, each year we see more and more opening. Cleaning companies openly advertise the cleaning of B n B's. On and off island investors have purchased one, two and three houses for the sole purpose of year round commercial rentals. These are not hard to find and definitely remove rental housing from the residential rental market. One of the quickest and cheapest ways to address our housing crisis is to enforce the existing bylaw.
- Only for rentals to become legal, and rat less.
- In its current form it is a poor use of resources. They spend a lot of staff time and target infractions with little impact
- Why bother to increase when you don't bother to enforce anything.
- I have never seen a bylaw enforced on Saturna in over 20 years
- To many protectionist bylaws.
- I don’t see a need for further bylaw enforcement on Saturna.
- If bylaws aren’t being enforced presently due to lack of funds then increase the funding. To me, it seems to be lack of interest of our local trustees to enforce the bylaws they write.
- There doesn’t seem to be much bylaw enforcement on Saturna
- Most islands don't need bylaw police coming into their communities from the city.
- We have enough enforcement thanks
- My IT tax contribution is already unaffordable so it needs to decrease.
- Meaningful work is beyond excessive and highly inefficient.
- Let neighbors talk to neighbors with out blowing the whistle on them.
- There may be ways to improve efficiency.
- Haven’t had any dealings with bylaw enforcement and hope to never have to!
- I think it's vital but I don't know enough to say whether it should increase or stay the same. I understand there is controversy but I support funding at least at current levels.
- By-law infractions are investigated/report basis. Clear metrics should be provided on an Island by Island basis
- Non-enforcement encourages more infractions. Without enforcement there is little relevance to bylaws
- No bylaw enforcement here
- Private property owners should have the right to more freedoms. There have only been a couple of extreme situations in the past 30+ years where IT has had to get involved.
- To prevent construction of illegal and undermined docks.

APPENDIX D:

Comments received re: Funding for Trust Area-Wide Programs

- The region wide programs that I have connected with have been excellent as is. The ecosystem mapping that I saw on your website was top notch, as were, the one or two education sessions that I attended.
- If Trust employees were paying the costs I think there would be far more restraint and efficiency.
- Housing, housing, housing for ordinary residents, not for Architectural Digest.
- The program to be supported should be closely related to the preserve and protect the natural environment and natural amenities.
- I think more resources are needed for First Nations engagement and support.
- The people of the trust area should not be burdened with the expense of preserve and protect it should be funded by provincial and federal government since it was put upon the islands by them. Where else in the country does this happen. For a small amount from governments the Islands Trust could purchase hundreds of acres over time on all islands and actually conserve and protect land for future generations instead of spend millions of dollars trying to manipulate people and regulatory bodies those of which over 35 years of watching has been alot of money spent on discussion groups, surveys, travel with little results.
- Islands Trust should not be providing ANY funding to special interest groups, and NGO's. That is not the original intended role of the trust. Look it up.
- In its primary function as an island-wide "trust" these activities should get more funding while activities related to reviewing and approving development should decrease.
- In line with inflation, quality and value of the programs should be better vetted.
- Islanders don’t need management from two governments. Duplication is waste of human time energy & money.
- I don't see public education helping when the agency itself is broken.
- Develop More Modern Initiatives.
- Stick to zoning and stay away from political activism.
- If I'm correct the SFU 5-principles of public engagement will take more time and renting venues for consultation.
- Stewardship Awards, History and Heritage Conservation Grants in Aid.
- The Gambier Conservancy seems to be well engaged with the public in terms of education and participation in preservation programmes. The Trust also has, according the website, a conservancy programme but isn’t this redundant? And if the Trust has a Conservancy programme is it really necessary when we have a Conservancy on Gambier, many other islands probably have their own Conservancy, and we also have the BC Conservancy. Too many groups doing the same or similar. The public education and engagement for the OCP has been a dismal failure for Gambier’s OCP process so I cannot support continuing or adding to the programmes the Trust wants to do.
- The IT seems out of touch with island life. Just stick to planning and supporting our community plans. You are not educators or advocates.
- Dump all of the above and get rid of the conservancy!
- Too many of the programs are non-productive. Programs should be action oriented only.

- Unfortunately, there was no place to comment after the previous question. I am in favor of property taxes increasing to cover some of the additional application costs IF the voices of those who are paying the taxes are represented accordingly in the conversation. Ownership allows for input; those with skin-in-the-game often care deeply about future outcomes.
- This is the art of managing a budget and should focus on environment. Example derelict boat removal.
- Trust programs waste money and do not help residents or the environment - instead pay inexperienced students to drive around polluting our environment.
- None of these initiatives provide any benefit for Piers Island owners.
- Funding and cost to each area should reflect the true cost of services delivered. Programs should be analyzed for mandate and efficiency.
- Public education and ecosystem mapping costs must be more expensive and they are worth paying for.
- Spending in this area is extremely ineffective and should be examined based on value-for-money principles.
- The webinars are great, maybe they need more $?
- I think Island Trust action does not aline with preserve and protect mandate. Therefore the funds are poorly spent. First Nation consultation are also a great financial burden. The organisation has to be run more efficiently.
- Can’t do todays work with past funds!??
- Focus on your core mandate. Get out of politics.
- Costs need to decrease.
- Fund a contest for removal of invasive species per neighbourhoods and between Islands like rag weed, foxgloves, broom etc.
- Each island has its own stewardship, nature conservancies etc. I believe there is duplication of effort and each Trust Area should assess the overlaps and enable cost reductions. Locals do better more meaningful work that really matters to residents, vs a IT could ever accomplish.
- Need more public education on groundwater protection and invasive species removal.
- I don't know because I do not follow
- IT is suffering from severe over reach into areas the Province & Regional Districts already has & which are overlapped.
- This does not seem to happen on Hornby at all, perhaps due to lack of funding?
- Decrease the bureaucratic costs by being more efficient.
- Only communication is articles by Laura Patrick in The Driftwood. This is sufficient.
- Less government oversite. When the Trust was developed there was a need to preserve the islands. Now, with zoning and bylaws that need is past.
- Eliminate the Island Trust entirely.
- Island trust should focus on approval of projects.
- Except for ecosystem mapping for the sole purpose of protecting the environment, I doubt whether any of the other programs are useful, particular as the Trust has listed in its "major" accomplishment section of the annual report the sending out of welcome packages to new residents - - an example of waste.
- Simplify the responsibilities and role to reduce cost. Banning use of popular areas is out of control.

- I'm uneasy with "advocacy". The LTC is excessively politicized and excessively ideologically driven.
- Island Trust should be doing all of these things! Not arguing about whether someone can put a window in a barn.
- Overall costs for the Island Trust need to come down, either find efficiencies or make some reductions in optional programs.
- Not needed as a land use body.
- Funding should be pushed into local media (Driftwood, Undercurrent, Sounder) and not tech companies like X and Facebook to communicate to residents. Utilizing local media demonstrates the Trust understands the links between local business and preserving communities.
- Stay in your lane; protect from overdevelopments like Magic Lake not everything else.
- For better public transportation.
- I can only speak for Mayne. I have seen little of the above from Islands Trust and all of the above from Mayne Island Conservancy.
- This is not the appropriate role but should fall to the ministry of education.
- Need it to be higher level not so micromanaged.
- The Trustees need to be clearer on their mandate and stick with it. The public needs to be better informed - the resources are available for this, it just takes time to read through and attend meetings. The frustrating thing is the same questions and complaints circulating every year without the public's informed understanding of the purpose and history of the Islands Trust.
- There is an affordability crisis. All programs should be done as cost-effectively as possible.
- I would advocate for a much smaller ITC footprint overall.
- Depends if Trust policies are going to be consistently applied.
- More outreach and education is needed.
- Water related services and support should be improved.
- I think the Island Trust should focus on its core responsibilities, being land use planning and the OCPs, and leave advocacy to the many established groups already doing so.
- Currently wasting money and time putting out useless press releases.
- Families in the islands that are struggling should not be paying for overpriced "planners" that do not benefit the community.
- The Islands Trust Council should not engage in any activity that falls outside of community land use planning, and communicating to citizens about community land use planning decisions. We have entire provincial and federal ministries dedicated to stewardship and environmental issues.
- All the programs listed should be given more attention.
- Lowering costs is necessary from so many standpoints. Less staff, fewer programs, more attention to the essential issues.
- This like the last question the supplied answers are limiting. Funding from taxes should be voted on by the residents of the island. The cost of applications should be applied equally to all applicants. If the costs ore too high perhaps a simpler method should be adopted.
- More programs that tie the Trust Area together.

- Conservation of endangered ecosystems, i.e. old growth forests, wetlands, streams, lakes and aquifers
- Pretty much everything above should be moved out from under Island Trust's purview. They are not accomplishing enough to warrant the budget they demand. There should be a complete review of all things under the 'control' of Island's Trust.
- Remove stewardship, advocacy, "cooperating" with FNs. Just focus on the statutory mandate.
- I would support an increase if programs were delivered on time and useful to the greater population
- Most of the list above has no impact on my life on the island. Please spend money on things with a measurable benefit.
- Stronger stewardship programming
- Reduce funding for First Nations advocacy that already receives such funding
- We need to get away from constant growth
- conservancy serves this function quite well
- Less Islands Trust everything
- With inflation, Islands trust has become too expensive to maintain at its current levels.
- Waste of money!
- Focus on doing the actual work. Not just talking about it. Stop with all the land and reconciliation signalling. Get to work and preserve and protect.
- Stop duplicating provincial and federal responsibilities. Use funds to demonstrate how the province is neglecting to fund a program that is meant for all BC residents. The island are not just the residents responsible based on how they are regulated
- programs need to be created like Permits for tree removal, poisonous Daphne removal, broom pullout and deer population control
- Suitable Land Analysis should be abandoned. The tool being used is poorly thought out, hard to change and does not work.
- I see advocacy as the most productive role of the ITC.
- In general I support increased funding for the good of the community.
- Garbage removal is an issue, building entire houses without permit should stop.
- For First Nations joint governance programs
- Funding for Keats Island should be curated to its needs which are unique from other broader IT projects
- I think it's vital but I don't know enough to say whether it should increase or stay the same. I understand there is controversy but I support funding at least at current levels.
- The services of the Islands Trust should be rolled into the regional district, duplication of fees for services, building permits for instance is unnecessary and reduced IT staff required in this area could free up staff time and costs.
- Look at reducing a percentage of spending in all areas.
- There are too many programs that provide no real value. Cut the bureaucracy and the waste
- Costs have become a source of social and individual distress.
- The Trust is a layer of government and bureaucracy that is not needed and basically duplicates other levels of government.
- Islands Trust has too much power and not enough accountability. Too many one issue trustees that have no idea of the diversity of various regions.
- The board needs a better balance between preservation and development

- Ecosystem mapping
- Most programs and educational sessions have not had any significant success. The public is mostly ignorant about the Trust and the difference between the Trust and a local government, either a regional district or municipal council.
- Increase support for proactive work on implementing the preserve and protect mandate. Decrease expenditure on managing requests for variance, DPAs etc.
- Advocacy projects are money pits
- Too much money is spent on this to no productive use.
- Government needs to be downsized
- I have accessed the extensive resources and found them very informative.
- The Trust needs to demonstrate the effectiveness and efficiency of each program. I feel that taxpayers are getting a lot of "hot air" from the Local and broader Trust rather than real projects that accomplish something. Talk is not conservation or protection.
- Too many trust committees....
- Education FN programs and Environmental Protection are key.
- Eel grass helps increase fish habitat as a good example.
- I don't know how funds are allocated
- Preserve is not always the best option
- This is necessary to attend robustly to its agenda for environmental wellbeing.
- The IT perpetuates mission creep duplicating projects that are already done better by senior government. It should pare back to activities within its remit and ditch the constant stream of eco projects that duplicate work that is the responsibility of the Province. It more resembles an activist eco-NGO than my local government.
- Preserve and protect seems to be ignored at this time. This islands population has reached capacity from what I understand yet islands Trust is pushing to increase the population in spite of water issues in particular.
- Advocacy is a waste of money.
- Little to no use
- That is the main task of the Trust -- funding for other initiatives can be reduced.
- Increase funding for communications, cooperating with other governments
- Waste of time
- Purchase of bare lots to increase green space or to implement fund raising to this effect
- The Trust should focus on its core mandate of land use planning and enforcement.

APPENDIX E:

Comments received re: Funding for the Islands Trust Conservancy

- doing a great job at the moment
- Other actors have proved more nimble, but the local item connects islands to the ecosystem.
- private ownership is just fine

- Just here on North Pender Islands in the past 50 years literally hundreds more hectares could have been purchased on less of a budget
- The Islands Trust should not be providing funding to the Conservancy. It is not their role.
- Most of the land in the Trust Area is private. A critical way to protect habitat is conservation covenants but these cost the landowners money even if they get a NAPTEP funding. There are people who want to establish covenants who don't because of cost. This could be covered by the Trust Conservancy.
- In line with inflation.
- Do not take on projects that cost money like this. Provincial govt covers parks. Our taxes are too high & climbing. Income is decreasing & cost of living is rising.
- Need more conservation projects
- Buying and then conserving the land decreases the tax base increasing the tax burden of the remaining shrinking number of property taxpayers.
- The public needs to know more about this Trust function.
- Just answered this above. The Islands Trust Conservancy makes for 3 levels on Conservancies for some islands. If I were choosing to work with a Conservancy to donate some or all of our land, I would choose the Gambier Conservancy. If there is a need for an Islands Trust Conversancy it might be for islands within the Trust that do not have their own Conservancy due to small population. If the islanders choose to start up their own Conservancy, the funds and lands held by the Islands Trust funds should be given to the newly formed Trust specific to that island.
- The islanders protect the island.
- How would we know when we don't know how much you pay?
- It should be completely eliminated!
- The ITC should be entirely self-supporting - maybe through grants - or eliminated. No tax money should go to this.
- See my comment above re. skin-in-the-game values.
- Depends on priorities
- Islands Trust Conservancy land could be better used for the community and not for the private gain of grossly overpaid Island Trust Conservancy staff
- Pendulum has swing too far, time for serious cutbacks
- Again, is irrelevant in the context of Piers Island.
- too expensive
- Because we need to protect ecosystems, landscapes and maintenance is expensive.
- It should be run as a non-profit society and operate in the same manner as all other land conservancy organizations. Most respondents will once again not have the facts and information to properly evaluate and answer this question. If you re-worded the question to say: Are you in favour of 20% of your Islands Trust taxes being donated to a local land conservancy organization (that is equally or more effective as the LTC has been), what you do the answer would be? Obviously, the percentage of 'No' answers would be far higher than even the number of "Decrease" answers resulting from this survey. Again, this question shows the inherent bias of a growing bureaucracy. And just so you know, I donate significant sums to land conservancy organizations and very much support their efforts.
- They do great work across the islands

- Conservancy is preserve and protect. All tanker anchorage should be disallowed by making all waters a park.
- Vital work, maintenance.
- invest and apply for grants for LAND BACK-As UNCEDED LAND should include a plan to fund the buying back of parcels of significantly important lands for Indigenous Communities=increase indigenous managed lands
- No increase above inflation please.
- The ITC should reach out to volunteers to do work & become exceedingly more efficient.
- We need more conserved area to protect natural ecosystems.
- These are vital areas and must be supported
- Let private donors take care of this.
- I have seen nothing done by the Conservancy for protecting our valuable and unique harbours and adjacent shorelines.
- This program has tangible, positive results
- The rate of property acquisition is satisfactory or excessive as-is.
- I have not seen the case made for any of the above options
- There are increasing risks (fire, invasive plants, deer) in reserves and high public use. These have to be managed.
- YES! And the initiatives should expand to all properties on the Gulf Islands.
- Provincial responsibility
- The Islands Trust has too much say in our private properties. WE have the CRD and OCP. Enough
- Decisions need to be transparent and include reasonable access by the public to findings related to archeological finds, and critical habitat.
- this should not be IT's role, there are other groups doing this work
- people should raise funds separately if they want to conserve lands
- they don't seem to do much
- The ITC is in a stand-still mode right now because of understaffing. It is essential that any increase in funding be used to remedy this situation.
- Over the years Property maintenance and taxes will keep increasing.
- I'm not comfortable with the Islands Trust becoming a major property owner or custodian in the community.
- Funding for the conservancy should be by donation only.
- Need to have a better definition of what preserve and protect means and how conservancy plays into that
- Enough.
- We looked into this program in the past, and support it in principle, however I think its up to the current owner and nominal checks to ensure the intent of the covenant is being respected, not using tax dollars to police it.
- There is an affordability crisis. All programs should be done as cost-effectively as possible.
- But only if people are not excluded from conserved lands
- More land protection is needed
- Staff drive to and from conservancy increasing climate change - it is in reality an anti-environmental organization; land should be repatriated to First Nations

- At least cover their costs
- Your "conservancy" is intentionally removing rare, viable, off-grid homesteads on our island. We don't want your conservation. We want to live peacefully off all of the grids. Nature is dominant here and will always be if you respect our wishes rather than ramming utilities down our throat!
- The lands should be returned to the First Nations. This is stolen land.
- The Conservancy is the only piece of the Trust that actually preserves and protects anything. The local committees are hampered by their desire to be popular, so they approve every application that comes their way.
- These properties should be handed over to the province of BC, which manages protected areas under several robust legal frameworks, including the Park Act, Protected Areas of British Columbia Act, and Wildlife Act. This is not the role of local government.
- Increase management of properties and include local volunteers to help
- The private donation and volunteer stewardship of these properties seen as separate to the overall agenda of the preserve and protect of the Islands Trust Council
- This is a core purpose of why we should have an Islands Trust, of course it should be prioritized.
- The more protected the merrier
- there is waste and over reach (meaning creating more and more programming which do little) that could cut from the budget
- Conservation of donated land is one consideration, but shouldn't our general Provincial and Federal governments cover such conservation of land through its systems?
- Most important work of Islands Trust
- Check out Duck's Unlimited for an idea of how Conservancy can be done much more efficiently.
- This is a laudable goal but I don't know how the funds are spent.
- There are so many other things to spend money on - i.e. cleaning up the harbour
- Fund the species at risk program permanently,
- We need to get away from constant growth
- need more land preserved
- Less Islands Trust overreach
- We should have enough money in the IT budget to maintain these properties without having to increase the budget. $12-$13 million per year on such a small area with less than 30,000 in population is quite expensive again overhead might need to be decreased.
- Stop spending so much!
- Focus on conserving
- Not funded by provincial or federal funds. Only use provincial and federal funds to protect areas that are their jurisdiction and don’t make residents pay for it.
- these islands are a National treasure and need protection
- Area under protection by ITC has increased and more is expected
- We have a lot of protected areas, particularly on Saturna. We do not need IT funding to protect any more.
- It's even more urgent now, with climate change, to fund projects under the umbrella of ITC.

- support land protections now to benefit our collective future
- That's preserving nature
- Probably need to increase to cover inflation. What is missing from the conservation aspirations?
- I think it's vital but I don't know enough to say whether it should increase or stay the same. I understand there is controversy but I support funding at least at current levels.
- If protected areas are donated why is there a cost to the IT to support? There are many conservancy organizations that could benefit the Islands without this added cost center
- My experience has shown that species on my land were not managed by ITC and therefore did not need any funding.
- Let the people who want to save the spaces Fund the programs.
- Funds for these should come from conservancy societies not the public purse.
- Our Conservancy on Mayne does a good job at the current level of funding.
- Let the individual owners manage their properties!
- We are overly protected. There is little land available for affordable housing
- Ensure preservation and protection of increasing scarce and threatened natural environment
- Need to extend Conservancy to local waters, Federal and Provincial governments have too much control with little or no local knowledge
- The Conservancy is the only success story in the Trust.
- Most of the islands are private property. There are few ways to actually preserve and protect the unique ecosystems that stimulated the formation of the Trust. Developing covenants and nature reserves are an important mechanism.
- Invasive species need to be removed, eroded beaches repaired and protected areas selectively purchased when they become available
- The tax base cannot afford increases
- To purchase large land holdings at higher elevations to protect forests and groundwater recharge areas.
- Environmental ideology has hindered the good use of the Howe sound—we need more parks with docks
- An increase might be required if more land has been accumulated.
- Again the Trust Conservancy has not demonstrated that it is accomplishing any real on the ground advancements.
- Environmental Protection is paramount
- Increased properties require more protection and/ or development.
- This is where the Trust Conservancy should be centered 100%
- Necessary to get the robust advocacy job done.
- The ITC should be abolished and its covenanted properties passed to a non-profit which could run them more efficiently at no cost to tax-payers. The ITC is extremely dysfunctional and cannot manage the properties it controls. The ITC budget is wildly out of control.
- There are very serious issues here such as water which are not being addressed. Bringing more people will exacerbate the problem. Developing land, at this time, is nonsensical. Preserving it is required.
- The costs of on-going management of Conservancy areas will increase.

- Why are there two conservancies on Salt Spring? Is the Trust conservancy redundant?
- Why is this a separate entity?
- I think this is pointless. Example, a friend has such a property 'protected"' as sharp tailed snakes have been found there. But the neighbour has two cats that roam. So - all that is happening is that this property is providing more hunting for the cats.
- I fully support the Conservancy's work but sources of funding other than property taxes should be used, as with any other land conservancy.

APPENDIX F:

Comments received re: Frequency of In-Person Trust Council Meetings

- It's a luxury to be able to meet face to face now with the good technology we have.
- Online works, could happen more often.
- Why burden we the tax payers with paying more for their trips when everyone, including us taxpayers, could meet online with our concerns.
- more communication is essential
- these are costly meetings both in time and money
- If we believe that vehicles are bad for the environment and that is a big part of Islands Trust mandate why would anyone support all that travel.
- They should NEVER meet, because the Islands Trust should be dissolved/eradicated/poof/gone
- Virtual meetings are very efficient and cost effective.
- With today's technologies and communications the need to meet is no longer a necessity.
- Too expensive, increased footprint on the earth with travel, not necessary.
- The extra money could go to housing.
- Need some in person meetings, but not all
- In-person mixed with on-line give people more opportunities
- It's good to meet once in a while in person, say spring and fall, but now online meetings made a lot more sense and help keep budgets down
- Why in the world would it cost $30,000 - 35,000 for a trustee to attend a meeting? That's more than I have ever earned when I worked full time.
- I think the Trustees know how much they benefit from in-person meetings.
- Need to reduce costs for meetings, but it is recognized that meeting in person is important.
- I really don't know.
- Virtual meetings work. Meet once a year in person.
- Cost. Was torn between once and always online.
- The costs for in person meetings are artificially inflated by the trust.
- In person meetings are too expensive.
- 2x a year balances budget constraints with relationship connectedness.
- I don't think there should be an Islands Trust - just CRD
- Very wasteful of my tax dollar. Teams meeting work well.
- How does a single meeting cost $35,000?
- While there is a cost to meeting in person, I think it's important to do so at least 2x
- Middle of the road choice. Travel expenses and modes of travel from island to island are expensive, but in-person meetings are valuable.
- Just spend the money wisely. Do you recall a report on the effectiveness of the Trust from a few years ago? It said the Trust was doing a poor job in most areas, including providing good value for the money spent. Read that report, make drastic changes and stop wasting your time and ours with these largely useless surveys.
- They should allow residents to attend and be on one of the islands
- If it is convenient, no hotels or long travels they can meet in person.

- Technology better used for costs
- This would be every fourth meeting, right? That seems like the proper balance.
- At this day in age there is absolutely no reason a meeting should cost over $30,000
- Try half of current meetings and see how it goes.
- face to face is important and all the Islands need to be visited for the other trustees to understand the unique challenges of each Gulf island
- If you have the tech, it cost money to acquire and prepare, therefore use it.
- Don’t use tax dollars to meet in person and pay for travel, it’s a waste of my money.
- Decreased costs
- I don't know enough about the issue to provide an effective comment
- The ITC should always meet in the communities they serve, taking turns on various islands.
- Save costs on this, remote meetings are adequate if interspersed with in person meetings
- cheaper
- Local Trust is important. Meetings of the entire group are far less important.
- Save costs and by meeting virtually others can participate/view.
- A typical corporate board of directors meets quarterly except in urgent situations that require its attention. Since the Trust is legally a corporation, it should act and conduct itself accordingly.
- No strong opinion
- Climate change ought to be factored into decisions to travel to meetings.
- Most biz can be done virtually. But meeting in person every so often can greatly enhance the effectiveness of online meetings.
- Too expensive and too many trustees. One trustee per island.
- Proper governance dictates that the members meet regularly in order to communicate in a professional way. Online is insufficient.
- meet once, twice or three times per year
- fiscal responsibility plus opportunity for team building
- It is important for trustees to talk directly to one another. Socializing is important in getting things accomplished as well, and this cannot be done as efficiently in a virtual meeting.
- Status quo appears to be fine.
- In person meetings should be at the expense of trustees.
- Allows more people to attend every meeting and less time and $$ spent on transportation etc.
- That seems like a good balance
- Given the cost, once per year is sufficient
- There is an affordability crisis. All meetings should be done as cost-effectively as possible, and meeting as a whole more than once is expensive.
- The cost of live meetings is prohibitive.
- Face to face is the only way to build meaningful relationships
- reduce costs
- save money which could be used on water related projects

- I think it’s important for some in person meetings, but given the cost difference between in person and virtual, I think the majority should be virtual.
- I don't think there should be an Island Trust
- They have met here (Gabriola) before, it would be nice to see them here (Gabriola)
- Not just online, we need to attend sometimes
- Only 2 meetings per year, in person. No other meetings. You aren't that important. Your meetings are luxury vacations; you can make the meeting days longer and even reduce them if you had well facilitated meetings and Trustees that came prepared (imagine!).
- Stop wasting public funds
- Why on earth does it cost $35,000 per person per meeting??
- Reduce spending on Islands Trust overall to reduce tax burden / costs and overall over governance.
- It is worth connecting in person once a year to provide opportunities for more communication.
- That is a shocking number. Similar meetings in the not-for-profit sector cost less than half of that.
- Not sure what the benefits are of in person meetings or what is lost from only online.
- Ec dev opportunity for Islands which you meet on, opportunity to get island orientations all together.
- As we all learned during Covid a lot can be achieved through virtual meetings
- Finding means to control cost should be paramount, which could include finding less expensive means of meeting in person.
- Is there a cost component involved?
- 4 times is minimum for Council to get work done and it must be in person
- Explain to me why it should cost that much for 26 people to meet in person?
- these days most things can be done in an online meeting and twice a year should be enough
- Money can be used more wisely elsewhere.
- Meeting in person is very expensive
- Again expensive to meet with little measurable benefit
- I think it's essential that IT trustees get to know each other
- There are not a lot of opportunities to build relationships and trust among trustees with very different views. In person meetings provide valuable opportunities to bridge the gaps and find common ground.
- We need to get away from constant growth
- need more outreach between islands
- I think the online meetings are pretty efficient.
- We do not need two trustees per island. We are in North Pender and we are next to South Pender each island has two trustees too expensive. Let’s bring it down to one for each island.
- News to me! What a waste of tax payer’s money.
- Stop wasting my money
- It is important to get together but can be done virtually as well as connecting in person.

- That's a lot of money per meeting. I see the value of meeting in person sometimes, of course. But most issues can be dealt with quite well by email, phone calls and virtual meetings. I'm not sure what the best number per year is, though.
- Not sure whether online or in-person increases the participation of Trust Council members.
- the benefits of in-person meetings, the relationship building and communication benefits are critical to a more cohesive Council
- Both in person and online simultaneous
- In face is best practice at least once a year.
- I just don't see online meetings supplanting in-person meeting for that number of people.
- Need to “keep on top of things”.
- In person meetings are ultimately more efficient.
- In-person is good, but other than setting priorities and budgets, then doing a mid-year assessment, virtual is fine for people these days.
- Assuming that presentations by the public could still be accommodated
- The quality of the trustees, in experience and knowledge, makes Council worthwhile. Currently, it is too dysfunctional and lacks any coherent leadership
- I find these meetings repetitive and unfruitful
- First of all, the cost for meeting in person need to be itemized before the decision could be made however, given that we have the ability to meet online, the trust should do everything they can to save the tax space money
- This is one place to save some money.
- We need to meet to build more parks
- If trustees find the meetings valuable then they should continue. Should be open to fully remote if that is requested. Maybe more in person for smaller regional groups.
- Until the Trust demonstrates that it is strategic, effective, and efficient, the Trustees, executive and staff need to do many things to substantially reduce costs. Costs for face-to-face meetings are expensive because of the number of Trustees, the size of the Executive and the number of staff who attend. Accommodations, meals, other expenses and travel costs and time are not cheap.
- Online works
- As a dynamic changing community we need better quicker decisions.
- Meetings should prevent any gaps & eliminate Interference !
- Government works best when people in government can see and speak in person not on Zoom
- That's a decision for the ITC dependent upon need.
- Much better use of funding. Also the highly dispersed organisation makes in person difficult.
- A lot of communication is better in live groups than online.
- The organization is moving too slowly, so Council should meet every two months, with two meetings each year in person and other meetings online. Also the attendance rules should be updated. No more seat-warmers!
- It’s important to be available in person
- This strikes a balance between fiscal responsibility and effective collaboration. All meetings should be shorter in duration.

APPENDIX G:

Comments received re: What does the Islands Trust Do Well?

- I have been quite impressed with the staff that I have had contact with through the Hornby Island OCP development.
- At the inception of the Trust, the vision was strong and very supported by communities. It seems to have become too big and more removed from the citizens/ taxpayers it was intended to serve.
- Cope with chaos.
- Providing satellite trust offices.
- very little now, except increasing salaries and the budget
- Not enough information to comment
- Listening to the individual trustees and hearing what they bring to the table on behalf of their community members.
- Talk, study, survey
- Talk, talk, talk, and meet.
- Some excellent studies. For example the Housing Toolkit and the Tiny Homes study
- Most things.
- Not sure what they do for our island.
- Not sure
- Monitors Development
- Maps
- collect money
- They have a hard job in the constant face of more low cost housing and developers desire to subdivide. Sticking to their mandate of Preserve and Protect is so important with constant pressure from so many different groups.
- Our islands would look like Parksville if we didn't have the trust. I say Thank-you for the trust and its mandate to preserve and protect the gulf islands landscape.
- Public discourse
- Come up with ridiculous requirements disguised as preserving and protecting other people's private land. Ignoring private property rights. Provide a home for activists.
- Stop us from being a Municipality. Has the "preserve and protect" mandate - I think this is ESSENTIAL.
- Nothing comes to mind
- Prevents more excessive commercial developments such as blocks of condos.
- Promotes itself.
- Preserve and protect
- Not much!
- In its day it restricted un-checked development on the islands. Now there’s less need and less demand for this and the TC wastes a lot of public money discussing this.
- Looks at the present with eyes on the future.
- focuses on local by-laws
- Creates a lot of high paying jobs in Victoria
- The Island trust had its place and its time has come to cut it back way back and overhauls it’s over protective mandate.

- Preserve and protect, but unclear how trust is dealing with systemic increase in house prices pushing long time islanders out of other homes. There must be some forward looking provisions to increase density in limited areas to allow for non-wealthy to live. Not have the islands become solely retired folks, with hard to locate services due to lack of staff.
- Advocating for itself, talking.
- stays relevant
- The Trust has kept so-called "development" to a mostly reasonable level. However, it has done so at great cost, so it's hard to say this has been done well.
- Well we don't look like Surrey so they must be doing something right.
- Please let me know. It is a difficult task to preserve and protect because the pressure to develop is so great.
- Unsure
- Preserve and protect
- Continues to enforce their mandate.
- Protect environment.
- I think island trust is doing a very good job, delivering work that can be described as competent and very responsible. The island trust is doing everything well.
- following the colonial system
- Protection
- Stone walling
- Spend money.
- I am not familiar enough with what they do on Hornby and so far, the word of mouth information I have received from others is not very positive.
- conservation
- Zoning issues
- I think The islands trust is multiple layers of bureaucracy and maybe is no longer necessary
- Spends taxpayers' money.
- Spend money.
- Raising awareness of the unique and precious land where we live.
- Nothing. Just experts at talk.
- Honestly, nothing. It has become a self serving bureaucracy, with excessive requirements, permits, and restrictions.
- Discharge its fundamental mandate.
- When it upholds its mandate - to preserve and protect - it is the ideal form of local land use governance. When it considers changes to the policy statement by defining "amenities" in human-centred rather than ecosystem-focused ways, then it is going down the wrong path.
- Honestly, I don't actually know. Right now it just seems like a confusing bureaucracy that is sticking their oar into stuff that isn't really their business, while neglecting things that should be. The "complaints" driven system means that bylaw infractions are investigated inconsistently while things that really matter (conservation of the land, the trees, water sources, wildlife, density of buildings etc.) get ignored.

- Not much currently, seems to be extremely inefficient. I am appreciative of the passion, time and effort of the trustees but feel that a focus needs to be made on core services and keeping within their mandate.
- Communications
- Preserves our environment
- staff running the show
- Slowing down development in a pristine and delicate environment. The strength of the Trust, ironically, is its inefficiency.
- Attempts to bridge the gap between its ambitions and the general desire of residents to be left alone. 'That government which governs least governs best'. Usually.
- Very little that I'm aware of.
- Talk, discuss, commission reports. Creating the optic of doing something without doing anything.
- Not much
- Protecting the natural environment
- Sorry, nothing comes to mind.
- Nothing.
- Some land use planning initiatives
- I think the islands trust has clear land use planning, bylaws, and OCPs.
- Wastes taxpayers' money on an unnecessary fourth level of government. Should only be local government (CRD), province (BC) and federal (Canada).
- News reports
- Meetings are usually interesting
- Nothing. At. All. Unless frivolously spending taxpayer's hard earned money qualifies.
- Waste money.
- Not sure!
- Right now, I am not impressed with the Islands Trust because my island is being developed by urbanites faster than the condos going up in Vancouver. However, the Trust does a lot with very little.
- Build its own empire.
- Prevent massive development.
- Some attempt to control development increase.
- It keeps us informed of the procedures involved in protecting the land use.
- education webinars
- Bureaucracy - attention to the minutiae of meetings, procedures, protocols, the 'visuals' of being a Trust with not enough substance.
- promoting preserve and protect
- They try to mediate and help go forward on things that are to preserve and protect
- I am very discouraged by the Islands Trust and I think they have drifted too far from their mandate. Unfortunately, it is hard for me to think of anything that they do well.
- Hold meetings
- Nothing.
- Preserve and protect, at least historically. Thank goodness the Islands Trust Act was put in place in 1974.
- Bureaucracy!

- everyday business
- - nothing to note at this time
- Nothing
- I have no clue. In my time of 8 years, all I have personally experienced is IT costing me money and personally when I was adding a secondary building with an RDN application/approval; IT ended my plans with idiotic demands. One was I needed to have my existing home measured for height! Then an additional new setback from the foreshore! I decided to cancel as the investment wasn't worth the cost.
- Not much. Spends most of its time, talking about reconciliation and housing while not preserving and protecting the islands. Focus on your core mandate, which is land use. Stop wasting time and meetings with land acknowledgments, and reconciliation of which you cannot do anything about. That is a federal responsibility.
- Nothing
- serve and protect and steward these islands for future generations,
- Conservation
- The IT has done an effective job of slowing development in the SGI. There are benefits to this, along with harms.
- Reviews and enforces land use by laws.
- communications
- Didn't you ask this at the start of the survey? I don't know what you do well. Do you have clearly articulated goals, metrics and timelines by which you measure your success and do you share these?
- Wasting money, inefficient business conduct.
- Staying calm and carrying on.
- Those who volunteer their time should be acknowledged for the time commitment and general contribution to our ecosystem.
- It supports the trust charter well.
- Honestly I don't know. I used my property for over 60 years and my first experience with the islands trust was completely negative and continues to be negative. Until this recent experience I had no idea what the islands trust was all about. It was a good idea that has gone completely off the rails.
- Establishes plans and bylaws to protect ecosystems.
- Gives a coherence to the SGI that otherwise would be each island going it alone
- Waste money. The Trust has missed so many opportunities to achieve its mandate that I question its credibility and relevance.
- Spreads the meetings well geographically.
- To be honest, I am not sure the islands trust is preserving the mandate.
- They basically support developers.
- The conservancy does a good job of protecting land.
- Mapping, data gathering
- I do not think the Trust does much well. There is much discussion and debate, but over 35 years I have not seen evidence that the Trust is accomplishing much to fulfill its Objective as per the Act. Talk and debate does not advance conservation and protection. The Trust's focus on manipulating the Policy, as has been advanced for 3+ years, to eliminate the human benefit Addict of the Objective is misleading and dishonest

- Organizing water testing
- Env protection. Overdevelopment
- Land protection
- Land use management
- They try to Prevent Planning problems
- Consult
- Stops some large and/or inappropriate developments such as subdivisions, casinos, etc.
- Involving community in decision making although I don't often agree.
- It is nearly 'alone' in its mandate to ensure natural environment (ecosystem) wellbeing. An uphill struggle but ITC is doing its best.
- communication
- Nothing - it has no real function other than to expensively mirror being an eco-NGO at tax-payers' expense. It isn't a local government - CRD does that for us. Environmental activities are done for us by the Province. A much more efficient and effective service could be provided by eliminating the IT and devolving land use planning to CRD in Saturna's case and local municipalities in the case of other islands. I'd reckon CRD could replace the IT reducing cost by 2/3.
- I'm not sure right now. It used to be more focused.
- Honestly I don't know. The organization is not trusted by the public and it does a very poor job of communicating with the public. The staff have an imperious attitude and the Trustees mostly seem inexperienced and under-skilled to govern across complex issues.
- Play politics and waste money on things outside the trust mandate, zoning
- spend money needlessly
- Spending money
- Sorry - nothing.
- Create highly paid employment for people living outside the Islands Trust area. Create complex and bloated bureaucracy. Increase own budget year over year at a rate that exceeds inflation. Slow down land use planning and development. Increase the cost of living in the Trust area.

APPENDIX H:

Comments received re: What could the Islands Trust improve on?

- getting scientific data on resources to make planning decisions that are sustainable
- More fiscal restraint!!!!
- Chaos. Too much CITY planning for country needs. Too many rules that cannot be enforced. Too much one size fits all. Everyone understands the Trust in is crisis. But really the steps out of this are still just baby steps.
- Stand up for truth, expose the lies being perpetrated against we the People, the lies of climate alarmism. The overall effect and ultimate reach of the policies being implemented are to force people off their rural land. Stand up for our rights to own property, to subsist on our properties, and be as independent of government as possible.
- Educating people unfamiliar with the Islands Trust on its mandate and purpose. And standing up more firmly for that mandate and purpose.
- less bureaucracy
- it doesn't matter what you are doing there is always room for improvement/ forward action
- Real transparent communication with Islands residents. Enforcement of bylaws. To have less close door meetings. Staff should not act as if they are representing the applicants, instead they should represent the mandate of the Trust. Trustees should be Trustees of the Islands Trust and not act as local government employees. There should be less specific programs to reduce costs, and less committees. The Islands Trust should have an environmental specialist as part of their staff, and the planners should be trained in environmental issues that affect the Trust area.
- Not enough information to comment
- Not enough is being done to hold development in line and protect the environment.
- Take the time to hear what comments are made as per a specific situations and evaluate those comments to see where they can be applied in the bigger picture of the trust work. Your best asset is the community of the Trust area.
- connected walking trails, work with Parks Canada and Ministry of Transport to get a bike and walking trail to the ferry terminal from the most populated area, Magic Lake
- Nothing, it should be disbanded.
- Development Applications
- Ensuring that the main P and P mandate is its primary activity and the primary activity of the local trust councils
- Yes, there is always room for improvement no matter the group.
- Public involvement and inclusion.
- Stop the geoduck licence in front of Thetis. Ask hydro to take responsibility for invasive broom that is taking over. We need road improvement desperately.
- Serving the people who live permanently on the island.
- Novel thinking in areas such as the properties on the NE shore of Galiano
- Make the changes necessary internally so that the Trust can truly function and be successful in its mandate to preserve and protect.
- do something to increase healthy island businesses
- Don't get pressured into adding more low cost housing when the one proposal is still struggling. Let it get finished and then see how the results are before planning

anything else. Water and sewage are both critical concerns with these projects. Also, where you may consider some secondary dwellings, make sure they have the water and septic installations needed to accommodate the secondary dwelling BEFORE APPROVAL.

- I wish it was stronger
- Institute a Stakeholders category (with funding) re: development applications. so that opposing views have the same opportunities to be professionally supported and documented as proponent applications
- Learn how to make cost effective decisions.
- Finding better ways to manage and counter anti-Trust sentiment. It's boring and unhelpful.
- Implement recommendations from the Governance review. Simplify the meetings and make them focused on outcomes not the process.
- Work with owners to prevent ocean erosion instead of prohibiting the owners from safeguarding their property. Excuses such as "you cannot put rocks along your waterfront property to prevent erosion as some boaters may find them unsightly".
- At least in Gambier Island's case: engagement, education, transparency, inclusion in just about everything. There is little recognition the needs of water access only properties. All we get for our taxes is an annual barge for the Islands Clean Up and had I not intervened with the SCRD we probably still wouldn't have dock side pick up - the ONLY way many water access only residents can benefit from this annual event. I know our taxes support hospitals and schools as is required but for many of us who are based in the lower mainland, we use hospitals in North Vancouver and Vancouver.
- Cut the administration in half. Move the planners to the islands they plan and support.
- Not wasting the money of residents on regulation that costs more than it adds.
- Everything, but that would be unaffordable to the constituents!
- The corporate plan if implemented would be a huge improvement.
- Recognizing that sometimes (often?) saying a smaller no to one or more minority interests allows for a larger yes for the majority to benefit. In the face of opposition, being confident that short-term pain often prevents long term injury ... in our physical health, personal relationships, and land use, too. But this is easier to type than believe in the midst of heated community meetings!
- Prioritizing the environment rather than the needs of Humans. We should be reducing the ability of people to move to the islands, not maximizing (optimizing) the use of the land for humans.
- Eliminating the high paying jobs in Victoria
- The above
- Budgets keep increasing over rate of inflation. Reduce budget to rate of inflation. Fiscal discipline.
- Being efficient with taxpayers' money. Focusing on typical tasks of a local government not advocacy for special interest groups. Improving turn around times for applications through streamlining not spending more money on planners that do very little.
- Lobby government to reduce the number of tankers dropping anchor and parking amongst the Gulf Islands.
- Finding ways to preserve more of the trees and sensitive ecosystems from over development (especially when it's for profit rather than personal homes). And limit the number of private wharfs and docks.

- Please refer to the report commissioned by the Trust from a few years ago. Very little if anything has changed since that report. The number of Trustees should be weighted much more heavily on population, and very little on geography. It's ridiculous that Thetis Island, Saturna, South Pender, should have the same voting weight on Trust Council as Salt Spring, Gabriola and North Pender. The vast number and depth of improvements are far too numerous to mention. Again, read the report from Great Northern Management Consultants from 2022. I am amazed (sort-of, but not really) at how short the memories are of taxpayers and more importantly, of Trustees and whichever staff were involved in the writing of this unnecessary and unhelpful survey.
- Sticking to the mandate of preserving and protecting what's left of the natural environment
- Streamline processes- be more efficient. Have a willfully built new building demolished and set a precedence.
- Community engagement and collaboration versus perceived policing.
- Get out of politics and focus on preserving and protecting.
- we all have room to grow
- Land use planning needs more flexibility or fewer restrictions
- evolving to be in touch with Indigenous stake holders for all major decisions/ work with Islands to help produce better parks signage/ dog poop bags & garbage
- They could provide meaningful support of full time residents and ensure that the bylaws they write are enforced.
  Trailers/campers that are not permitted for driving and are permanently used for weekend camping for example should not be allowed, and according to our bylaws, trailers are only allowed on land in RR or RG if a house is getting built and yet, there are trailers on properties that are used for camping. These trailers do not fall under affordable housing because they are used part time. This is a simple bylaw that I never see enforced. It’s clear who on the island is breaking this bylaw.

  Other bylaws is commercial logging on properties under 2.5 acres, again a bylaw that is simple to enforce and yet, is not. There is commercial logging in residential neighbourhoods and it goes unnoticed, and seems to be allowed. Commercial logging without environmental assessments in environmentally sensitive areas should never be allowed. There’s a watershed on East Point that provides all the water for all of East Point and yet commercial logging is allowed on it, why?

  If you want to protect the land, start with protecting it with the bylaws you have already in place and stop allowing these culprits to get away with “skirting” the rules indefinitely. I want to see the Islands Trust be an action oriented community that vigorously enforces bylaws and ensures our backyards are safe and future proof.
- Speed up times for applications

- More public outreach and education. Oversight of Local Trust Committees to make sure they consult provincial agencies when enacting bylaws that could be damaging to the environment
- IT should stay in their own lane & stop over reach i.e. local planning only. Stop spending taxpayer money & time on things they have no jurisdiction over.
- Public perception seems to be that the elected trustees misuse their roles, don't actually have skills to facilitate dialogue so that their proposals are actually representative of the population in a coherent way (instead of just voting on things that

are divisive because they are not grounded in having consulted and discussed effectively).

- decrease bureaucratic costs
- Have Board members do more of the work which is assigned to staff.
- I think the islands trust should work with the CRD to dissolve the trust and only keep one representative from each island as an elected official to liaise with the CRD
- Islands Trust should be shut down immediately.
- Cost savings and having staff who actually live on the islands they are governing.
- Should be more caring for residents on the island. This power trip of extreme control of the land (who care if you have to cut some ferns to build a house) is way too much.
- More efficiently spending taxpayer funds; prioritizing and acting timely to address important matters -a sad example is the recent amendment to the policy of the Trust that it will now prohibit buoys in environmentally sensitive areas - - what took so long!!!
- Eliminate the complaints department and bylaw enforcement. Let CRD handle that. And require complaints to provide proof.
- I have had limited success obtaining detailed budget information. It appears that 80% of the budget is applied to three items: potable water treatment, waste water treatment, and solid waste disposal. Any discussion of increased development, densification, subsidized housing must address the obvious associated costs. Water is a limiting factor. Discussion of another utility, electric power, is entirely absent.
- The costs of the permit approval process given in question 12 are alarming. The question should have had another option: find efficiencies in the process to reduce the difference between the costs and the revenue received through fees. Take a serious look at what is unique and necessary in the IT permitting process, what is already covered by municipalities, CRD and/or the province. Make appropriate cuts and changes.
- Reducing costs and annual budget by deciding what is "in scope" and what is "out of scope" with regard to fulfilling their mandate.
- Communication - about mission, vision, what they've done and what's on the plan

  Bylaws that actually preserve the integrity of the land (tree ordinances, the water table, limits on use of 5th-wheels over environmentally sensitive permanent structures). Consistent enforcement of bylaws (not just complaint driven when someone has a beef with their neighbor)
- I don't see much in the way of creativity or adaptive management. The Gulf Islands should be a model of ecological stewardship and a test bed for better building technology and experimental housing solutions. I get that it's harder to regulate, but if not this then what is the purpose of the Trust? We can't stay frozen in amber forever.
- Too many special interests get too much air time. Focus on core mandate and look to find efficiencies and reduce costs.
- Communication
- Protect private property rights and facilitate reasonable maintenance and development of private property. IT is biased against private property owners and ignores legal precedent.
- Cutting their budget by 50%.
- Focus on the basics, quit with the scope creep like slapping DPAs over every inch of land. Improve communications with islanders about decisions at the local trust level. Stop trying to claw back existing zoning. Focus on things that improve liveability. IT

was meant to stop developments like Magic Lake from happening again, not turn the islands into a conservation area.

- housing
- Responding to requests. So much money is waisted by the long time and many applications that developers and others have to make to get their requests completed.
- Live within OUR means. Rising taxes are one of the costs which steadily price lower income people out of their communities.
- Being more efficient with costs as the budget is many times more than other jurisdictions per capita. It seems to have ballooned due to special interest catering and corruption. Therefore it should be eliminated and replaced with a new more efficient form of governance.
- Make tangible, meaningful progress on crisis proportion issues, like housing.
- Play a higher level role only
- Protecting the natural environment
- Look for ways to reduce costs and duplication of processes that are also responsibilities of other levels of government. Focus and streamline roles of the Trust.
- Almost all programs, planning, and budgets seem to be done more expensively than other local planning departments in local governments (such as the CRD or the Comox Valley RD). As VIHA is responsible for both water and septic, there should be no jobs or budget related to these areas, and they just seem to be jurisdiction over-reach with no authority (as VIHA has that, for an example). During an affordability crisis, extra "government" or "planning" departments with no authority should be removed.
- "Abundance" should be required reading for all IT trustees and staff. We need a lean, streamlined government that responds to the needs of the people it serves.
- Consistency of policy applications and regulations enforcement
- Environmental protection and education. Decrease red tape. Limit large building development. Use zoning and development permits to protect ecosystems.
- provide more support for water related issues
- I think the islands trust should reduce spending on programs that are duplicated by others efforts. I think a lot of conservancy work is already being done by local groups.
- Transfer land use planning for Galiano to the Capital Regional District to better integrate building permitting and construction bylaws.
- Focusing on why you exist. I don't mean spending our money trying to expand your mandate, but doing the planning work on any gulf islands that are under development pressure (remember that?) and leaving those without the pressure alone. Eliminate your woke agenda. And why are you incentivizing Trustees to subdivide and grow the population on their islands by paying them according to how many lots and people there are? Preserving and Protecting? NOT!
- Reducing the budget and transferring responsibility for Mayne Island land use planning & enforcement to Capital Regional District
- Clarifying what it does exactly to local residents - for example, what is the difference between the Island Trust Conservancy & the Pender Conservancy? What do you do that the CRD does not do?
- Stick to your knitting
- Trustees need to be paid more so that the role is accessible to everyone in the community.
- Fulfill the duties of a local government.

- Its focus on preserve and protect instead of functioning like a municipality.
- More initiative in creating bylaws that don’t allow massive builds and mega mansions
- preserving and protecting the rare CDF ecological zone from human development while reducing the cost of their government
- they should be meeting on the islands they serve
- True consultation with Trust area First Nations and knowledgeable islanders who know island ecosystems. Following your mandate!
- Stop the money grab? Again, Island's Trust doesn't do enough to warrant even HALF their budget. Do a review and revamp or terminate this group. It is exceeding it's mandate.
- dealing with infractions of by laws

- I don't think they really gather the facts well and. Seem to be somewhat bias and bring personal preferences into the mix..and decisions.. They could improve on that..being neutral and really listening to their constituency..I feel we need new trustees.
- Focus on their statutory mandate and don't try to solve Reconciliation with FNs, Climate Change, and the providing low cost housing for British Columbia - leave this to the senior levels of government and just do what the Island Trust Act directs them to do.
- Take actions on addressing the issues that matter
- Improve governance so staff are held accountable for productivity. If the CAO can't improve productivity get rid of him/her and hire someone who can. Stop wasting time and money; make decisions and act on them - DO SOMETHING!!!
- Enforcement; respecting the original mandate
- Integrating and enforcing protection of sensitive ecosystems and species and ecosystems at risk in the planning process. Benchmark best practices in other jurisdictions and learn from successes.
- Better roads
- I have given up on expectations of improvement
- public education
- Stay out of Bowen Island Municipality business altogether. Stop trying to control every detail about the other islands.
- Cutting back on fees, planning permits should be included in our taxes.
- Getting along better with one another.
- By law enforcement, preserving and protecting.
- More energy solving the fallow deer issues; fewer big developments.
- Everything
- creating a LAND BACK FUND for bequesting islanders of their parcels of land and moneys in their wills or part of an estate to the Indigenous peoples who are still living stewards of these islands -funds can be used when important parcels of land become available for sale for more than just conservation but for Indigenous led developments and indigenous future generations...
- Working with Communities
- Halt the creation of any further zoning restrictions or covenants. We have enough. Communities are near to a breaking point.
- Communication! And, not a criticism, but "green" affordable housing is vital to the demographic health of each island communities. That's an area to focus on.

- Streamline processes.
- Seeing the islands 250 years from now.
- Communication and listening to residents concerns.
- It seems to get bogged down and can't reach decisions.
- Recognize that the Islands have changed and reset the Trust Policy to recognize. Be more efficient, the Trust Policy is a good example, after years of discussion rewrite not completed. Spend less time considering areas where the Trust does not have jurisdiction.
- They are too restrictive (almost punitive in some cases) when landowners want to subdivide large lots. Demanding that a large portion of the lot be "donated" to the Islands Trust in order to get approval is a form of extorsion.
- Working on the “affordable housing” issue.
- Constraining costs, mission creep, and limit the influence of interest groups to submitting ideas while keeping decisions in line with resident wishes not special interests of whatever stripe.
- Expansion of responsibility where they have no business. Stop it! Duplicating other levels of government just causes confusion and makes living in the region onerous for residents who want to do something simple like installing a shed.
- The best people I have dealt with at Islands trust are the planners they seem to know what they’re doing. Every time I talk to somebody who has had to deal with islands trust by law enforcement officers it’s a horror story. Every single situation is different and needs the appropriate solution. That means understanding the history and development of a particular area. You can’t keep trying to force round pegs into square holes. Every situation is different and unique. I have been part of Island culture longer than a lot of these people have been alive and they just don’t know the history or the development of the areas.
- Enforcement
- Reduce the size of its bloated bureaucracy
- Being cautious not to undermine the original mandate of the IT
- They need more influence or jurisdiction over surrounding waters
- Fulfill the mandate by first writing a coherent and meaningful TPS. The current draft is so watered down it is meaningless
- Focus on the key issues, a Trust Wide policy statement and response to review of governance.
- Garbage removal of large ex household appliances, old cars, which are left to rot and rust now except once a year bin drop offs... not enough, needs to be 2x a year. Or a bin left in place and on filling then removed and replaced.
- The islands trust needs to Focus more on preserving and protecting the environment of all of the islands.
- On islands that are groundwater, freshwater stressed the Island Trust should establish carrying capacity and limit any additional demand.
- Stop approving more staff positions each year.
- Making sure water level at Westin Lake doesn't overflow.
- Again—build more docks and parks
- Representing people who live here
- 1. Developing and delivering effective on-the-ground projects that truly advance the Objective of the Trust Act. 2. Reviewing the effectiveness and efficiency of the land

use planning aspect of its work, including optimizing the number of planning staff and assistants to the real current work load. The current operation is bloated (i.e., the number of planning staff per capita is 3-4 times higher than any other municipal or regional government around the Salish Sea. Why?) 3. Critically evaluating "special programs" in terms of need and what will be accomplished.

- too much bureaucracy
- Preventing population growth - not everyone needs to live in protected areas. Increased options for multi-family housing will bring more feet to walk on sensitive ground.
- Ease for permitting and flexibility
- Quicker Development approvals
- Communication
- They need more professional consulting and insight into complex problems .They need to discover the problems that their decision cause and work to remediate with the Public
- Bylaw enforcement
- Road improvements, bylaw enforcement. It is inconceivable that the total cost of development applications is not covered in full by the applicants. The Trust is mishandling this and is costing taxpayers roughly $1.25 million annually.
- Bylaw enforcement of the STVR prohibition.
- Making a difference between preserving land as is, and giving this land tools to regenerate into a productive ecosystem. Left to its own devices, land here grows fir forests; this becomes a fire hazard and blocks light out for other growth. As an islander, I don't want to invest in a future dead forest. My land has been left alone for 40 years. There is only fir and a few arbutus striving for a little light and made fragile, by forced growth upwards. Nothing but invasives are growing on the forest floor. There are hardly any different species either in plants or in birds and Mammals. I have worked 5 years with biologist Christopher Drake, and arborist Christoph Weeks, and it is slowly getting better.
- Communicate widely and thoroughly the incessant threats to the IT area(s) ecosystems. And, that it is not a 'human' right to occupy land wherever, whenever it so wishes.
- cost cutting
- It is beyond reform - it needs to dissolve its self.
- Forcing sensible bylaws.
- Make some real changes that improve the community. Get some affordable housing built. Regulate the harbour currently it is a floating slum/encampment
- Getting back to their main mandate.
- So much. Staff morale has been awful for years. That must change if you want the public onside with the organization. People are not proud of the Trust. Doesn't that matter?
- Be honest about why things are done. Do not hide social agendas in land use responsibilities.
- Accountability for the waste of funds taxpayers continue to endure.
- Providing value for money

- Pass a bylaw forbidding owners to let their cats go loose. They're killing so much wildlife and birds. Pets need to be under control, and many districts have passed such bylaws.
- Lean governance. Simplified mandate. Efficient use of resources. Fiscal responsibility. Create employment for people residing in the Trust area rather than outside it. Speed of decision making. Reduce costly bureaucratic churn.

APPENDIX I:

Comments received re: Did we forget to ask something that's meaningful to you?

- Any private developers or homeowners wanting to build or subdivide should pay the FULL cost of the permit applications.
- The Islands Trust should limit spending money to their specific work, land use. Not to spend money in what correspond to other level of governments (e.g. CRD, Provincial Government, Ministry of Transportation, Ministry of Housing, Tourism etc.)
- Put a contribution to the Sue Big Oil law suit in the budget. This small amount could have a large benefit for the Trust
- I know they asked the province for help in the dysfunction - why don't the fix internally to make their mandate more likely to work?
- ensure business move forward the island depends on them
- As Denman's population grew significantly in the last few years and with Hornby's populations slowly growing, the traffic on our island is getting worse and worse. Along with our on going ferry issue (which is out of the Trust's area) our roads are all changing from quiet country lanes to narrow mini-freeways, especially in the summer with Hornby traffic. Possibly it's time for the Trust to be putting pressure on BC Ferries to have a summer direct crossing to Hornby. Aside from the traffic itself, the noise the summer traffic makes seems to be getting louder every year.
- I'm very concerned about off-island investment - meaning people who buy a house here just to rent it out at the highest price they can get. I don't know how to stop that, but can non-resident homeowners be charged higher taxes? I'm also deeply concerned about protecting our shorelines from infill, from too many docks, too much encroachment and too many people thinking they own "their" beach.
- Stop stealing private land rights. STOP extorting land and or concessions from land owners in exchange for the right to live on your own private property.
- Right now, I'm very focused on foreshore protection & DPA3 process. I think the Trust's position is essential for helping influence changes to WLRS process and ensuring our coastlines are not at the mercy of homeowners who have waterfront properties. The public needs more input and influence. It's public foreshore....not that of a few.
- There needs to be 1 more Trustee representing Salt Spring Island to better reflect the size of its population in comparison to the other islands.
- Islands Trust should continue. Sometimes the overall mission is lost in pettiness. Sizes of buildings, whether a studio may have a bathroom or not - these decisions affect people.
- Gambier is unique due to the close proximity to a major metropolitan centre yet 60% of Gambier is rugged wilderness and 60% of the privately owned land is sprinkled around the island. These communities are not connected by road to each other or to the south west peninsula yet little recognition is being given to these extreme differences in needs by the current OCP process. And in doing some research on the OCP that was adopted in 2,000, many of the Trust's goals in that document have not been pursued! This is very discouraging as to the overall effectiveness of the Trust.
- I would like to see concrete examples of how the IT is preserving the islands. Banning kayakers and swimmers from Cabbage Island is not one of them.
- Yes, you failed to ask any questions directly related to the budget!

- Thank you for your willingness to work for the common good! Your efforts are appreciated ☺
- Affordability is for the Province to manage, Islands Trust funding is not for that purpose.
- Allow for more housing - we are in a housing crisis. The Islands Trust staff harass and discourage people from renting their homes out as furnished rentals. It should not matter if it is unfurnished or furnished rentals - people need both.
- Not really. I don't know whether you can stop the proliferation of private docks, I just feel we have marinas and people can use them. The shorelines and grasses etc. should be protected.
- I want the entire report from Great Northern Management Consultants from 2022 read into the record for the answer to this question.

  link:

  https://islandstrust.bc.ca/document/governance-review-final-report-february-2022
- Yes, please see Question 12 - we need to be able to click on more than one button for this one - as in developers pay more but also Trust sponsor some non-profit work
- I gave in an earlier response specifics how the bylaw has no teeth and trustees give all kinds of relaxations.
  On a simple note: Control the building colors so they blend in, no white window frames or exterior colors.
- Why have you lost your focus and spend all your time on non-core issues? Stop making indigenous relations the main character in every decision. Let the province and the feds do that. You're wasting money and time while the island are being left to rot.
- help the youth on the islands feel at home- help fund and help build skate/ all wheels parks and create more inter-island travel opportunities between youth
- IT should do an in depth study on Operations with a mandate to reduce their high costs that create a bloated budget.
- Smaller staff... more efficient use of AI
- The Trust should eliminate the 3rd local committee member who was not elected by the island for which they have been appointed as the 3rd member. the locally elected reps should determine all matters - -in the event that a compromise cannot be worked out then the local trust can appeal to the executive committee, but local trustees working it out should be the primary goal.
- Owners of undeveloped properties pay taxes but receive little. We are left to navigate the maze or permits, and levels of government when we want to improve our lots. How about developing a roadmap of what permits are needed, from which government body, and in which order.
- I have a sense of "over-reach risk" infecting the LTC. Everybody wants to govern everything on the islands, with inadequate respect for actual residents'/property owners' interests.
- In the big picture, thank you for your valuable work. Those of us who believe in the mandate will forever hold your feet to the fire - in a good way.
- Not quite sure how to phrase this but I am confused that "time-share properties" like the development at Otter Bay ("Currents") are allowed when small townhome developments or a small apartment block that would provide modern and affordable housing for local workers are not. Developments like Currents just bring more part-

timers to the island who use the island resources (like water, healthcare, ferry space) from those who live here without contributing to the wellbeing of the islands in any helpful way. Personally I find the proliferation of 5th wheels and caravans that house workers at Browning and Poets to be super ugly, but the regulations make it impossible for low-cost, attractive housing to be built. This is a ridiculous grid-lock that would be very beneficial for everyone if you could figure it out.

- I don't agree with changing zoning to increase affordable housing without binding agreements that these homes will be affordable now and in the future.
- The Trust has become too expensive. This is not a made for work project. Cutbacks are needed asap. Islanders pay a lot of money for fewer services.
- The Ministry of Transportation and Transit is totally incapable of handling subdivision applications. Islands Trust should take over this responsibility.
- You can't keep the islands locked in time. Businesses need to thrive. Islanders need opportunities. Encourage incentives to islanders to adopt strategies like removing invasives and small footprint building, rather than penalties for building big. Remember the rural character of the islands and allow smaller commercial areas in more developed neighbourhoods to reduce vehicle travel and get people out of their cars. Planners need to focus on our islanders needs. It's not "preserve and protect". It's "preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents...and of British Columbia..." BC should be kicking in its fair share of the overall budget for everything over and above planning services. Notifications from IT about LTC agendas should actually summarize the issues that will be covered in the meeting so busy people don't have to wade through the meeting package to determine if there is anything that will impact them. Property owners, especially commercial and industrial property owners should not have zoning downgraded without formal notice.
- Preserving and protecting the environment is the most important task of the Islands Trust. Nothing should be changed to endanger that responsibility.
- Please update your institutional position on 'climate change emergency'. The real situation is the current solar cycle and Earth's weakening magnetic field are causing observed changes -- more than anthropogenic factors, which are minor in comparison. Adaptation is the actual challenge.
- Conservationists weaponize the trust mandate to strangle the ability to make progress on key issues, vital to the future well being of the community.
- The Trust needs to work harder to protect the natural environment That purpose is much larger and essential than individuals' selfish complaints and wants.
- Increasing the roles and responsibilities of a government body leads to inefficiencies and paralysis. Focus on the core priorities.
- Some of these survey questions are hard to answer without more options, so we did our best. We hope that the Islands Trust reduces its jurisdiction creep, and trims all departments to run as cost effectively as the local planning neighbours (such as in the CRD or the Comox Valley RD).
- You need to decrease the waste in your system. Zero-based budgeting, please.
- Unequal treatment of English Canadians and all other Canadians. Islands Trust treats English Canadians well - but is clearly biased against First Nations, French Canadians and visible minorities.
- I am glad the Islands Trust still exists

- The Islands Trust is based on the racist notion that the First Nations are stupid idiots that cannot manage their communities. This is not true. The land should be managed by the First Nations as they have been for thousands of years.
- Ceasing bylaw enforcement on properties that have an application in does not make any sense.
- Please do something about your reputation among citizens. Please.
- I feel that new Construction should include provision for alternative water catchment systems be it cisterns or other systems. Helpful to send new home owners imp. Water management brochure you already have designed.
- finding means of reducing cost while doing more to protect ecology means not always putting human needs forward and then being able to handle the repercussion of hard decisions
- I can't think of anything other than recycling, ferry connections, garbage collection and internet connections which I know are not your concerns
- You don't want to hear my actual thoughts, trust me.
- Walking lightly on the land is important to some of us on Hornby.. that being said I believe we have to still create livelihood on the second island like Hornby.. last few years attack on vacation rentals has been unreasonable and divisive.. the rentals serve the island well..and there are really not that many.. we are looking at putting a cap on them but feel strongly all the legal registered by province should be grandfathered in.

  If a cap is decided then as people quit and retire we can get to that cap..we bring alot to the island.. and to this economy..we certainly don't want more disasters like the Hornby resort..home stays are way more intimate way to visit the island.

  Like I said I'm disappointed in our local trustees..I think they have had a lot to go through and need to retire..we need new people..thanks for asking.
- I own property and live here. I have lived here a long time. My property is my major investment. The Island Trustees do not respect people like me - they seem to think that they can muck around with property rights to satisfy agendas like reconciliation, climate change and low cost housing, which are beyond their mandate and also, to be candid, beyond their competence.
- Motto of the trust used to be more saving the environment now the hash tag says preserving communities. Water water water
- Your overreach is breathtaking
- Why didn’t you ask a simple question “do you believe there should be more or less development on the gulf islands?” The survey is completely biased.
- Asking us to comment on application fees without stating how much the fees per application are is a horrible choice for requesting feedback.
- Please think about the youth and the elderly- they need more opportunities to interact.
- I think your 3 meter setbacks in magic lake are silly in the context and smaller properties and should be 3-5 feet instead.
- It is close to impossible to find information on activities on properties and decision made. Protect the island. Enforce major construction without permits i.e. entire buildings.
- What percentage increase or decrease in total should the annual budget have?

- I somewhat question the mandate of the Islands Trust re the word “unique”. Everywhere in the province is “unique”. Fortunately, though, it’s our “agency” for land use planning in “unorganized territory” (other than Bowen Island).
- I honestly don't believe we need the Trust. The Conservancy on our island is the only useful thing the Trust does.
- The island trust needs a total overhaul and government review
- Preserve and Protect of the land is practically meaningless without a meaningful say on local waters
- How much am I willing to pay for the services I receive from the Trust? Or, would I pay more if the Trust was more efficient in its management and more effective in attaining its objectives?
- The Trust has lost sight it's main raison d'etre. It is a Trust whose mandate is to maintain as much as possible the natural environment of the islands. It should be doing all it can to prevent development and loss of the unique ecosystem.
- Increase protected areas and parks. Encourage no cutting down of trees, and the ability for owners of larger properties to designate areas of their land as virtual ecological protected areas. Enforce no hunting bylaws in areas more densely occupied by seasonal or permanent residences.
- I think the trust needs to look at what their legacy will be. Over building or preserving what is left.
- Increased forest coverage and limitations on development.
- The Islands Trust should concentrate on protecting the environment not facilitating development.
- Is the Islands Trust the most appropriate and effective governing body for the current needs of the Trust Area or are other regional government models better suited given current needs?
- Islands trust is not responsible for low income housing. Allow our other tax buckets (feds, province) do that work and use IT budgets for the preserve and protect of the environment.
- Wildlife Diversity and ENV protection is key.
- I think that elected council members must attend meetings or step down.
- The Conservancy needs to work with the public and not be a block to legitimate land use activity. Thanks.
- Protect the shoreline and work with DOF and DOT to keep shoreline and nearby rivers and waters clean and clear of garbage and illegally moored vessels.
- It is essential to keep the term "unique" amenities in the IT statement. To consider tourism, housing, etc. as "unique" is ludicrous. Unique refers to our at risk flora and fauna and endangered rare environmental ecosystems. That's why the IT was created!
- Is the planning committee on Mayne Island still in existence?
- Preserving is more complicated than it looks. Our lands, native or not, are hurt. We need more than build a fence, and forget about it - and taking credit for "leaving the supposed ecosystem alone". Yes it will regulate in the end, (when we are all gone), but we are in a crisis. Intelligent proactivity is needed. Telling people they can't cut down trees is simply not the stewardship that's needed today.
- The goal should be a 15% reduction in operating costs at a minimum
- Yes. The Trust is redundant and spends way more per person "served" than other similar municipalities. It should be retired as an expensive failed experiment

- You forgot to ask whether an increase to the tax levy to fund the Islands Trust budget is warranted. The answer is no. The Trust has grown its own budget by increasing the property tax levy with no public consultation for several years now, at a rate higher than the rate of inflation. The Trust needs to streamline its operations and programs significantly and cut the amount drawn from the tax roll.

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	September 16, 2025
From:	**Financial Planning Committee**	**Date Prepared:**	August 24, 2025

SUBJECT: Recommendations regarding pre-budget surveys

RECOMMENDATION:

That Trust Council direct staff to draft amendments to the Budget Process Policy (6.3.1) that include consideration of an annual pre-budget survey similar to 2025 in timing.

That Trust Council direct Financial Planning Committee to undertake a pre-budget survey prior to development of the draft 2027/28 budget.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The recommendation from Financial Planning Committee to embed in policy an annual consideration of whether to offer pre-budget survey reflects a desire to seek input from the public early enough to influence the development of budget assumptions and guidelines. The recommendation from Financial Planning Committee about directing delivery of a pre-budget survey prior to the development of the draft 2027/28 budget is being advanced in case the requested policy amendments are not approved in time to influence next year's budget process.

---

1 PURPOSE: To seek direction from Trust Council about drafting amendments to the Budget Process Policy (6.3.1) and to seek direction to undertake a pre-budget survey prior to development of the draft 2027/28 budget.

2 BACKGROUND: At its August 20, 2025 meeting Financial Planning Committee (FPC) received the results of the Islands Trust's first pre-budget survey (provided to Trust Council elsewhere in this agenda). Following receipt of the survey, FPC passed the following resolutions:

> **That Financial Planning Committee recommend to Trust Council that it ask staff to draft a revised Budget Process policy that includes consideration of an annual pre-budget survey similar to 2025 in timing.**
>
> **That Financial Planning Committee recommend to Trust Council to undertake a pre-budget survey for fiscal 2027/28.**

FPC deliberately included the phrase "that includes consideration" in the first recommendation to provide flexibility into the future. For example, should Trust Council choose to consult the public on a future Strategic Plan, it may choose to forgo a pre-budget survey that year.

The pre-budget survey undertaken by FPC in May and June 2025 was not directed by Trust Council so was considered a pilot. There is a desire by Financial Planning

Committee and staff to ensure there is Trust Council direction for future pre-budget surveys.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: These resolutions can be accommodated within existing work programs, although the prioritization of amendments to the Budget Process Policy will be to be considered in the context of the broader Trust Council policy amendment project.

FINANCIAL: Undertaking a pre-budget survey in 2026 to inform development of the 2027/28 budget will cost approximately $3,000 to promote the survey.

POLICY: Will result in staff drafting amendments to the Budget Process Policy for Trust Council consideration.

IMPLEMENTATION/COMMUNICATIONS: Staff will draft amendments to the Budget Process policy for Financial Planning Committee review and then Trust Council consideration.

Staff will prepare a pre-budget survey project charter for Financial Planning Committee to consider at its February 2026 meeting.

FIRST NATIONS RELATIONS: The survey is available for Indigenous community members to complete but is not provided to First Nation governments.

OTHER: None.

4 RELEVANT POLICY(S): Budget Process Policy

5 ATTACHMENT(S): Budget Process Policy (6.3.1)

RESPONSE OPTIONS

Recommendation: That Trust Council direct staff to draft amendments to the Budget Process Policy (6.3.1) that include consideration of an annual pre-budget survey similar to 2025 in timing.

That Trust Council direct Financial Planning Committee to undertake a pre-budget survey prior to development of the draft 2027/28 budget.

Alternative: No action.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date: Rueben Bronee, CAO, August 25, 2025
Executive Committee/September 3, 2025

Policy:	6.3.1
Approved By:	Trust Council
Approval Date:	June 15, 2001
Amendment Date(s):	September 14, 2001; December 9, 2005; June 19, 2014
Policy Holder:	Director of Administrative Services

BUDGET PROCESS

Purpose

The budgeting process is the major decision-making process for Islands Trust activities. Once the process is completed, the budget plan is the legal framework for revenue collection and spending. The purpose of this policy is to provide a framework for the planning, preparation, presentation and approval of the annual budget bylaw and financial plan to ensure overall effectiveness and clarity for Trust Council's budget discussions and decision making.

A. Definitions

n/a

B. Policy

1. The Budget Process

1.1 The treasurer, on behalf of Trust Council, is responsible for designing and implementing the annual budget process;

1.2 The process for developing the annual budget will be approved by Trust Council each year; and

1.3 The budget process will include the following components:

1.3.1 Timeframe for developing the budget;

1.3.2 Strategy for consultation with all stakeholders;

1.3.3 Opportunities for identifying program priorities.

2. Planning the Budget

2.1 Stakeholders in the budget process are set out in Appendix A and include local trust committees, island municipalities, Islands Trust Conservancy Board, staff and the public.

2.2 A budget process timetable (similar to sample attached in Appendix B) is presented for approval to Trust Council in September of each year.

2.3 Budget Principles and Assumptions are approved by Trust Council in December of each year.

3. Preparation of the Budget

3.1 Immediately after a new fiscal year begins, the director of Administrative Services begins making plans for the budget that will be considered by Trust Council for the subsequent fiscal year.

3.2 Each line of the Detailed Budget is reviewed on a needs-basis by the responsible budget manager, giving consideration to previous years' spending and future work programs and services (including Trust Council's Strategic Plan initiatives).

3.3 Local trust committees are asked to provide their project needs and review their local trust committee expense budgets, passing any resolutions required to adopt/modify their budget proposals.

3.4 Directors review their respective committee work programs to ensure work plan activities are appropriately funded.

3.5 The Islands Trust Conservancy Board will be consulted directly, at the beginning of, and throughout, the budget process with respect to Board requirements, programs and administrative services. Appointed trustees of the Islands Trust Conservancy Board shall be given the opportunity to attend Financial Planning Committee and Trust Council meetings with observer status.

3.6 As provided for in Islands Trust Council Policy *7.2.6 Municipal Tax Requisition Calculation,* island municipalities will be consulted directly at the beginning of, and throughout, the budget process.

3.7 The Director of Administrative Services reviews the detailed spending, and projects costs on behalf of the organization with respect to completeness and accuracy, and compiles the Detailed Budget for the year. The overall Detailed Budget is reviewed by Islands Trust management team, prior to being submitted to the Financial Planning Committee for review and consideration.

3.8 The budget will build towards, and/or maintain, the General Revenue Fund Surplus to the level that is recommended in Islands Trust Council Policy *6.5.1 Reserves and Surplus.*

3.9 Local trust committees will be consulted throughout the budget process to ensure they understand and are following the process for any special property tax requisitions as set out in Islands Trust Council Policy *6.3.2 Special Property Tax Requisitions.*

3.10 A process for public input into the annual budget will be provided each year, as determined by the Financial Planning Committee.

4. Responsibilities

4.1 The treasurer is responsible for:

4.1.1 designing, implementing and leading the annual budget process; and

4.1.2 ensuring effective linkages to the process for internal and external stakeholders.

4.2 Managers and directors are responsible for:

4.2.1 coordinating the budget requirements for their departments; and

4.2.2 submitting budget submissions when requested.

4.3 The Financial Planning Committee is responsible for:

4.3.1 providing direction to management in developing a long-range financial plan;

4.3.2 recommending the appropriate amount to be held in the General Revenue Surplus Fund;

4.3.3 interpretation of Council's priorities and strategies;

4.3.4 reviewing all budget proposals;

4.3.5 developing and recommending the budget to Trust Council and providing guidance into the decision-making process; and

4.3.6 designing the process for public input.

4.4 Trust Council is responsible for:

4.4.1 identifying budget priorities;

4.4.2 developing a strategic plan for the organization;

4.4.3 directing the treasurer to prepare a budget bylaw; and

4.4.4 approving the annual budget bylaw.

4.5 The Islands Trust Conservancy Board is responsible for:

4.5.1 endorsing all budget requests for the Islands Trust Conservancy Board and Program operations.

C. Legislated References

Islands Trust Act

Islands Trust Policy *6.3.2 Special Property Tax Requisition*

Islands Trust Policy *6.5.1 Reserves and Surplus*

Islands Trust Policy *7.2.6 Municipal Tax Requisition Calculation*

D. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

Appendix A: Stakeholders and Appendix B: Budget Timelines

APPENDIX A: Stakeholders

The following stakeholders provide input into the budget:

Financial Planning Committee	Develop and recommend the annual budget to Trust Council. Review all budget proposals. Recommend the appropriate amount to be held in General Revenue Surplus Fund. Review and approve financial reporting to Trust Council. Present the budget to Trust Council and provide guidance into the decision-making process.
Local Trust Committees	Discuss budget requests and work programs with planning staff. Provide budget requests to Director of Local Planning Services for review and allocation of resources. Be aware of the provisions of Policy 6.3.2 Special Property Tax Requisitions, which permits or in some cases, requires an individual local trust committee to request a special property tax requisition for additional operations that are not included within the general operations of all local trust committees.
Bowen Island Municipality	Review and confirm proposed municipal tax requisition calculation.
Islands Trust Conservancy Board	Discuss budget requests and work programs with Trust Area Services staff. Endorse all budget requests for the Islands Trust Conservancy Board and Program operations.
The Public	Review budget documents and be provided an opportunity to comment prior to Trust Council adoption.
Management	Coordinate the review of budget requirements for each department, in order to meet current Trust Council objectives and service levels. Look for opportunities to incorporate efficiencies and savings in the organization.

APPENDIX B: Budget Timelines

August FPC Meeting	Financial Planning Committee reviews draft budget assumptions and principles.
October FPC Meeting	Financial Planning Committee reviews and discusses the first draft of the budget.
November FPC Meeting	Financial Planning Committee approves the draft budget, and the draft budget assumptions and principles to be submitted to December Trust Council.
December Trust Council meeting	Trust Council endorses the draft budget for the purposes of seeking public input and supports the draft budget assumptions and principles recommended by Financial Planning Committee.
January	Consult with Bowen Island Municipality regarding the municipal tax requisition calculation. Financial Planning Committee reviews public consultation materials at their January meeting. In order to meet the Trust Council's continued commitment to transparency and dialogue with the community, the Financial Planning Committee seeks public input on the draft budget.
February FPC Meeting	Financial Planning Committee reviews the draft budget and public input regarding the budget. Financial Planning Committee makes recommendations for March Trust Council on property tax requisition, Bowen Island Municipality tax levy and any local trust committee special tax requisitions.
March Trust Council Meeting	At its March regular business meeting, Trust Council approves the final budget and financial plan. Formal resolutions to direct the preparation of the financial plan and revenue anticipation borrowing bylaws will be made. Financial plan and revenue anticipation bylaws forwarded to Ministry of Affairs for approval.

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	September 16, 2025
From:	Trust Area Services	**Date Prepared:**	August 26, 2025

SUBJECT: Amendment to the Trust Council Communications Policy 6.10.2

RECOMMENDATION: That Trust Council approve the proposed amendments to the Trust Council Communications Policy 6.10.2 to include branded clothing.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The proposed policy amendments align with Goal 2.4 and 2.4.4 in the approved Islands Trust communications strategy. Provision of branded clothing to a sub-set of staff and trustees will help enhance the Islands Trust's reputation, increase the Islands Trust's visibility in the community and at public events, and enhance staff safety.

---

1 PURPOSE: To present Trust Council with recommended amendments to the Trust Council Communications Policy 6.10.2 to incorporate provisions for branded clothing.

2 BACKGROUND: The Islands Trust Communications Strategy, approved in 2024, identified several initiatives to strengthen engagement with island communities and enhance public trust in the organization through improved awareness and education. Goal 4 of the strategy is to "build trust" with the public through a variety of initiatives, including Objective 4.4: "Provide staff with corporate clothing to wear in the field or when working with the public."

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Implementation of branded clothing will add new work that is expected to take up about 10 hours a year for staff from Administrative Services and Trust Area Services.

FINANCIAL: The branded clothing budget line item will be considered annually. Branded clothing has been included in the 2025/26 Communications budget. In future years, branded clothing be established as a distinct budget line item for greater clarity and transparency. Initial costs are expected to remain manageable within existing budget parameters.

POLICY: Communications Policy 6.10.2

IMPLEMENTATION/COMMUNICATIONS: Upon approval, the revised policy will be posted on the Islands Trust website. Also, after approval, the draft management procedure on branded clothing will be finalized and approved by management. Staff with responsibilities under the procedure will be introduced to both the updated policy and the finalized procedure. Staff and trustees who receive branded clothing will be expected to comply with the procedure.

FIRST NATIONS RELATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):
Communications Policy 6.10.2

5 ATTACHMENT(S):

- Communications Policy 6.10.2 with draft changes marked using track changes
- Draft management procedure on branded clothing
- Islands Trust Communications Strategy 2024

RESPONSE OPTIONS

Recommendation: That Trust Council approves the proposed amendments to the Communications Policy 6.10.2.

Alternative:

1) Request staff to provide alternative amendments to the Communications Policy 6.10.2.
2) Do not approve.

Prepared By: Morgana van Niekerk, Communications Specialist

Reviewed By/Date: Clare Frater, Director, Trust Area Services, August 27, 2025
Rueben Bronee, CAO/August 27, 2025
Executive Committee/September 3, 2025

Policy:	6.10.2
Approved By:	Trust Council
Approval Date:	September 17, 2004
Amendment Date(s):	
Policy Holder:	Director of Trust Area Services

COMMUNICATIONS

Purpose

1. To define policies and procedures for effective, accessible and consistent communications in accordance with related policies of Islands Trust Council.

2. To enhance appropriate internal communications among staff and trustees.

3. To facilitate proactive Islands Trust communications with island communities, First Nations, other levels of government, non-government organizations and the public at large.

4. To ensure that the information provided by Islands Trust is accurate.

A. Definitions

n/a

B. Policy

1. General

1.1 The Chief Administrative Officer (CAO) will be responsible for the Islands Trust communications policies and procedures.

1.2 There are internal and external types of communication policies and procedures. Internal communications relate to communications among staff and trustees. External communications refer to communications that staff and trustees have with islanders, First Nations, other levels of government, non-government organizations, and the public at large.

2. Internal Communications

2.1 The Islands Trust Council encourages positive and proactive communications within the organization.

2.2 Internal staff communication tools include regular staff, management, unit, and focus group meetings, ongoing electronic communications (intranet, email and electronic newsletters), as well as written and verbal communications including tele-conferencing.

2.3 All staff and trustees will have access to the appropriate level of technology in order to complete their work-related responsibilities.

DRAFT

2.4 Administrative Services will provide new employees with an Orientation Handbook before they begin their Islands Trust work responsibilities. The Orientation Handbook is also available to all staff through the Islands Trust intranet site.

2.5 Administrative Services will consolidate and update organizational telephone and contact lists to enhance customer service and internal referrals.

2.6 All trustees will be provided with technology orientation information to enable them to participate in electronic communications.

3. External Communications

3.1 The Chair of the Islands Trust Council, or acting chair, is the designated spokesperson for Islands Trust Council and the Executive Committee. From time to time, the Chair may request an Executive Committee member, or the CAO, to speak on behalf of the Islands Trust Council. In the event of an issue regarding specific technical background and knowledge, the Chair may appoint a staff spokesperson.

3.2 The CAO is the authorized spokesperson on behalf of Trust Council regarding matters affecting the administration of the Islands Trust.

3.3 All members of a local trust committee (LTC) are spokespersons for their LTC. Members of a LTC should identify if they are speaking for themselves as an individual, or as a LTC member. If the personal opinion of a trustee differs from the resolutions of the LTC, or of the Islands Trust Council, then the trustee should identify the difference.

3.4 In all communications, staff and trustees should identify whether they are representing a LTC, the Executive Committee, Trust Council, or the Islands Trust Conservancy Board.

3.5 Staff is authorized to speak regarding adopted policy and technical planning matters or matters related to their work program.

3.6 Staff and trustees will forward inquiries to the designated spokesperson(s) where appropriate.

3.7 Staff and trustees will notify the CAO immediately if staff or trustees become aware of any incorrect information that significantly influences the public's perception of an Islands Trust matter. If the incorrect information relates to a LTC, then the Chair of the LTC should consult with the LTC before deciding whether to act. The Chair with the CAO, will decide on whether a correction will be requested, or if Islands Trust response is necessary and under which format.

3.8 There are various means to enhance communications and provide information to the public about the activities of the Islands Trust and the use of them as follows:

3.8.1 Notices published in newspapers as part of a statutory requirement under the provisions of the *Local Government Act,* or any other government statute, will not be subject to prior Trust Council approval;

3.8.2 Staff is authorized to advertise routine operations and LTC business information in newspapers;

3.8.3 Staff is encouraged to use news releases to communicate recent activities, decisions, projects, and services. Staff is to submit a draft news release to the CAO, or other designated staff, for approval and verification before publishing. If the news release includes a quotation from an individual trustee, then staff should obtain the trustee's approval in advance. News releases are to be created using the current Islands Trust template and are to be copied to staff, trustees and the media and then posted on the Islands Trust website;

3.8.4 Islands Trust will produce an electronic newsletter for distribution and website publishing to keep staff, trustees, and the public up-to-date on the activities pertaining to Trust Council; and

3.8.5 Staff and trustees are encouraged to use the Islands Trust and the Islands Trust Conservancy pamphlets when distributing background information about the Islands Trust.

3.9 The Islands Trust will maintain an Islands Trust website and an Islands Trust Conservancy website for public access to up-to-date user-friendly information such as Islands Trust meetings, activities, decisions and resources (www.islandstrustconservancy.ca and www.islandstrust.bc.ca). In addition, Islands Trust will maintain a third website for internal use by staff and trustees.

3.10 The following publishing procedures apply to all of the Islands Trust websites:

3.10.1 The appropriate staff in each unit will post routine information to the website by sending information directly to website publishing. For any non-routine information, staff are to submit a draft to the CAO, or other designated staff, for approval and verification before sending the information to the staff responsible for website publishing;

3.10.2 Staff is to indicate an expiry or follow-up date for all website publishing requests;

3.10.3 Staff will ensure that the information appearing on the Islands Trust website is published in accordance with the Islands Trust Information Systems Reference documents; and

3.10.4 Information appearing on the Islands Trust website will not promote an individual political philosophy, an individual business or a type of business over any other, but will always strive to promote the mandate of Islands Trust.

DRAFT

4. Branded Clothing

4.1 Administrative Services will provide eligible new employees and with Islands Trust branded clothing. Staff must ensure they use branded clothing in accordance with procedures established by management.

4.2 Trustees may submit a request for branded clothing to the Chief Administrative Officer who may authorize provision of branded clothing items at their discretion, in accordance with the approved budget.

4.3 Trustees must not wear branded clothing when participating in election campaign activities.

4.4. Trustees must return all items of branded clothing when they leave elected office.

C. Program Costs and Fees

1. General

1.1 Trust Council will provide the CAO support in implementing the communications policy subject to budgets.

1.2 At the discretion of the CAO, other types of support, such as the Staff Communications Group, may continue to assist in implementing the communications policy.

D. Legislated References

1. The *Islands Trust Act* defines the Islands Trust's purpose, referred to in the legislation as its "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, other persons and organizations and the government of British Columbia."

2. The Islands Trust Policy Statement

2.1 The two relevant principles that guide Trust Council in its day-to-day planning and decision-making are:

2.1.1 Trust Council will seek information from a broad range of sources in its decision-making processes, recognizing the importance of local knowledge in this regard; and

2.1.2 Trust Council believes that open, consultative public participation is vital to effective decision making for the Trust Area.

2.2 The Islands Trust Policy Statement includes many policies that depend upon effective communications with staff and trustees and with others outside the organization.

DRAFT

Implementing those actions that enhance communications will assist with achieving the mandate of the Trust.

3. The Islands Trust Policy and Procedures Manual:

   3.1 Trust-Wide Administrative Procedures – Section 11 (1996) - Policy 2.1.7

   3.2 Council Meeting Preparation (1994) - Policy 2.2.2

   3.3 Islands Trust/Islands Trust Conservancy Board Communications (1999) – Policy 6.10.4 (formerly 3.2.9)

   3.4 Trustee/Staff Responsibility Guideline (1992) - Policy 6.11.1

   3.5 Administrative Fairness Principles (1994) – Policy 7.1.1

4. The Islands Trust Operations Manual:

   4.1 Telephone Reception and Voice Mail Procedure (2002) - Code A. 4. ii.

   4.2 Information Systems and Services and Support and Help-desk (2002) - Code C. 1. ii.

   4.3 Electronic Mail (2002) - Code C. 1. iv.

   4.4 Data Management (2002) - Code C. 1. vii.

   4.5 Voice Mail (2000) - Code C. 1. ix.

   4.6 Internet Usage Policy (2000) - Code C. 2. i.

   4.7 New Employee Checklist (1996) - Code E. 2. ii. and Appendix F

5. The Islands Trust Orientation Handbook

   5.1 The Islands Trust Orientation Handbook

6. The Islands Trust Information Systems References

   6.1 Creating and Publishing PDF Documents Guidelines (draft)

   6.2 Website Naming Conventions and Content Publishing (draft)

   6.3 Website Standards and Guidelines (draft)

   6.4 Islands Trust Privacy Policy (draft)

D. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

DRAFT

Procedure:	XXX
Approved By:	Management
Approval Date:	
Amendment Date(s):	
Policy Holder:	Director, Trust Area Services

Islands Trust Branded Clothing

Purpose / Rationale

The purpose of this procedure is to provide guidelines for the provision, use, care, and disposal of branded clothing by Islands Trust staff, and to set out associated responsibilities and procedures.

Branded clothing helps to make staff easily identifiable as Islands Trust employees when performing their duties in the field, and enhances the profile of Islands Trust and Islands Trust Conservancy while fostering a professional image.

Providing branded clothing for Islands Trust and Islands Trust Conservancy staff supports 4.4 in the Goals section of the approved Islands Trust Communications Strategy, approved by Trust Council in March 2024.

The branded portion of the clothing will follow the Islands Trust Identity Guide and Trust Council Policy 7.1.6 (Corporate Logo).

Scope / Limits

This procedure applies to all eligible full-time, part-time, and temporary staff who would prefer to wear branded clothing as part of their official duties. It also can be used to inform staff advice to trustees if they are provided with branded clothing under specific circumstances.

DRAFT

Definitions

- **Appointed official**: Provincially-appointed Islands Trust Conservancy Board members
- **Branded Clothing**: Items of clothing provided by Islands Trust/Islands Trust Conservancy that feature the official logo, or branding of the organization.
- **CAO:** Chief Administrative Officer
- **Elected official**: Islands Trust elected officials (trustees),
- **Staff**: Any permanent or temporary, full-time or part-time, staff member working for Islands Trust.
- **Supervisor**: Person to whom any employee directly reports, and where applicable, includes Directors and the CAO.

Procedures

1 Eligibility

1.1 The following staff positions will be eligible for branded clothing: Chief Administrative Officer, Bylaw Enforcement Manager, Bylaw Enforcement Officer, Ecosystem Protection Specialist, Covenant Management and Outreach Specialist, Property Management Specialist, and Protected Area Management team lead.

1.2 The Chief Administrative Officer may authorise provision of branded clothing items to other staff or trustees at their discretion.

2 Responsibilities

2.1 The Islands Trust Communications Specialist is responsible for ensuring the Islands Trust branding meets Identity Guide guidelines, and the Islands Trust Conservancy Communications Specialist is responsible for ensuring the Islands Trust Conservancy branding meets Identity Guide guidelines. The logo is to be placed on the left breast or right sleeve of branded tops/jackets.

2.2 Subject to availability and budget, Employee Services will provide employees eligible for branded clothing with item(s) of clothing at no cost as soon as possible after hiring.

2.3 Employee Services is responsible for tracking allocation of clothing items using the inventory tracking sheet maintained here: Z:\04 Communications\1440 Public Programs\20 Individual (P)\Brand clothing\Branded Clothing Inventory.xlsx

2.4 Provision of branded clothing will be done in compliance with collective agreement provisions. Staff will not be required to purchase their own branded clothing.

DRAFT

2.5 Branded clothing will comply with the requirements of health and safety regulations and other corporate policies and procedures. If used clothing is issued, it will be dry-cleaned and in good condition.

2.6 Replacement of damaged or lost clothing is at the discretion of the Chief Administrative Officer or their delegate based on the circumstances of the damage or loss, and budget availability. Generally, new items will not be issued to staff in the case of loss or wear/stain more than once per 12 months.

2.7 Staff may only wear branded clothing while working in public or attending Islands Trust or Islands Trust Conservancy related functions.

2.8 Staff may not wear branded clothing for personal activities or outside of official duties, including participation in election campaign activities.

2.9 Staff are responsible for maintaining and cleaning washable apparel provided by the employer, and for maintaining their clothing in a clean and presentable condition that positively supports the Islands Trust/Islands Trust Conservancy image.

2.10 Staff must return all Islands Trust/Islands Trust Conservancy issued clothing not fit for wear or otherwise no longer in use to their supervisor for proper disposal, or upon the request of management at their sole discretion. Staff **must not** donate uniforms to any person or charity, or place them in a clothing collection bin. When an employee ends employment, the employee must return any Islands Trust/Islands Trust Conservancy branded clothing to their supervisor. Employee Services will receive the returned items from the supervisor, remove any Islands Trust or Islands Trust Conservancy logo or branding before recycling clothing. Islands Trust management reserves the right to require staff to return branded clothing at its discretion.

3 Procurement

3.1 The Islands Trust Communications Specialist is responsible for the design and purchase of branded clothing items with purchases to be approved by the relevant expense authority.

3.2 Branded clothing shall be washable (i.e. not dry-clean only).

4 Budget

4.1 Trust Area Services and Islands Trust Conservancy will annually consider the funding required for branded clothing and include in annual communication budget requests.

DRAFT

C. Links to Supporting Forms, Documents, Websites, Related Policies

1. Islands Trust Communications Strategy 2024
2. Trust Council Policy 6.10.2 (Communications)
3. Trust Council Policy 7.1.6 (Corporate Logo)
4. Trust Council Policy 6.5.3 (Procurement)
5. Islands Trust Identity Guide
6. BCGEU Nineteenth component agreement
7. BCGEU Sixteenth component agreement

DRAFT

Islands Trust Communications Strategy 2024

Contents

1. Context 1
2. Goals 1
3. Principles 3
4. Target Audiences 4
5. Tools and Tactics 4
6. Evaluation 5

1. Context

An updated communications strategy is a priority within the organization and is necessary to foster engagement with island communities and improve public trust in the organization through awareness and education.

Through effective planning and resource allocation, content about the Islands Trust's mandate and commitment to Reconciliation, its programs, governance, and services can be widely shared at reasonable cost, encouraging public support and individual efforts to preserve and protect the 450 islands and surrounding islands in the Salish Sea.

This strategy is specific to Islands Trust Council, Executive Committee and local trust committees. Islands Trust Conservancy and Bowen Island Municipality have their own communication strategies and plans. Efforts will be coordinated when possible and practical.

This strategy is specific to communications and has been drafted with the expectation that a companion Islands Trust engagement strategy will be developed at a later date to support engagement on projects. This document has been created as an overarching strategy, with project-specific communications work plans to be companion documents.

2. Goals

1. **Recognize community interests** and respond with information that connects citizens, elected officials and staff:
   1.1. Create efficiencies for identifying public issues and listening and responding to the public by:
      - Identifying current and emerging resources for collecting citizen questions and concerns, including social media trends, and website forms
      - Ensuring the timely sharing of updates to elected officials, staff and citizens
   1.2. Be prepared by ensuring staff members understand their roles in the issues management process by:

- Updating procedures outlining best practices and desired outcomes
- Determining the spokesperson on particular issues and topics, and make this information available to elected officials and staff
- Prepare speaking notes as soon as information becomes available, regardless of if an issue is present at this point in time or not

1.3. Follow issues to identify and hear citizen concerns and prepare public information to address questions by:
- Identifying spokespeople
- Preparing speaking notes
- Preparing topical question and answers and adding to the Fact Check page

1.4. Increase elected officials use of social media by:
- Providing guidelines and best practices for elected officials and staff
- Providing learning or training opportunities
- Encouraging the opportunities for trustees to act as Islands Trust ambassadors

2. **Raise awareness** of Islands Trust work and its preserve and protect mandate through the development and publication of high quality digital and printed content. Also, raise awareness of department responsibilities and activities to the public, elected officials, and staff by:
   2.1. Creating issue focused fact sheets and updates and distribute these to elected officials and staff
   2.2. Showcasing individual or team contributions from different departments social media, explaining what the staff are doing and how Islands Trust provides value to the community
   2.3. Continuing to communicate important Council and corporate decisions to staff
   2.4. Creating annual department communication work plans by working with directors and managers to identify routine annual communication priorities and activities for the coming year, as well as Strategic Plan and corporate projects.
   2.5. Determining budget and resource requirements for implementing this strategy and department annual department communication work plans
   2.6. Ensuring regular communication takes place across the organization to the public, staff, elected officials, and the media
   2.7. Updating procedure documents that contain best practices for communication processes
   2.8. Maintaining efficient and cooperative relationships with members of the media
   2.9. Providing training opportunities for staff that prepare communication documents
   2.10. Updating procedures and templates for common communication products, including graphic and layout products
   2.11. Developing an Islands Trust 101 presentation that can be customized for local trust areas
   2.12. Using all events as a communications tool to showcase the work Islands Trust does, its projects, its current engagement opportunities, or its achievements. Local trust committee meetings help people learn about projects, webinars educate people about IT programs that could be relevant to their lives, stand-alone events are opportunities to communicate to the public on all of the above. Islands Trust printed materials should be available at all in-person events or meetings, and there needs to be an Islands Trust slideshow/video that showcases Islands Trust projects or achievements, during meeting breaks on Zoom meetings

3. **Improve communication for engagement** with community by:

3.1. Supporting an organizational engagement strategy and toolkit with checklists and templates to ensure the application of guiding principles, a consistent engagement planning process, and metrics for engagement evaluation
3.2. Creating a communication work plan per engagement project, and providing communication support for this plan
3.3. Identifying engagement staff for each engagement and activity and create a communications plan to support the staff person tasked with the engagement activities. This is especially helpful when there is a staff person available that has connections to the local trust area, or is a resident
3.4. Communicate to the public, elected officials, and staff about partnerships with other organizations that have existing engagement tools or platforms that communities in the Trust Area can participate in (e.g. Comox Valley Regional District https://engagecomoxvalley.ca/)
3.5. Promoting popular information on website to make it easier to find and understand
3.6. Improving the live-streaming of local trust committee and committee meetings to include well-designed screens to be used during recesses, closed meetings, technical issues and other times when a placeholder image might be used
3.7. Explaining what Islands Trust is doing by describing how individual projects and initiatives support the Strategic Plan and the Object

4. **Build trust** with the public, by:
    4.1. Simplifying language and take advantage of opportunities for informal dialogue
    4.2. Promoting Islands Trusts social media accounts and work to attract more followers, from a diverse group of islands residents
    4.3. Promoting trustees as Islands Trust ambassadors, real people from the communities who are reliable sources of information
    4.4. Provide staff with corporate clothing to wear in the field or when working with the public
    4.5. Continuing to upgrade the website to ensure consistency of search results, simplifying where simplification is possible and providing the information the public use most often on main pages
- Ensuring communications are in line with the *Islands Trust Identity Guide* so colours and fonts are recognizable consistent and language is appropriate.

3. Principles

When creating communications plans or content it is important to keep several principles in mind. This will create a unified tone and style, which will be recognisable as the overall tone of Islands Trust. Islands Trust communications need to be:

- **Accessible** – Communicating in a clear, meaningful, and relevant manner to the intended audiences with simple plain language whenever possible
- Focused on **Reconciliation –** Applying Indigenous style principles from the *Islands Trust Identity Guide*
- **Accurate** – Providing accurate information, limited use of adjectives
- **Creative** – Creating captivating and memorable content, including celebrating positive stories
- **Consistent** – Communicating in a well-written and designed way that is aligned with the *Islands Trust Identity Guide*

- **Measured** – Communication is effective and efficient, and can be based on metrics, goals and best practices
- **Timely** – Ensuring information is relevant and useful

4. Target Audiences

- **Primary**: Community members and organizations in the Trust Area
- **Secondary**: Provincial, municipal and local government bodies; First Nations governments in the Trust Area; media
- **Tertiary**: Islands Trust staff

5. Tools and Tactics

All communications will rely on the website as a base. The primary tools to achieve Islands Trust's communications goals and priority programs and services are:

- Publications (digital and print)
- Website
- E-subscriber messages and e-newsletters
- Flyers and mailing packages
- Sandwich boards
- Printed posters/signs
- Paid advertising in newspapers and online media,
- Media releases and earned media
- Direct emails and phone calls with community members, media and other interested and affected parties
- Events - online and in person
- Social media - paid for and organic

Social media will be used to showcase content available on the website, mailed to new residents, new reports, and new tools. While different projects or themes will use additional communication tactics to suit different audiences and comply with procedures and regulations, social media will, as much as possible, represent a broad spectrum of what is happening at Islands Trust. Implementing this process will take several months to set up but will be ongoing; providing open and easily accessible content based on Islands Trust work.

Social media posting will allow more people to understand:

- The value of Islands Trust
- The services it provides and does not provide
- The projects underway
- Initiatives from other organizations that are interesting and relevant
- The information available on the website.

Specific projects, events, or programs that are not run by Islands Trust but may further the mandate of Islands Trust can be featured. For example, an event organized by another government focused on rainwater harvesting is of interest to the Islands Trust's audiences. It will, therefore, be on Islands Trust What's New section and/or social media when appropriate and where timing allows, with a focus on Islands Trust captions and, if possible, graphics. Staff will develop a companion procedure to clarify which items may be shared and when.

6. Evaluation

Communications efforts need to be measured and evaluated continuously to gauge effectiveness, engagement and sentiment. Without pre-existing data on which to base this strategy, the strategy will be adjusted as engagement data becomes available.

Relevancy and engagement of communications content can be analysed through:

- **Social Media** platforms are excellent sources of engagement data on social media platforms. Trends and preferences will be simple to identify through analytics as well as through commentary in Facebook groups or post comments
- **Website analytics monitoring software** monitors and analyses webpage visitors and link clicks, allowing for focused improvements to the website
- **Trustees and the public** will be able to provide more community-based feedback on how other communications efforts are being received
- **Meeting attendance**
- **Monitoring online feedback** through the website

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	August 25, 2025
From:	Executive Committee	**Date Prepared:**	September 16, 2025

SUBJECT: Heritage Conservation Act Transformation Project advocacy

---

RECOMMENDATION: That Trust Council request staff to support the Chair in providing input to the Phase 3 Engagement on Heritage Conservation Act Transformation Project.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The Province is modernizing the Heritage Conservation Act (HCA) to align with the Declaration on the Rights of Indigenous Peoples (DRIPA) and the United Declaration on the Rights of Indigenous People (UNDRIP). The draft legislation is not available at this time. Phase 3 of the Heritage Conservation Act Transformation Project (HCAPT) is underway, focusing on developing proposed amendments informed by broad engagement. Staff understand that the engagement opportunities will conclude October 1, 2025.

---

1 PURPOSE: The purpose of this request for decision is to seek Trust Council direction regarding participation in the Heritage Conservation Act Transformation Project engagement and to provide background materials to Trust Council as requested by Executive Committee.

2 BACKGROUND:

The Province of BC is undertaking a comprehensive transformation of the HCA to ensure alignment with DRIPA and the principles of UNDRIP. The purpose is to modernize the Act and improve how cultural heritage is protected in BC.

On August 6, 2025 Executive Committee received on their agenda a BC government news release (attached) stating that in partnership with the First Nations Leadership Council, the Province is moving forward to the next stage of consultation and engagement on modernizing the Heritage Conservation Act. At that meeting the Executive Committee passed the following resolution:

> **That staff prepare materials for the September Trust Council meeting to support feedback on proposed amendments to the *Heritage Conservation Act*.**

The HCATP is currently in Phase 3, with a focus on developing policy direction and gathering feedback from IGB's, local governments, heritage professionals, and stakeholders. The proposed legislative amendments have not been released, as drafting is expected in 2026.

Islands Trust has been invited to provide input through engagement forums, and written feedback will be accepted until October 1, 2025. There was an August 12, 2025 webinar attended by Vice-Chairs Elliott and Peterson.

For decades, the Islands Trust Council and local trust committees have had the powers to recognize and protect cultural heritage, but have generally failed to act. This has resulted in the cultural heritage of the region being desecrated, destroyed, and impacted as settler communities built on top of Indigenous village sites, and extracted resources from culturally significant areas. It has also resulted in heritage structures of those who came to this region more recently— the Chinese, European, Hawaiian, Japanese and others—being impacted and destroyed.

The existing role of Islands Trust is directed by the mandate to preserve and protect cultural heritage within the Trust Area (Islands Trust Act, s.3). Islands Trust currently works with First Nations through referrals, archeological assessments, and heritage policy frameworks, although has no delegated authority under the existing Heritage Conservation Act.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Providing support for the Chair could take up to 10 hours of staff time, with up to an additional 5 hours if more-than-basic research is required. Given that September is a busy month for Trust Area Services, this may result in some overtime.

FINANCIAL: None

POLICY: None

IMPLEMENTATION/COMMUNICATIONS: Pending receipt of further, detailed information, staff anticipate advising the Chair to provide messaging in support of the following:

- Islands Trust Council holds that that the heritage of the Trust Area should be identified, preserved, protected and enhanced
- Strong recognition of Indigenous jurisdiction and consent-based process;
- Tools for local governments/local trust committees/Trust Council to apply new Heritage Conservation Act requirements into planning and land use bylaws;
- Adequate resourcing for implementation at both provincial and local levels.

FIRST NATIONS RELATIONS: The First Nations Leadership Council and B.C. government, working together as the Joint Working Group on First Nations Heritage Conservation, have been working to ensure the Heritage Conservation Act aligns with the United Nations Declaration on the Rights of Indigenous Peoples and the commitments outlined in the Declaration Act Action Plan. There is insufficient time for Islands Trust Council to engage with First Nations on a potential Islands Trust response. Heritage protection is a high priority for many First Nations in whose territory the Islands Trust operates.

OTHER: Trustees are welcome to complete the survey as individuals: https://feedback.engage.gov.bc.ca/194634?lang=en

4 RELEVANT POLICY(S):

- Advocacy Policy
- Trust Council commitment in Islands Trust Policy Statement "Trust Council holds that the natural and human heritage of the Trust Area — that is the areas and property of natural, historic, cultural, aesthetic, educational or scientific heritage value or character — should be identified, preserved, protected and enhanced" (5.6.1)
- The 2025-28 Strategic Plan includes strategic direction 5.2 2 "Engage with Indigenous Governing Bodies and Indigenous Peoples on governance, growth management, heritage and ecosystem protection, and climate change".

5 ATTACHMENT(S):

- July 2025 news release and backgrounders for information about the Heritage Conservation Act Transformation Project.
- July 30, 2025 UBCM notice "Heritage Conservation Act: local government engagement opportunity"
- September 2, 2025 Subscriber Notice: Heritage Conservation Act Transformation Project subscriber update - Survey is live!

Additional information about the transformation project is available on the Province's project webpage.

See also article: "Protecting 'power places': Work continues to better align heritage conservation with First Nations' rights" in Ha-Shilth-Sa, published by the Nuu-Chah-Nulth Tribal Council

---

RESPONSE OPTIONS

Recommendation: That Trust Council direct staff to support the Chair in providing input to the Phase 3 Engagement on Heritage Conservation Act Transformation Project.

Alternative:

1. That Trust Council request staff to providing input to the Phase 3 Engagement on Heritage Conservation Act Transformation Project.
- A regional planning manager may be able to provide input at the September 17, 2025 general stakeholders webinar.
- Staff could submit a written staff submission based on available information.

2. Do not advocate.

Prepared By: Jason Youmans, Senior Policy Advisor/Joe Elliott, Senior Indigenous Relations Advisor

Reviewed By/Date: Clare Frater, Director, Trust Area Services
Rueben Bronee, CAO/August 28, 2025
Executive Committee, September 3, 2025

Province of British Columbia news release

Next stage of engagement begins on Heritage Conservation Act improvements

Victoria - Wednesday, July 9, 2025 2:30 PM

In partnership with the First Nations Leadership Council, the Province is moving forward to the next stage of consultation and engagement on modernizing the Heritage Conservation Act.

The act, which regulates the protection, management and conservation of cultural and heritage sites in B.C., was last substantively updated in 1996.

“The Heritage Conservation Act is how we protect important cultural and archeological sites in B.C., but the current system doesn’t work well for people, and it doesn’t fully reflect our shared values or commitments,” said Ravi Parmar, Minister of Forests. “As we embark on this important engagement, I am committed to ensuring our collective work will lead to a system that will support faster permitting, better planning and more meaningful discussions with people, communities, industry and First Nations.”

The project is a multi-year collaborative effort, mandated in 2021 and co-developed through the Joint Working Group on First Nations Heritage Conservation, a committee established by the Province and the First Nations Leadership Council (FNLC) in 2007, which includes members appointed by the FNLC and the Province. It has involved two phases of engagement to date with First Nations across B.C. and more than 300 organizations representing local governments, the heritage and archeology sector, real estate and construction, resource industries and other interested parties.

“The First Nations Leadership Council and B.C. government, working together as the Joint Working Group on First Nations Heritage Conservation, have been working to ensure the Heritage Conservation Act aligns with the United Nations Declaration on the Rights of Indigenous Peoples and the commitments outlined in the Declaration Act Action Plan,” said Judith Sayers, co-chair, joint working group on First Nations Heritage Conservation. “This has been a process on how to collaborate on updating legislation. Major advancements have been made toward modernizing the act, yet there is more work to be done. We will continue to work with the Province in updating this legislation, finding an outcome that can work for everyone.”

Phase 3 engagement with First Nations partners, stakeholders and the general public is the next step forward. This engagement will take place from July to October 2025, as collaborative work continues toward tabling updated legislation in the spring of 2026. The engagement process, which launches in the coming weeks, will include engagement sessions and an opportunity for the public to provide feedback through an online survey.

The intended outcomes are:

- making permitting faster and easier, to avoid waiting for multiple permits and navigating unclear rules and processes;
- helping people and communities rebuild quicker after disasters such as wildfires and floods;
- protecting heritage more effectively, reducing the risk of accidental damage to sacred or other significant sites; and
- strengthening the role of First Nations in decision-making about their own heritage and ancestors, in alignment with the Declaration on the Rights of Indigenous Peoples Act.

The proposed policy direction would not automatically restrict more land from development nor will it apply to shared decision-making on private property.

“This is about building a future that respects the past, one where people can move forward with confidence and where Indigenous Peoples are at the table when it comes to protecting their history and culture,” Parmar said.

The project will support the Ministry of Forests’ focus on improving permitting timelines under the act. The Heritage Conservation Act permitting timelines for residential projects have been reduced by 24% since January 2024 and further process improvements have been implemented, which will see reductions in turnaround times across all sectors. Proposed updates to the act will reduce Heritage Conservation Act permitting timelines even further without reducing consultation with First Nations.

Quick Facts:

- The provincial heritage register includes over 64,000 protected heritage sites, 90% of which are of First Nations origin.
- The Province has legislated the oversight and protection of certain heritage sites since 1925.

- The act, passed in 1977, extended protections to heritage sites on Crown and private land, regardless of whether sites were known or as-yet unrecorded.

Learn More:

To remain up to date, sign up for alerts at: https://engage.gov.bc.ca/heritageconservationact/

For examples of the intended outcomes of the modernization of the Heritage Conservation Act, visit: https://news.gov.bc.ca/files/HCA_Modernization_Scenarios.pdf

Three backgrounders follow.

Ministry of Forests

Media Relations
Forest.Media@gov.bc.ca
250 380-8491

Backgrounders

What to know about the Heritage Conservation Act

The purpose of the Heritage Conservation Act is to "encourage and facilitate the protection and conservation of heritage property in British Columbia."

The act's key provisions are to:

- establish the provincial heritage register and criteria for heritage site and object protections;
- regulate work at sites with historical or archeological value, including authorizing permits to look for, or work within heritage sites, and compliance and enforcement; and
- enable the minister to enter into agreements with First Nations for the purposes of the act, subject to certain process requirements.

The provincial heritage register currently includes more than 64,000 protected heritage sites, 90% of which are of First Nations origin. These sites provide physical evidence of how and where people lived in the past that are integral to understanding British Columbia today and our shared histories. Many sites are burial grounds, sacred and spiritual spaces, and First Nations village sites.

People in B.C. interact with the act when seeking heritage protections and when undertaking work at sites with historical or archeological value, including developing private property or resource projects.

Current versus future state: intended outcome scenarios

The scenarios linked in the Learn More section illustrate the process to undertake work under the act at a site of First Nations origin for those developing private property and for those building major projects on Crown land.

They also illustrate how new proposed policy directions could cut Heritage Conservation Act processing times in half for property owners and project proponents, while better protecting heritage sites and enhancing First Nations roles in managing their heritage sites.

Specific legislative and regulatory provisions and tools to achieve these scenarios will be explored as part of Phase 3 engagement.

What to know about the three-phase process to update the Heritage Conservation Act

The Province, in partnership with First Nations, is moving to the third stage of consultation and engagement on improving the Heritage Conservation Act, which was last substantively updated 30 years ago, in 1996.

Project background

For many years, people and organizations that interact with the act – First Nations, industry, landowners, professional archeologists, heritage organizations and more – have raised challenges with the act and its administration.

These include a lack of awareness of the presence of heritage on properties, lack of clarity regarding First Nations' role in the management of their cultural heritage, unintended impacts to protected heritage sites, and project delays.

A number of recent improvements have been made under the current act to address challenges raised, including revisions to existing processes and policies that have reduced the act's permitting timelines for residential projects by 24% since January 2024 and will see reduction in turnaround times across all sectors; as well as improving resources for landowners navigating rebuilding after disasters. Some administrative amendments were also made to the act in 2019.

However, it has been broadly recognized that substantive amendments to the act and the regulations it enables are necessary to address key deficiencies in the current state of protection, management and conservation of heritage in B.C., including:

- lack of awareness of the presence of protected heritage sites that leads to preventable impacts, permitting delays and project uncertainty;
- the administration of multiple act permits, each averaging 300 days for review and processing with the need for permits often discovered mid-project, that leads to costly work stoppages and unanticipated delays; and
- significant changes in the recognition and interpretation of First Nations rights, authority and jurisdiction since the act was last substantively updated in 1996 and the passage of the Declaration Act.

In 2021, the minister of forests was mandated to partner with First Nations through the joint working group on First Nations Heritage Conservation to engage broadly with First Nations and stakeholders to improve the act.

Mandating process

The minister was given a mandate for two project phases with broad engagement, prior to returning to cabinet for a mandate to conduct a third phase of engagement to refine potential legislative and regulatory changes and, ultimately, develop updates to the legislation. Phase 1 engagement was undertaken in 2022–23, with feedback from 108 First Nations and 188 stakeholder organizations. Engagement included 12 audience-specific sessions to understand specific needs of archeology and heritage professionals, the land and resource development sector, the construction and real estate industry, and local and federal government agencies, seven First Nations sessions, written submissions and an online survey.

Phase 2 engagement was undertaken in 2023, with feedback from 43 First Nations and 184 organizations. Engagement included stakeholder and First Nations sessions.

A mandate has now been given to undertake Phase 3 engagement between July and early October 2025 with First Nations, stakeholder organizations with interest in the act, and the general public.

Following Phase 3 engagement, legislative amendments will be developed in consultation and co-operation with First Nations and with feedback from stakeholders, with a goal to table updated legislation in spring 2026.

What we heard

Feedback received to date can be distilled into four core needs:

1. Speed up permitting decisions, prevent unanticipated and unnecessary delays, and reduce costs for project work under the act.

2. Help people and communities rebuild quicker after disasters, such as wildfires and floods.
3. Protect heritage more effectively, reducing the risk of accidental damage to sacred or historic sites.
4. Strengthen the role of First Nations in decision-making about their own heritage and ancestors, consistent with the Declaration Act.

What to know about proposed improvements to the Heritage Conservation Act

Proposed legislative direction will go to Phase 3 engagement with the intention to meet the core needs of First Nations and stakeholders with interests in the act.

The proposed legislative direction **would**:

- make permitting faster and easier, to avoid waiting with multiple permits and unclear rules;
- help people and communities rebuild quicker after disasters such as wildfires and floods;
- protect heritage more effectively, reducing the risk of accidental damage to sacred or historic sites; and
- strengthen the role of First Nations in decision-making about their own heritage and ancestors, consistent with the Declaration Act.

The proposed legislative direction **would not**:

- automatically restrict more land from development; or
- enable the application of shared or joint decision-making agreements to private land.

Heritage Conservation Act: local government engagement opportunity

Publishing Date: July 30, 2025

Senior and technical local government staff and elected officials are encouraged to attend a BC government webinar on proposed amendments to the Heritage Conservation Act (HCA) on August 12, 9am – noon PDT. **Register in advance** to ensure you receive an information package from the Ministry of Forests beforehand.

Written submissions with feedback on the proposed amendments will be accepted until October 1, 2025 via **email**.

Local government staff or elected officials unable to attend the webinar may attend one of two webinars for general stakeholders, planned for August 20 and

September 17. **Email** the Ministry of Forests to request the registration link for the general stakeholder webinars.

Background

The *Heritage Conservation Act* encourages and enables the protection and conservation of sites with historical, cultural and/or archaeological value in BC. These sites hold physical evidence of how and where people lived. Many of these sites in BC are culturally sensitive, contain ancestral remains, and have important sacred and spiritual value to First Nations. Altering these protected sites without a permit is prohibited under the Act.

In 2022, the Ministry of Forests began work with the Joint Working Group on First Nations Heritage Conservation to **reform the HCA**, aiming to improve its administration and ensure the Act is consistent with the UN Declaration on the Rights of Indigenous Peoples. Phases 1 and 2 of broad engagement with First Nations, local governments, and stakeholders took place in 2022 and 2023. Ministry of Forests is now proceeding into Phase 3 of the project: developing proposed legislative amendments for provincial government direction in late fall 2025, with a target to introduce new legislation in spring 2026.

According to the Ministry of Forests, the HCA reforms are intended to:

- streamline permitting and provide clarity regarding rules and processes
- support quicker rebuilding after disasters such as wildfires and floods
- reduce the risk of accidental damage to sacred or other significant heritage sites
- strengthen the role of First Nations in decision-making about their own heritage and ancestors, in alignment with the Declaration Act

- increase transparency and access to information, to support planning and development decisions

UBCM would observe that the Phase 1 and 2 engagement, in which some local governments might have participated, was extremely high level. The specific and detailed legislative amendments now being proposed were co-developed by the provincial government and First Nations representatives, with no local government involvement. It is unclear how much room there is for any changes to these proposed amendments. Nonetheless, the Aug 12 webinar is one of the only opportunities for local governments to learn about potential shifts in regulation of heritage conservation.

UBCM Policy on HCA

The UBCM membership endorsed resolutions **2019-B52** and **2007-B139**, calling on the Province to fund expenditures borne by local governments, who must record and document archaeological findings in accordance with the HCA, when they uncover archaeological sites during routine excavation for infrastructure work in communities (e.g. road, sewer, and water services). In response to the 2019 resolution, the provincial government indicated that it does not have any funding available to support local governments with the costs of archaeological work.

UBCM members also endorsed resolution **2013-LR1**, which asked the provincial government to amend the HCA to provide fair, balanced, and reasonable treatment of property owners impacted by unregistered or undiscovered archaeological sites on fee simple property.

Tags
Events & Webinars
Feedback & Input

From: Engage HCA FOR:EX <EngageHCA@gov.bc.ca>
Sent: Tuesday, September 2, 2025 9:40 AM
Subject: Heritage Conservation Act Transformation Project subscriber update - Survey is live!

Hello,

Thank you for staying connected with the Heritage Conservation (HCA) Transformation Project (The Project).

We've recently added new information to the project website to support deeper understanding and engagement. This includes:

- **Intended outcomes** – learn more about what this Project aims to achieve to heritage protection in B.C. Intended outcomes - Heritage Conservation Act Transformation Project
- **Practical Examples** – see how proposed changes could look in real-world scenarios Practical examples - Heritage Conservation Act Transformation Project

These updates reflect ongoing conversations with First Nations and partners across B.C. We invite you to explore the updated content and share your feedback through our **online survey**. Feedback from First Nations, local governments, stakeholders, and the public will inform new legislation. We are seeking public input to better understand the following:

- The public's general understanding of the HCA and the Declaration on the Rights of Indigenous Peoples Act (DRIPA)
- The public's experience interacting with the HCA
- The public's perspective on the proposed changes to the HCA
- How to mitigate possible unintended consequences related to the proposed changes

Visit the site and take the survey: Heritage Conservation Act Survey

Thank you for contributing to this important work.

Sincerely,

HCA Transformation Project Team

Ministry of Forests

Email: EngageHCA@gov.bc.ca

Project Website: Heritage Conservation Act Transformation Project

September 2025 Islands Trust Council

Address by Douglas S. White

5:00 p.m. – 5:35 p.m., Wednesday, September 17, 2025

Purpose: This session will provide a roadmap for deepening Islands Trust-First Nations relations across roughly 30 Nations in the Salish Sea, linking history, law, and lived partnership. It will situate the Trust's "preserve and protect" statutory object within the context of the Douglas Treaties and other s. 35-recognized and affirmed rights. It sets out how UNDRIP and DRIPA (s. 3) require the modernization of both mindset and mechanisms. Attendees will hear a balanced, progressive vision, along with near-term steps the Trust can take now and medium-term legislative and policy changes to support consent-based planning, shared decision-making, and enduring co-stewardship.

TIME	TOPIC	WHO
5:00 PM	**Introductions**	Chair Patrick
5:05 PM	**Islands Trust and First Nations Relations and Partnerships**	Douglas S. White, K.C., J.D. Kwulasultun (Coast Salish Name) Tliishin (Nuu-chah-nulth Name) Special Counsel to the Premier on Indigenous Reconciliation

Resources:

Islands Trust Reconciliation Declaration

Islands Trust Council acknowledges that the lands and waters that encompass the Islands Trust Area have been home to Indigenous Peoples since time immemorial and honours the rich history, stewardship, and cultural heritage that embody this place we all call home.

Islands Trust Council is committed to establishing and maintaining mutually respectful relationships between Indigenous and non-Indigenous Peoples. Islands Trust states a commitment to Reconciliation with the understanding that this commitment is a long-term relationship-building and healing process.

Islands Trust Council will strive to create opportunities for knowledge-sharing and understanding as people come together to preserve and protect the special nature of the islands within the Salish Sea.

(Adopted by Islands Trust Council on March 14, 2019, on Gabriola Island.

Islands Trust Council's First Nations Relations Policy (6.1.1, adopted in 2016)

Islands Trust Act

Declaration on the Rights of Indigenous Peoples Act

Legislative and Information Services Report
Prepared on: August 25, 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 July 10, 2025 and requested that staff look into means for the public to provide feedback on accessibility at the Islands Trust, and draft a business case to hire a consultant to help the committee and Trust Council meet the legislative requirement to have an Accessibility Plan in place. Staff is working to update the website to provide more information and provide an accessibility feedback opportunities, and working on a draft business case for the next Accessibility Committee meeting.

2. LEGISLATIVE SERVICES

Legislative Services is quietly working 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.

3. INFORMATION SERVICES

Information Services continues to maintain all technology services and support to staff and trustees as part of ongoing operations. Specific work completed with the help of third-party technical support over the last quarter includes:

MapIT and TAPIS

The previous Trust Area Property Information System (TAPIS) had to be shut down as the software it was running on was out of date and no longer supported. Migrating to a new system had required 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 TAPIS. 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.

CityView

CityView planning and application workflows are now in place. Customized reports for the planning team are now being generated. Information Services continues to support staff in developing the application and has set up a test server. Once testing is complete, Information Services will then be involved to assist with the full implementation. This project is being led by Planning Services.

Expense Claim Upgrades

The new Expense claim has been tested and now requires final tweaks before it can be released. This has been delayed with the vacancies in Information Services. We expect this final phase will take place in the Fall.

Salt Spring Office Move

The new office is under construction and a temporary office was setup in November to serve staff in office when required. Final hardware setup is planned for mid-September in advance of the office opening to staff in late September 2025.

Operational

Information Services had two vacancies, one vacancy – the Information Systems Specialist was filled by Joshua Bard. The competition for the Information Technology Manager position was not successful, and we will be going back out to competition with the hope of filling the position by mid late Fall.

The Storage Area Network (SAN) was successfully replaced and upgraded to meet our data storage needs for the next several years. Information Services staff's focus over the next month is to develop the budget requirements for continued hardware and software replacement and upgrades for the next fiscal year; this must also take into account the needs of a new council that will be elected in October 2026.

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	September 16, 2025
From:	**Legislative and Information Services**	**Date Prepared:**	August 25, 2025

SUBJECT: Trust Council Ratification of Council Committee Member Appointment

---

RECOMMENDATION: THAT Trust Council ratify the appointment of Trustee David Maude to the Accessibility Committee.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The changes to committee membership are consistent with Trust Council policy provisions.

---

1 PURPOSE: To provide Trust Council and update on Chair appointments to council committees.

2 BACKGROUND:

Trust Council Policy 2.3.1 [Council Committees System] establishes Trust Council committees and the method of membership appointment.

- The Regional Planning Committee and Trust Programs Committee is by Chair appointment and ratified by Trust Council.
- The Financial Planning Committee has three positions by Chair appointment and ratified by Trust Council, with the remainder of the membership by virtue of position on other committees.
- The Governance Committee is entirely by election of member trustees by Trust Council.
- The Accessibility Committee has two trustee positions by Chair appointment and ratification by Trust Council, and the remaining are members of the public that meet certain criteria established by legislation, and appointed by the Executive Committee and ratified by Trust Council.

Changes to Committee Membership:
Under the authority provided by Trust Council Policy 2.3.1, the Chair has reviewed and made some changes to the appointments to Trust Council committee as follows:

- Trust Programs Committee: The Trust Programs Committee membership was previously expanded to 10 trustees to assist with the review of the draft Policy Statement. As that has concluded, the Chair has confirmed that trustees Elliott, Morrison and Maude will step down from the Trust Programs Committee. Trust council ratification is not required for stepping down from a committee. The current voting members of Trust Programs Committee are trustees Evans, Fast, Graham, Gauvreau, Harris, Peterson and Yates.

- Accessibility Committee: The Chair has appointed Trustee Maude as the second Trust Council member of the Accessibility Committee (the other member being trustee Gauvreau). This appointment will require ratification by Trust Council.

All other committees remain as previously appointed or elected.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
There are no organizational implications.

FINANCIAL:
Reduction of the number of trustees on Trust Programs Committee will reduce the meeting costs.

POLICY:
There are no organizational implications.

IMPLEMENTATION/COMMUNICATIONS:
Staff will update the website, and email groups to reflect the changes.

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

OTHER:
There are no other implications.

4 RELEVANT POLICY(S):

Trust Council Policy 2.3.1 Council Committees System
Accessible British Columbia Act.

5 ATTACHMENT(S):

None

RESPONSE OPTIONS

Recommendation: THAT Trust Council ratify the appointment of Trustee David Maude to the Accessibility Committee.

Alternative:
As requested by Trust Council

Prepared By:	**David Marlor, Director, Legislative and Information Services**
Reviewed By/Date:	**Chief Administrative Officer/August 25, 2025** **Chair, Trust Council/August XX, 2025** **Executive Committee/September 3, 2025**

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	September 16, 2025
From:	**Executive Committee**	**Date Prepared:**	August 20, 2025
SUBJECT:	**Conference/Convention Attendee Reporting Template**		

RECOMMENDATION: THAT Trust Council approve the Conference/Convention Attendee Reporting Template for inclusion as an attachment to Policy 6.12.1 – Trustee Training/Conference Attendance, along with the corresponding policy amendments required to incorporate the template.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The proposed reporting template and related policy amendments are a step to ensure Trust Council receives full benefit from funding trustee attendance at conferences and conventions. This is particularly valid for attendance at annual Union of BC Municipalities and Association of Vancouver Island and Coastal Communities conferences, at which members of Executive Committee represent all of Trust Council. Ensuring written reports also provides a record for future reference.

---

1 **PURPOSE:** To provide attendees of conferences and conventions with a standardized template to support consistent and effective reporting to relevant bodies.

2 **BACKGROUND:** Staff have identified the absence of a formal reporting template for trustees attending conventions or conferences, despite this being a requirement outlined in Sections 2.1 and 2.2 of Policy 6.12.1.

2.1 It is expected that trustees, for Trust-supported training and conference attendance, will provide a written/verbal report to the approving authority body and to Trust Council at the next quarterly meeting.

2.2 It is expected that trustees, for Trust-supported training and conference attendance, will provide useful materials to the administrative secretary to copy for the Trust's reference library.

Staff recommend that policy 6.12.1 be amended by:

1. Removing the word "/verbal" in section 2.1, so it reads "It is expected that trustees, for Trust-supported training and conference attendance, will provide a written report to the approving authority body and to Trust Council at the next quarterly meeting."
2. Removing the word "suggested" in section 4, and replacing it with the word "required" so it reads "For ease of processing, it is required that the attached Training/ Conference form (Attachment 1) be utilized to request and process requests for Training/Conference attendance."

3. Adding a new paragraph in section 4, that reads "For ease of reporting out, it is required that the attached Conference/Convention Attendee Reporting form (Attachment 2) be completed two weeks post event, and circulated via email to all trustees with a Carbon copy to the Executive Coordinator."
4. Adding a new attachment for the Conference/Convention Attendee Reporting form.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: The incorporation of this new template will streamline the reporting process for both trustees and staff, reducing the time and effort required by providing a standardized format that eliminates the need to create reports from scratch.

FINANCIAL: There are no financial implications associated with this request.

POLICY: Changes to Islands Trust Policy 6.12.1 – Trustee Training/Conference Attendance are needed to incorporate the new template as shown in Attachment 2 of this report.

IMPLEMENTATION/COMMUNICATIONS: Should the proposed template be approved, staff will proceed with the necessary amendments to Policy 6.12.1 – Trustee Training/Conference Attendance, as outlined in Attachment 2, to incorporate the template into the policy. In addition, staff will circulate the updated policy to all relevant bodies for their information.

FIRST NATIONS RELATIONS: There are no implications related to First Nations relations with this request.

OTHER: Not applicable.

4 RELEVANT POLICY(S):

1. Islands Trust Policy 6.12.1 Trustee Training/Conference Attendance

5 ATTACHMENT(S):

1. Conference/Convention Attendee Reporting Template
2. Draft redline version of Islands Trust Policy 6.12.1 Trustee Training/Conference Attendance

---

RESPONSE OPTIONS

Recommendation: THAT Trust Council approve the Conference/Convention Attendee Reporting Template for inclusion as an attachment to Policy 6.12.1 – Trustee Training/Conference Attendance, along with the corresponding policy amendments required to incorporate the template.

Alternative: THAT Trust Council request the following changes to the Conference/Convention Attendee Reporting template before its inclusion as an attachment to Policy 6.12.1 Trustee Training/Conference Attendance:

-

Prepared By: Executive Coordinator

Reviewed By/Date: CAO, August 25, 2025

CONFERENCE/CONVENTION
ATTENDEE REPORTING

Conference/Convention:	
Date/Location of Conference/Convention:	
Attendee(s):	
Submitted By:	
Date of Report:	

CONFERENCE OVERVIEW

Conference Theme/Purpose *(Brief description of the main focus or goal of the event):*

Keynote Speakers/Notable Presenters *(List any major speakers and topics covered):*

SESSION SUMMARIES

Session #1	
Session Title & Presenter(s):	
Content Summary:	
Potential Follow-up Actions by Islands Trust:	

DRAFT

Session #2	
Session Title & Presenter(s):	
Content Summary:	
Potential Follow-up Actions by Islands Trust:	

Session #3	
Session Title & Presenter(s):	
Content Summary:	
Potential Follow-up Actions by Islands Trust:	

NETWORKING

1. Contact(s):
   Topic(s) Discussed:
   Potential Collaboration Opportunities:

2. Contact(s):
   Topic(s) Discussed:
   Potential Collaboration Opportunities:

3. Contact(s):
   Topic(s) Discussed:

DRAFT

Potential Collaboration Opportunities:

RESOURCES & MATERIALS

(Add links to websites, online resources, or additional conference/convention information)

-

FURTHER INFORMATION

(Any need-to-know information not captured above)

DRAFT

Policy:	6.12.1
Approved By:	Trust Council
Approval Date:	June 6, 1992
Amendment Date(s):	
Policy Holder:	Chief Administrative Officer

TRUSTEE TRAINING/CONFERENCE ATTENDANCE

Purpose

To outline Council's support, subject to available resources, for trustee training and conference attendance as a means to enhance trustees' contribution to the organizational effectiveness of the Islands Trust.

A. Definitions

n/a

B. Policy

1. Authorization for Trustee Training

1.1 Trust Council

1.1.1 Trust Council and/or the Executive Committee may request a trustee to undertake target training and/or attend specific conferences and seminars on behalf of Trust Council.

1.1.2 Trustees may request support to undertake target training and/or attend specific conferences and seminars on behalf of Trust Council.

1.1.3 All requests of trustees and/or to trustees for training or conference attendance shall be reviewed by the Executive Committee for Trust Council consideration when possible or approved by the Executive Committee.

1.1.4 The Executive Committee's recommendations or approvals will be guided by their responsibility to monitor and control the Trust Council Training/Conference account.

1.1.5 The Executive Committee is responsible for proposing trustee in-service training programs for Trust Council consideration via the Finance Committee within the annual budget process.

1.2 Islands Trust Conservancy

The Islands Trust Conservancy Board shall be responsible to budget, approve and control Board member training and conference attendance within its annual budget.

DRAFT

1.3 Local Trust Committees

Local trust committees shall be responsible, by way of a resolution, to budget, approve and control trustee training and conference attendance related to the local trust committees within its annually budgeted LTC - Local Expense Account.

1.4 Council Committees

Council Committees shall be responsible, by way of resolution, to budget, approve and control trustee training and conference attendance related to Council Committee interests within its annually budgeted Council Committee Expense Account.

1.5 Executive Committee

The Executive Committee shall be responsible, by way of resolution, to budget, approve and control Executive Committee member training and conference attendance related to Executive Committee interests within its annually budgeted Executive Committee - Training/Conference account.

2. Expectations of Trustee

2.1 It is expected that trustees, for Trust-supported training and conference attendance, will provide a ~~written/verbal report~~written report to the approving authority body and to Trust Council at the next quarterly meeting.

2.2 It is expected that trustees, for Trust-supported training and conference attendance, will provide useful materials to the administrative secretary to copy for the Trust's reference library.

2.3 It is expected that trustees, when making a request to attend a training program or conference, will submit costs, rationale and benefits to the relevant approving authority (See Attachment 1-Training Request Form).

2.4 It is expected that trustees, whenever possible, will submit requests to attend upcoming training programs within the annual budget process via the appropriate approval authority.

3. Approving Authority Expectations

3.1 It is expected that each approving authority will:

3.1.1 solicit submissions of trustees for any requests during the upcoming fiscal year;

3.1.2 consolidate and prioritize these submissions with their budget submission to the Finance Committee;

3.1.3 monitor follow-up reports by trustees.

DRAFT

4. Administrative Requirements

For ease of processing, it is ~~suggested~~ required that the attached Training/~~-~~Conference form (Attachment 1) be utilized to request and process requests for Training/Conference attendance.

For ease of reporting out, it is required that the attached Conference/Convention Attendee Reporting form (Attachment 2) be completed two weeks post event, and circulated via email to all trustees with a Carbon copy to the Executive Coordinator.

5. Funding Guidelines

5.1 Level 1

5.1.1 Approving authority requests a trustee to attend - 100% expenses and registration fee or, as otherwise agreed and/or determined by the budget; or

5.1.2 Trustee attendance approved by an approving authority as high relevance/benefit to it - 100% expenses and registration fee, or as otherwise agreed and/or determined by the budget.

5.2 Level 2

Potential relevance to approving authority while of a personal developmental interest to the trustee - a portion of expenses and registration fee, as agreed and/or determined by the budget.

5.3 Level 3

Primarily of personal development interest to the trustee - No sponsorship by Islands Trust.

C. Legislated References

Annual Budget

D. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

Attachment 1: Training Request Form

Attachment 2: Conference/Convention Attendee Reporting Form

DRAFT

Attachment 1

ISLANDS TRUST
REQUEST FOR TRAINING, CONFERENCE AND WORKSHOPS

TRUSTEE INFORMATION

Name: Enter Your First and Last Name LTA: Trustee: [Enter Your Local Trust Area]

Is this request for a conference: No☐ Yes☐ (if Yes, please note that Executive Committee or Trust Council resolution of approval is required as per sections 1.1.3 and 2.3 and 4 of Trust Council Policy 6.12.1)

COURSE/CONFERENCE INFORMATION

Name of Course/Conference: Enter name of the course

Date(s) of Course/Conference: Enter date and hours if less than full day

Offered by: Enter the name of the course supplier

Training Location: Enter location

Brief Summary of Course/Conference content: (attach detailed course information)

Enter summary of course

Describe how this training will benefit Islands Trust and you.

Enter description of course benefits and advantages to you and to Islands Trust

Are you aware of other trustees who are attending this event?

Enter names of other trustees attending

FUNDING GUIDELINES

☐ Level 1 funding – Approving authority requests a trustee to attend OR trustee attendance approved by an approving authority as high relevance/benefit to it

- ☐ 100% expenses and registration fee
- ☐ or as otherwise agreed and/or determined by the budget

☐ Level 2 funding – Potential relevance to approving authority while of a personal developmental interest to the trustee

- A portion of expenses and registration fee, as agreed and/or determined by the budget

TRAVEL STATUS

- ☐ Full travel status
- ☐ Negotiated travel expenses – please indicate details:

Enter details of negotiated travel expenses

DRAFT

COST SUMMARY:

Registration Fee	0.00
Per Diem Meal Costs	0.00
Accommodation **	0.00
Travel to/from Location **	0.00
Course Materials	0.00
Other	0.00
Total Training Request	**$ 0.00**

*** Contact the Victoria Administrative Assistant for assistance with accommodation and travel estimates.* ***All travel arrangements (flights, hotel reservations, etc.) are to be coordinated through the Victoria Administrative Assistant.***

Trustee Signature _____ Date _____

EC or TC Resolution number (if required) _____ Date _____

REGISTRATION

Confirm you have registered for this course: **Yes** ☐ **No** ☐ (Administrative Assistant to register)

PAYMENT

Confirm "cheque payment" selected on registration: **Yes** ☐ (Finance to send cheque) **No** ☐

REGISTRATION AND PAYMENT INSTRUCTIONS:

1. Register for the course/conference and choose "cheque payment" as the option. Print and attach the invoice to this form. Finance will arrange for payment of your course/conference fee. ***If you are unable to register without making payment, please contact Finance immediately.***
2. Submit completed form to the Victoria Administrative Assistant.

It is the Employee's responsibility to notify the Victoria Administrative Assistant immediately if the Employee is unable to attend the course so that any available refund can be obtained.

DRAFT

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	September 16, 2025
From:	**Governance Committee**	**Date Prepared:**	August 14, 2025

SUBJECT: 2022 Governance Report Recommendations

RECOMMENDATION:

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 10 [provincial representation].**

That Trust Council request staff to prioritise, in order, the following recommendations of the 2022 Governance Report:

- **recommendation 9 [First Nations representation];**
- **recommendation 8 [secretary to Trust Council],**
- **recommendation 11 [adoption of comprehensive, multi-year planning document], and**
- **recommendation 7 [helping trustees fulfil their roles],**

with the understanding that:

- **recommendation 1 [election of Trust Council leadership],**
- **recommendation 3 [committee membership],**
- **recommendation 4 [committee mandates],**
- **recommendation 5 [roles of committees], and**
- **recommendation 6 [helping trustees understand their roles]**
- **recommendation 15 [Trustee Compensation]**

will be undertaken by staff as appropriate, and:

- **recommendation 12 [communications and engagement],**
- **recommendation 13 [management alignment with Trust Council] and**
- **recommendation 14 [exploiting the potential for synergy between Islands Trust Conservancy and Islands Trust]**

will be undertaken when prioritised by Trust Council.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
In approving the Strategic Plan in March 2025, Trust Council identified item 1.2.4 – *Prioritise, analyse, and where appropriate, implement the 15 recommendations of the 2022 Governance Report* – as one of its top five priorities for the balance of this council term. The recommendations set out in this Request for Decision will help staff and the Governance Committee confirm necessary resourcing and timelines for implementation. If and where necessary, staff will subsequently advise whether this will impact capacity to deliver on other Strategic Plan priorities.

---

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 [First Nations representation] and 10 [Provincial representation] in the Governance report, Trust Council sent a request to the Province for a review of its legislation. It was explicit in that request 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. The Province responded indicating that it is not going to undertake a review of the Islands Trust. The Governance Committee has considered this, and still recommends advancing recommendation 9 [First Nations representation] in any case.

A draft Request for Decision from the Governance Committee on this issue was reviewed by a Committee of the Whole on May 13, 2025. The Committee of the Whole went sequentially through the 2022 Governance Report recommendations, as well as recommendations from the Governance Committee on how to proceed, but the Committee of the Whole lost quorum, and only got through seven of the 15 recommendations.

At its August 13, 2025 meeting the Governance Committee decided to go directly to Trust Council with the above recommendations, and is seeking direction from Trust Council on its suggested priorities in respect to the 15 recommendations from the 2022 Governance Review.

Attachment 1 is a table that includes the 15 recommendations from the Governance Report, along with an indication of work already undertake in relation to that recommendation.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

The four recommended priorities (2022 Governance Report recommendations 9 [First Nations representation], 8 [secretary to Trust Council], 11 [comprehensive multi-year plan], and 7 [helping Trustees fulfil their roles]) would require prioritization of funding and resources in order to advance. They should be included in the strategic plan, and supported by a business case and resources for the next fiscal year.

Some of the 2022 Governance Report recommendations (1 [election of leadership], 3 [committee membership], 4 [committee mandates], 5 [roles of committees] 6 [helping Trustees understand their roles] and 15 [Trustee compensation]) are mostly routine work that has been done, is well underway, or would need to be done to some degree to prepare for the 2026 elections, and improve Trust Council meeting processes. These are not likely to add much work for staff.

Recommendations 12 [communications and engagement], 13 [management alignment with Trust Council] and 14 [exploiting the potential for synergy between Islands Trust Conservancy and Islands Trust] will require consideration of prioritization and in some instances funding to support consultants (if this is a desired approach). Recommendations 12 [communications and engagement] and 13 [management alignment with Trust Council] will involve staff time and prioritization on the Executive Committee work program in order to undertake them. The work for Recommendation 12 [communications and engagement] would be under Trust Area Services with support from Legislative and Information Services, while the work for recommendation 13 [management alignment with Trust Council] would be largely undertaken by the Executive office with support from Legislative and Information Services.

FINANCIAL:
If consultants are required to undertake some of the reviews then additional funding will be required in the budget for this purpose.

POLICY:
Updated policies as per recommendations 3 [committee membership], 6 [helping Trustees understand their roles] and 7 [helping Trustees fulfill their roles].

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 was included in the request for Provincial review of the Islands Trust governance structure. In the absence of that review, additional consideration will be given for ~~if~~ when and how to engage First Nations in advancing relevant recommendations.

OTHER:
There are no other implications.

4 RELEVANT POLICY(S):
Islands Trust Act

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

---

RESPONSE OPTIONS

Recommendation:

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 10 [Provincial Representation].

That Trust Council request staff to prioritise, in order, the following recommendations of the 2022 Governance Report:

- recommendation 9 [First Nations Representation];
- recommendation 8 [secretary to Trust Council],
- recommendation 11 [adoption of comprehensive, multi-year planning document], and
- recommendation 7 [helping trustees fulfil their roles],

with the understanding that:

- recommendation 1 [election of Trust Council leadership],
- recommendation 3 [committee membership],

- recommendation 4 [committee mandates],
- recommendation 5 [roles of committees], and
- recommendation 6 [helping trustees understand their roles]
- recommendation 15 [Trustee Compensation]

will be undertaken by staff as appropriate, and:

- recommendation 12 [communications and engagement],
- recommendation 13 [management alignment with Trust Council] and
- recommendation 14 [exploiting the potential for synergy between Islands Trust Conservancy and Islands Trust]

will be undertaken when prioritised by Trust Council.

Alternative:
As requested by Trust Council.

Prepared By: **David Marlor, Director, Legislative and Information Services**
Reviewed By/Date: **Rueben Bronee, Chief Administrative Officer/Aug 18, 2025**
Governance Committee, August 13, 2025
Chair Gedye, Governance Committee/Aug 20, 2025

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

Legend

RED	No work to be undertaken
Green	Trust Council priorities (in order as shown under status)
Yellow	To be undertaken by staff as appropriate
Blue	Work to commence once prioritized by Trust Council

For the commentary by the consultants on each of their 15 recommendations, see the 2022 Governance Report linked here. Commentary begins on Page 29 of this report.

2022 Governance Report Recommendation			Work Undertaken to Date	Governance Committee Recommendation
1	**Election of Trust Council**	*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*	Following local election results, two 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.	Undertaken by Staff as Appropriate.
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.*	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 Planning Working Group (see #11) 05-24-2024 - Tiny House on Wheels Working Group 07-12-2024 – Governance Committee Working Group/Provincial Review	Not Proceed
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.*	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.	Undertaken by Staff as Appropriate.
4	**Committee Mandates**	*Committee mandates should reflect Trust Council's priorities and areas of greatest concern*	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.	Undertaken by Staff as Appropriate.

2022 Governance Report Recommendation			Work Undertaken to Date	Governance Committee Recommendation
			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	
5	**Role of Committees**	*Recommendations from committees to Trust Council should be truly "owned" and championed by the committee.*	Trust Council agenda includes work program reports from committees, and this is an opportunity for the committee chair to speak to the items.	Undertaken by Staff as Appropriate.
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.*	No work has taken place on this to date.	Undertaken by Staff as Appropriate.
7	**Helping Trustees Fulfil their Role**	*To help Trustees fulfil their role, post-election briefings and workshops should be held, covering both procedural and substantive matters integral to their duties at Trust Council.*	No work has taken place on this to date.	Priority 4
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.*	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.	Priority 2
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*	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.	Priority 1
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.*	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.	Not Proceed
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.*	09-26-2023 Draft Corporate Planning Framework adopted	Priority 3

2022 Governance Report Recommendation			Work Undertaken to Date	Governance Committee 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.*	No work has taken place on this to date.	To begin once prioritized by Trust Council
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.*	No work has taken place on this to date.	To begin once prioritized by Trust Council
14	**Exploiting the potential for Synergy between the Conservancy and 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.*	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.	To begin once prioritized by Trust Council
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.*	Trust council amended its policy to provide for compensation for trustees attending standing committees. Trust Council has approved funding in 2025/26 to undertake a review of trustee remuneration. This review is underway.	Undertaken by Staff as Appropriate.

Financial and Employee Services Report
Prepared on: August 30, 2025

1. FINANCIAL PLANNING COMMITTEE

In support of the Financial Planning Committee (FPC) we have completed work on the following standard annual areas of work:

- **2024/25 Statement of Financial Information**: The SOFI is complete and has been reviewed by FPC and forwarded to Trust Council for their approval. This is a legislated report that will be submitted to the Minister in accordance with the Financial Information Act. The report provides supplementary information to the audited financial statements related primarily to annual expenses.
- **2025/26 First Quarter Financial Report:** We have completed the June 30, 2023 first quarter financial report which tracks actual financial performance against budget for the first three months of the fiscal year. This report showed that overall Islands Trust is spending largely as expected, at 23% of budget spent in the first quarter.
- **2026/27 Draft Budget Assumptions, Principles, Guidelines:** FPC has proposed 2025/26 budget assumptions, principles, and guidelines for Trust Council's review and approval.
- **2026/27 Budget Consultation:** In keeping with the last few years, Financial Planning Committee has chosen not to undertake a public consultation survey on the draft 2025/26 budget. Questions from the public will continue to be addressed via email as asked, with a new process to post frequently asked questions to the website.

Additional work undertaken to support FPC is as follows:

- **2026/27 Pre-Budget Consultation:** FPC reviewed the feedback received from its pre-budget consultation that took place from May – June, and forwarded it to Trust Council so they may consider the feedback in shaping the 2026/27 budget.
- **Proposed Project:** FPC considered the merits of conducting an updated analysis to estimate the cost of processing planning applications and recommended to Trust Council that it undertake this work.

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: entering the approved budget into the accounting system, preparing first quarter financial statements, compiling the Statement of Financial Information (SOFI), and developing departmental budget templates to support the 2026/27 budget development process.

Staff continue to play primary support roles in 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 will complete another round of testing on the new system now that bug fixes from the first round of testing have been completed by our web support contractor. Once fully complete, user manuals will need to be prepared and training sessions delivered prior to a formal roll out of the new system.

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:

- 40 service contract requests
- 13 contract extensions to confirm with vendors that they may proceed with work in Fiscal 2027, based on agreements established in the previous fiscal year
- 38 purchase orders

Over the last three months, Financial Services staff have conducted the following procurement processes:

- Invitation to Quote – Communications Operations Audit and Framework (Trust Area Services): A service contract is currently being finalized with the successful proponent.
- Invitation to Quote – Storage Area Network (SAN) Replacement: A new SAN device was procured to replace the existing system, which no longer meets operational and capacity requirements. A purchase order has been issued to the successful vendor, as approved in the budget.

4. EMPLOYEE SERVICES

We have completed several hiring actions and internal position updates over the last quarter, resulting in the following changes to the Islands Trust team:

- Brie Dinsdale, Planning Services Co-op Student on the northern team completed her 16-week term with us on August 15, 2025. We wish Brie all the best as she works towards her Master of Community Planning degree.

- Carlie Aston, Conservation Technician Co-op Student for the Islands Trust Conservancy has been extended until December 19, 2025.

~ Britt Holowaty, Legislative Clerk for the Salt Spring Island Planning Services team will start in the position on September 8, 2025. Previously working as an Advocacy Officer with the Bureau of Pensions Advocates – Veteran Affairs, Britt has extensive experience providing high-level administrative and legal support across government and public service sectors. She holds a Bachelor of Music from the University of Toronto and is working towards her Bachelor of Communications from MacEwan University. We look forward to welcoming Britt to the team!

~ Jemma Green, Covenant Management and Outreach Specialist accepted a one-year temporary assignment to the position of Team Lead, Protected Area Management for the Islands Trust Conservancy beginning August 5, 2025. Jemma holds of Master of Science in Environmental Studies from the University of Victoria (Restoration Ecology stream) as well as a Bachelor of Science in Natural Resources Conservation from the University of British Columbia. Jemma's education and experience make her a great fit for this newly created position.

~ Jill Allan stepped into the auxiliary role of Acting Administrative Assistant for the Islands Trust Conservancy for the term July 22, 2025 – October 3, 2025. Jill's work experience as a Grant Assessor with the Edmonton Arts Council brings a great skillset. Jill is also a talented artist producing her own glass work. We appreciate Jill stepping in while Corlynn Strachan is on temporary assignment as Acting Executive Administrative Assistant. Welcome Jill!

~ Joshua Bard started as the new Information Systems Specialist on July 22, 2025. Joshua holds a Bachelor of Science in Computing and Information Systems from Athabasca University. Joshua has previous experience working as an independent contractor providing services related to IT support, database systems, computer networks, leading projects and working with both technical and non-technical co-workers. We are happy to have Joshua as part of the team.

~ Chris Buchan, Acting Island Planner for the Salt Spring Island Planning Services team has transitioned out of the Islands Trust after accepting the position of Planning Manager for the City of Trail. Chris has grown from Planner 1, to Planner 2 and most recently as Acting Island Planner for the Salt Spring Island office. Chris' last day with Islands Trust was August 22, 2025. We wish Chris all the best as he starts his next adventure. Filling Chris' base position of Planner 2 is Oluwashogo Garuba. Oluwashogo has been Acting Planner 2 for the Salt Spring Island team effective February 10, 2025. Congratulations Oluwashogo for your well-deserved permanent Planner 2 appointment.

~ Shalini Nakai, Planning Team Assistant for the northern team started in the role July 7, 2025. Shalini's experience as a Regional Operations Administrator with the Ministry of Emergency Management and Climate Readiness brings strong communication skills, positive relationship approaches and knowledge in administrative processes. Shalini holds a Bachelor of Urban and Regional Planning from Guru Nanuak Dev University in India as well as a Master of Community Planning degree from Vancouver Island University. Welcome Shalini!

~ Tara Todesco returned to Islands Trust as Grants Manager on June 5, 2025. Tara previously worked for Islands Trust in 2021 and 2022 as a temporary Community Communications Specialist. Among other roles, Tara has held the roles of Strategic Initiatives Manager at the University of Victoria and Outreach Manager with the BC Climate Action Secretariat. Tara brings a love of the natural world and island communities to her work. We are happy to welcome Tara back to the Trust!

~ Michelle Backé, Office Administrative Assistant for the northern team resigned her position effective June 20, 2025. Michelle's pleasant presence greeting folks at the front counter and her willingness to help and support our teams and trustees will be greatly missed. We wish Michelle all the best as she moves back to her hometown of Manitoba.

We are currently in the process of hiring for several vacant, upcoming, and new positions across the organization:

- Senior Policy Advisor (Temporary): We are reviewing applications for this temporary opportunity and are in the final stages of the competition. An announcement is expected soon.

- IS Manager: The initial recruitment did not result in a successful hire. We plan to repost the position shortly.
- Office Administrative Assistant (Gabriola Island): Resume screening is currently underway for this location-based role.
- Executive Administrative Assistant (Permanent): Interviews are being scheduled for shortlisted candidates.
- ITC Communications Specialist: We are in the resume screening phase for this role.
- Planner 1 (Salt Spring Island): This vacancy has been posted, with the competition closing on September 3, 2025.
- Island Planner (Temporary, Salt Spring Island): We are preparing to post this temporary opportunity, which can be based at any of our three office locations. The position is expected to end on April 3, 2026.
- Manager, Finance and Accounting: The preferred candidate for this role is no longer available to take on the role. Conversations with alternate candidates are underway.

Our June **All Staff Meeting** took place in person on June 25, 2025, featuring a guided walking tour of the W̱MÍYE꞉EN Nature Sanctuary in the Highlands District**.** During the tour, staff explored the historical and ecological significance of the land, learned about ongoing reconciliation efforts led by the organization, and gained insight into the Indigenous values that shape the sanctuary's kinship-based programming. The experience aimed to deepen staff understanding of Indigenous relationships to the land and to learn from how other organizations are integrating Indigenous voices into land conservation practices. The meeting continued at the Langford Business Centre, where staff received updates on recent Trust Council activities. New staff arrivals and departures were announced, and quarterly recognition awards were presented. Chief Administrative Officer Bronee facilitated an Operational Review exercise, inviting staff to share ideas for improving organizational effectiveness from the perspective of their roles within the broader corporate structure.

The **Occupational Health and Safety (OHS) Committee** continues its dedicated work to promote a safe and healthy environment across all Islands Trust workplaces. This quarter, the Committee focused on the following key initiatives:

- Emergency Response Plan Update: The Committee revised the Emergency Response Plan template to better reflect the operational context of Islands Trust. Updates included refreshed charts to capture current emergency response team members and contact information. The need to recruit additional Emergency and First Aid Attendants for the Salt Spring Island office was also identified.
- Accessible BC Act Review: The Committee reviewed the draft outline of the Accessible BC Act and provided feedback to David Marlor, Director of Legislative and Information Services.
- Quarterly Safety Inspections: A streamlined version of the quarterly safety inspection checklist was reviewed in preparation for further discussion at the August OHS meeting.
- Boardroom Occupancy Limits: To ensure compliance with the BC Fire Code, the Committee confirmed that the maximum occupancy for all staffed office boardrooms is 60 people.
- First Aid Attendant Updates: Patricia Woodruff has taken on the role of First Aid Attendant for the Victoria office. The Committee also discussed the importance of conducting annual practice sessions for all First Aid Attendants to maintain readiness and confidence in emergency response situations.

The Employee Services team launched the annual **Performance Management and Development** process in early June. This initiative recognizes staff contributions, supports continuous skill development, and helps employees succeed in their current roles while preparing for future opportunities. Regular feedback plays a key role in reinforcing how individual efforts align with the broader goals of Islands Trust, contributing to greater engagement and a stronger sense of purpose in the workplace.

Bike to Work Week took place from May 31 to June 6, 2025. The Employee Services team encouraged staff participation by sharing educational resources about the initiative and organizing a Bike-to-Work Challenge to promote active transportation and wellness.

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 Pride Month and the International Day for the Remembrance of the Slave Trade and its Abolition. Staff also had the opportunity to learn about various cultural festivals, holidays, and heritage months recognized across the public service. These included Filipino, Italian, and Portuguese Heritage Month, Carnaval del Sol (celebrating Latin American culture), Swiss National Day, and the Independence Days of Jamaica, Singapore, Pakistan, India, Indonesia, Afghanistan, Ukraine, and Malaysia.

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	September 16, 2025
From:	Financial Planning Committee	**Date Prepared:**	August 21, 2025

SUBJECT: JUNE 30, 2025 FINANCIAL REPORT

RECOMMENDATION:
That Trust Council approve the June 30, 2025 Financial Report.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The first quarter financial report indicates that Islands Trust is generally following the financial plan for 2025/26 to June 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 June 30, 2025 first 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 25% of the annual budget.

As at June 30, 2025 Islands Trust has consumed a net 22% 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 is lower than the benchmark by $2,470,488 (23%) due to the following:

- *Fees* are higher than benchmark by $16,000 (8%), due to applications advancing through due process slightly ahead of budgeted averages. The amount of fees revenue received in the first quarter was $74,000. The portion of fee recognised as revenue correlates with the portion of the application process completed.

- *Provincial Grant - Unrestricted* revenue reports at nil as the Provincial Grant was not yet received by the end of Q1. This amount has subsequently been received in Q2 at usual amounts.

- *Federal and Provincial Grants – Restricted* is currently $15,000 (4%) above benchmark, primarily due to the recognition of $25,000 in unbudgeted grant revenue recorded in Q1. This revenue relates to the Housing Needs Assessments project, for which the grant was budgeted in the prior fiscal year but partially recognized in the current year upon project completion.

- All revenues from taxation *(General Property Tax Levy, Special Property Tax Requisition, and Bowen Tax Levy)* report at nil as taxes and levies are received in the second quarter of the year, in accordance with customary timelines.

- *Investment Income* is lower than the benchmark by $27,000 (13%) 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 is expected to increase later in the year when property taxes are received and invested.

Expenses by Service Area

Council Services

Council 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 $414,000 (22% of budget) which is lower than the 25% benchmark by $65,000 (3%). Individual expense lines within Council services that deviate from benchmark are as follows:

- Trust Council spending is $17,000 (3%) 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 meeting costs coming in slightly lower than expected.

- Trust Area Services spending is $25,000 (3%) below benchmark due primarily to:
  - Staff vacancies: 3 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.

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 $1.8M (23% of budget) which is lower than benchmark by 171,000 (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 June 30, 2025 is $200,000 (21% of budget), lower than benchmark by $44,000 (4%), due primarily to the following:

  - Legal General costs are lower than benchmark by $15,000 (16%) due to fewer legal advice requests sought by Local Trust Committees in Q1.
  - Bylaw Enforcement legal costs are below benchmark by $154,000 (96%) due to the court-ordered cost recovery of $147,000 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 significantly higher than benchmark by $119,000 (114%) due primarily to significant legal files progressing through the courts. This line also includes $29,500 in legal 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 $74,000 (16% of budget), which is less than benchmark by $38,000 (9%). Straight-line benchmarking is 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 $37,000 (8%), less than benchmark by $72,000 (17%). This is primarily due to planned completion of projects later in the fiscal period:

  - **Denman Island LTC Housing Review**
    Spending to date is $2,000 (14% of budget)**,** which is $2,000 below benchmark, primarily due to a legal review that is scheduled for completion in the coming months.
  - **Denman OCP Amendment – Technical and First Nations Updates**
    No spending in Q1. Project expenditures are expected toward the end of the project timeline.
  - **Gabriola – OCP/LUB** Review
    Spending to date is $24,000 (51% of budget). Project spending to date relates primarily to recognition of capacity funding expenses for First Nations engagement.
  - **Galiano – Small Island LUB Update**
    No spending in Q1. Project is scheduled to begin in Q3**.**
  - **Gambier – OCP/LUB Review**
    Minimal spending in Q1. The LTC is currently conducting a review of the project, with the majority of expenditures anticipated in the remainder of the fiscal year.
  - **Hornby – OCP/LUB** Review
    Spending to date $9,000 (47% of budget). Project spending to date relates primarily to recognition of capacity funding expenses for First Nations engagement.
  - **Lasqueti – OCP/LUB Review**
    No spending in Q1. Project initiation is expected in Q3**.**
  - **Mayne Island – Housing Project**
    No spending in Q1. A public hearing is pending, with expenditures expected later in the fiscal year.
  - **North Pender – Raptor Nest DPA Update**
    Minimal Q1 spending. Community consultation and a public hearing are pending; expenditures are expected later in the fiscal year.
  - **North Pender – Housing Access and Affordability**
    Minimal Q1 spending. Community consultation and a public hearing are pending; expenditures are expected to follow.
  - **Salt Spring – OCP/LUB Review**
    Budgeted at $204,000, with no funds spent in Q1 due to delays in contract finalization as a result of contract term revisions requiring legal review and negotiation with the consultant. Funds are expected to be spent over the remainder of the fiscal year.
  - **Salt Spring – Housing Action Program**
    No Q1 spending against the $5,000 budget, due to staffing shortages at the SSI office, which has limited capacity to advance the project.

- **SSIWPA – Plan Coordination**
  No Q1 spending against the $55,000 budget, also due to SSI office understaffing impacting project initiation.
- **Salt Spring – Groundwater Sustainability Strategy**
  No Q1 spending against the $16,500 budget, again attributed to insufficient staff capacity in the SSI office.
- **Saturna – Minor Housing Review**
  No Q1 spending. A public hearing is pending, with expenditures expected in Q2**.**
- **South Pender – LUB Minor Amendments**
  Minimal Q1 spending. A public hearing is pending; expenditures are anticipated in Q2**.**
- **Thetis – Targeted LUB Amendment**
  No Q1 spending. Project expenditures are scheduled for later in the fiscal year, aligning with end-of-project deliverables.

- **Other projects –** Spending on other planning projects is higher than benchmark by $34,000 (284%):
  - Regional Freshwater Management – the budget of $12,000 has been fully spent in Q1 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 if 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 June 30, 2025, spending totals $831,000, representing 24% of the annual budget — slightly below the benchmark by $23,000 (1%).
  - The Northern Office Planning Team was fully staffed during Q1, with salaries and benefits expense reporting at 25% of budget, which is the benchmark. Any BCGEU retroactive wage increase may increase this in future quarters.
  - The Southern Planning Team has been fully staffed during Q1 with salaries and benefits expense reporting at 27% of budget, slightly over benchmark, due primarily to overtime worked by Island Planners and Q1 accrued vacation balances not fully used in Q1.
  - The Salt Spring Island Planning Team has not been fully staffed, and salaries and benefits expense report at 21% 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 all of Q1, as well as a 2.5-month vacancy in the Legislative Service Clerk position.

- **Bylaw Enforcement** costs include staff salaries and benefits, training, mobile devices, travel costs and the Cityview Bylaw Portal project. Spending to June 30, 2025 reports at $124,000 (23% of budget), which is lower than benchmark by $13,000 (2%). This is due primarily to lower-than-expected spending in quarter one on the Cityview Bylaw Portal project, which is planned for completion in the third quarter.

Islands Trust Conservancy 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 were lower than benchmark by $92,000 (6%). Individual expense lines within ITC services that deviate from benchmark are as follows:

- **Board** costs include board honoraria, board meeting, and board training and conferences costs. Board expenses report at $1,000 (10% of budget), lower than benchmark by $1,500 (15%) due to

fewer in-person board meetings in Q1, and no spending on board training and conference costs which take place later in the fiscal year.

- **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. Conservancy Staff and Associated expenses report at $213,000 (22%), lower than benchmark by $27,000 (3%) primarily due to underspending on salaries and benefits where the ITC Team Lead position was vacant for the entirety of the first quarter (3 months).

- **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 $25,000 (11% of budget), lower than benchmark by $34,000 (14%). This is due primarily to the following:
    - *Professional Consultant Fees* – these costs report at nil for the first quarter, lower than benchmark by $5,000 (25%) 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 $25,000 (15%), lower than benchmark by $18,000 (10%) 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 $7,000 (24%) 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 $5,000 (25%) 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 $6,000 (12%) primarily due to underspending on legal costs where land securement activities did not take place during the first quarter.

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, LTC, and ITC) based on their relative dollar magnitudes for the period. In aggregate these expenses are reported at $618,000 (22% of budget), which is below benchmark by $95,000 (3%).

- **Financial and Employee Services** costs include staff salaries, benefits, training, and travel costs. These costs report at $141,000 (21% of budget), which is lower than the benchmark, primarily due to a vacancy in the Manager of Finance and Accounting position for the entirety of the first quarter (3 months) offset by staff overtime and unused vacation earned.

- **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 $80,000 (22%),

which is lower than benchmark by $9,000 (3%) primarily due to underspending against budget for audit costs where these expenditures occur in the last quarter of the fiscal year.

- **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. Information Systems costs report at $217,000 (22% of budget), which is below benchmark by $30,000 (3%). This is primarily due to vacancy in the Senior Technical Analyst position (3 months) and the Information System Coordinator position (3 months).

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	3 months ending June 30, 2025	3 months ending June 30, 2024	% of Budget Consumed
Staff Salaries and benefits	7,095,962	1,658,034	1,655,718	23%
Office Operations	1,456,242	327,517	274,973	22%
Council and trustee costs	1,111,872	264,584	278,050	24%
Programs	944,410	136,192	131,430	14%
Legal - General	90,000	7,794	12,262	9%
Legal - Bylaw Enforcement	161,000	(113,647)	43,681	-71%
Legal - Litigation	105,000	145,995	49,653	139%
Legal - Statutory Notices	15,000	7,687	9,725	51%
Travel/training and recruitment	219,245	61,159	71,613	28%
Subtotal	11,198,731	2,495,315	2,527,105	22%
Amortization	211,000	28,693	31,328	14%
Total Expenses	11,409,731	2,524,007	2,558,433	22%

Staff salaries and benefits are currently 2% below benchmark due mainly to the following:

DEPARTMENT	FY2026 Budget	ACTUALS TO JUN 30, 2025 Actuals	Actuals OVER (UNDER) BUDGET	*Budget Consumed (%)*	PRIMARY REASON
Trust Area Services	654,118	144,078	(510,040)	*22%*	Vacancies: Temp Senior Policy Advisor (3 mos), Grants Manager (2
Islands Trust Conservancy Services	902,189	192,008	(710,181)	*21%*	Vacancy: Team Lead (3 mos)
Southern Planning Services	877,456	233,356	(644,100)	*27%*	Island Planner OT
SSI Planning Services	783,351	163,597	(619,754)	*21%*	Vacancies: Legislative services Clerk (2.5 mos), Island Planner (3
Northern Planning Services	996,359	245,083	(751,276)	*25%*	At benchmark; retro wage increases may increase this in future
Planning Services Director & Specialists	680,775	175,670	(505,105)	*26%*	$3K of staff OT; retro wage increases may increase this in future quarters
Legislative Services	111,823	36,424	(75,399)	*33%*	Q1 staff leave reductions recorded to executive office as this department newly broken out.
Information Services	535,048	82,131	(452,917)	*15%*	Vacancies: Senior Technical Analyst (3 mos) and IS Coordinator (3 mos). Slightly offset by $5K in additional GIS temp staffing
Financial & Employee Services	666,183	140,455	(525,728)	*21%*	Vacancy: Manager Finance and Accounting (3 mos)
Executive Office	454,063	113,275	(340,788)	*25%*	
Bylaw Compliance and Enforcement	419,596	108,946	(310,650)	*26%*	Staff OT
SubTotal Salaries and Benefits	7,080,962	1,635,023	(5,445,939)	*23%*	
Contracted Temporary Staff - All	15,000	23,011	8,011	*153%*	
TOTAL Expense	7,095,962	1,658,034	(5,437,928)	*23%*	

In addition, negotiations are underway between the Province and the BCGEU on a renewed collective agreement. In the absence of a new agreement, staff wages remain at prior-year levels. This has contributed to underspending on salaries and benefits across the organization, as the 2025–26 budget includes wage increases effective April 1, 2025. It is anticipated that, once ratified, the new collective agreement will include retroactive wage increases to April 1. As a result, salaries and benefits expenditures are expected to rise in future quarters as retroactive adjustments are processed.

Office Operations costs are currently below benchmark, primarily due to a new mobile phone service contract that included a $26,000 upfront credit. This credit is being applied monthly to offset mobile device costs as they are incurred.

Council and trustee costs are tracking as budgeted.

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 benchmark by $15,000 (16%) due to lower than expected general legal advice sought by Local Trust Committees.
- Bylaw Enforcement legal costs are below benchmark by $154,000 (96%) due to the court-ordered cost recovery of $147,000 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 benchmark by $119,000 (114%) 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 benchmark by $4,000 (26%) due primarily to large number of statutory notices on applications being processed during the first quarter.

Traveling/training and recruitment costs are above benchmark due timing of staff training events.

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 June 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):
June 30, 2025 Financial Report

RESPONSE OPTIONS

Recommendation:
That Trust Council approve the June 30, 2025 Financial Report.

Alternative:
None.

Prepared By: N. Roggers, Finance Officer
Reviewed By: Director, Financial and Employee Services

Islands Trust
Detailed Statement of Operations
For The 3 Months Ending June 30, 2025

Expected % of Budget Received/Used as at Report date = 25%
Exceptions: Grant revenue, property tax levies, other revenues, project spending
Variances > +/- 10% and +/- $5000 include explanations

Description	Approved Annual Budget	3 months ending June 30, 2025	3 months ending June 30, 2024	*Portion of Annual Budget Consumed (%)*	*Budget remaining ($)*
REVENUE:					
Fees & Sales	198,100	65,970	9,727	*33%*	*132,130*
Provincial Grant - Unrestricted	180,000	-	180,000	*0%*	*180,000*
Federal and Provincial Grants - Restricted	415,931	119,334	134,318	*29%*	*296,597*
General Property Tax Levy - All LTAs	9,262,200	-	-	*0%*	*9,262,200*
Municipal Property Tax Levy - Bowen Island Municipality	460,000	-	-	*0%*	*460,000*
Investment Income	211,000	26,016	48,004	*12%*	*184,984*
Total Revenue	10,727,231	211,320	372,049	*2%*	*10,515,911*
EXPENSES:					
Trust Council Services					
Trust Council	495,108	107,090	121,658	*22%*	*388,018*
Executive Committee	138,400	29,569	32,826	*21%*	*108,831*
Trust Area Services	804,128	175,816	138,848	*22%*	*628,312*
General Admin Allocation - 16%	478,850	101,302	98,093	*21%*	*377,548*
Total Council Expenses	1,916,486	413,777	391,426	*22%*	*1,502,709*
Local Trust Committee Services					
Local Trust Committees	975,053	200,170	260,753	*21%*	*774,883*
Projects - **Note 1**	448,000	73,690	89,661	*16%*	*374,310*
Planning Staff	3,416,860	831,027	849,466	*24%*	*2,585,833*
LPS Facilities	380,130	88,964	90,274	*23%*	*291,166*
Salt Spring Island Office Move/Renovation	98,000	29,674	-	*30%*	*68,326*
Bylaw Enforcement	549,281	124,194	115,359	*23%*	*425,087*
General Admin Allocation - 71%	1,954,297	436,921	470,015	*22%*	*1,517,376*
Total Local Trust Committee Services	7,821,621	1,784,641	1,875,528	*23%*	*6,036,980*
Trust Conservancy Services					
Board	10,350	1,030	2,201	*10%*	*9,320*
Conservancy Staff and Associated Costs	959,945	213,371	222,887	*22%*	*746,574*
Property Management	234,460	24,860	16,714	*11%*	*209,600*
Programs	49,200	6,617	5,631	*13%*	*42,583*
General Admin Allocation - 13%	417,669	79,712	82,743	*19%*	*337,957*
Total Trust Conservancy Expenses	1,671,624	325,590	330,175	*19%*	*1,346,034*
General Administration Services					
Senior Management	459,371	112,451	162,738	*24%*	*346,920*
Financial and Employee Services	676,199	140,847	148,432	*21%*	*535,352*
Office Operations	353,980	79,584	82,965	*22%*	*274,396*
Legislative and Information Services	987,166	216,941	181,735	*22%*	*770,225*
Computer/Furniture & Equipment	163,100	39,419	43,654	*24%*	*123,681*
Amortization Expense	211,000	28,693	31,328	*14%*	*182,307*
General Admin Recovery	(2,850,816)	(617,935)	(650,852)	*22%*	*(2,232,881)*
Net General Administration Services Expenses	-	(0)	0		
Total Expenses	11409731	2,524,007	2,597,129	*22%*	*8,885,724*
YTD Surplus (Shortfall)	-682500	(2,312,687)	(2,225,080)		
Amortization Adjustment	(211,000)	n/a	n/a		
Capital adjustment	n/a	39,419	43,654		
Adjusted surplus (shortfall)	(471,500)	(2,273,269)	(2,181,427)		
Funded by:					
Transfer from (to) General Revenue Surplus Fund	201,000	2,236,699	2,150,286		
Transfer from (to) LTC Project Reserve Fund	199,000	36,570	31,141		
Transfer from (to) Special Tax Requisition Fund	71,500	-	-		
Net Unfunded Balance	-	(0)	(0)		

Description	Approved Annual Budget	3 months ending June 30, 2025	3 months ending June 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	2,230	47	*14%*	*13,520*
Denman Amend OCP for technical + First Nations updates	4,000	-	-	*0%*	*4,000*
Gabriola OCP/LUB	48,000	24,492	78	*51%*	*23,508*
Galiano Small Islands LUB update	4,000	-	-	*0%*	*4,000*
Gambier OCP/LUB	10,000	75	-	*1%*	*9,925*
Gambier Keats Island Shoreline Protection Review	-	-	4,077	*0%*	-
Hornby OCP/LUB	18,750	8,750	-	*47%*	*10,000*
Lasqueti OCP/LUB	15,500	-	-	*0%*	*15,500*
Mayne Island Housing	8,000	-	-	*0%*	*8,000*
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	218	180	*3%*	*7,782*
Salt Spring OCP/LUB	204,000	-	25,000	*0%*	*204,000*
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	-	-	*0%*	*2,000*
South Pender LUB Minor Amendments	3,000	117	517	*4%*	*2,883*
Thetis Targeted LUB Amendment	4,500	-	-	*0%*	*4,500*
Total All LTC Projects	436,000	36,570	31,141	*8%*	*399,430*
Regional Freshwater Management	12,000	12,000	5,300	*100%*	-
Cityview Planning Portal (LGDAP)	-	-	53,220	*0%*	-
Housing Needs Assessments	-	25,120	-	*0%*	*(25,120)*
Total All Projects	448,000	73,690	89,661	*16%*	*374,310*

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	September 16, 2025
From:	Financial Planning Committee	**Date Prepared:**	August 21, 2025

SUBJECT: 2024/25 STATEMENT OF FINANCIAL INFORMATION (SOFI)

RECOMMENDATION:
That Trust Council approve the 2024/25 Statement of Financial Information.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The Statement of Financial Information is a legislated annual reporting requirement under the *Financial Information Act*. It provides important information for Trust Council and additional transparency for the public. Once approved by Trust Council, it will be forwarded to the Ministry as required.

---

1 **PURPOSE:**
The Statement of Financial Information (SOFI) is provided to Financial Planning Committee for information, prior to Trust Council's approval and submission to the Ministry of Housing and Municipal Affairs ("the Ministry").

2 BACKGROUND:
Each year, Trust Council receives and approves the audited Financial Statements for Islands Trust. These are subsequently included in the Islands Trust Annual Report and forwarded to the Minister. The SOFI is an associated financial report that provides more detailed information with respect to specific expenditures included in the financial statements.

The SOFI report is prepared as per the *Financial Information Act* (FIA) Guidance Package requirements and parameters. The reporting components and deadlines are defined in the FIA. Section 2 (3) of the FIA states the following:

"Within 6 months after the end of each fiscal year of a corporation, it must prepare a statement of financial information for that fiscal year that includes the following:

(a) a schedule showing
(i) in respect of each employee earning more than a prescribed amount, the total remuneration paid to the employee and total amount paid for the employee's expenses, and
(ii) a consolidated total of all remuneration paid to all other employees;

(b) a schedule showing
(i) the total amount paid to each supplier of goods or services during the fiscal year that is greater than a prescribed amount, and
(ii) a consolidated total of all other payments made to suppliers of goods or services during that fiscal year."

The Financial Information Regulation states that for the purpose of this schedule: "employee" includes “an officer, director, commissioner, elected official or similar person employed in or appointed to a position in the corporation”.

Islands Trust finance prepares this report annually. Following review by the CAO and Financial Planning Committee, and approval by Trust Council, the report is submitted to the Ministry to fulfill the legislated requirement.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: None.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: The SOFI will be submitted to the Ministry by September 30, 2025, to ensure compliance with legislated deadlines, and will be posted to the Islands Trust website.

FIRST NATIONS: None.

OTHER: Islands Trust will be legislatively compliant with the FIA.

4 RELEVANT POLICY(S): None.

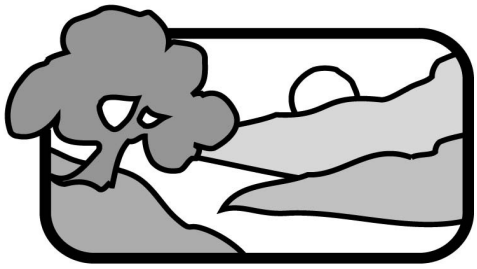
5 ATTACHMENT: 2024/25 Statement of Financial Information

RESPONSE OPTIONS

Recommendation:
That Trust Council approve the 2024/25 Statement of Financial Information.

Alternative:
None.

Prepared By:	Finance Officer Director, Financial and Employee Services
Reviewed By:	CAO

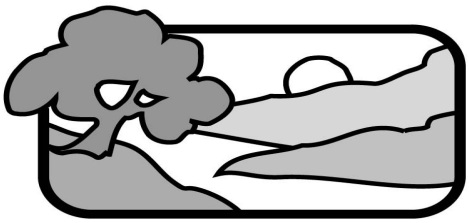


Islands Trust

STATEMENT OF FINANCIAL INFORMATION APPROVAL

The undersigned represents the Trust Council of Islands Trust and approves all the statements and schedules included in this Statement of Financial Information, produced under the *Financial Information Act*.

_____
Laura Patrick
Chair, Islands Trust Council



Islands Trust

The Statement of Financial Information ("the Statement") is prepared in accordance with the requirements of the Financial Information Act ("the Act"). The Statement is prepared by management, and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for ensuring that this information is consistent, where appropriate, with the information contained in the annual audited financial statements.

Management is responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

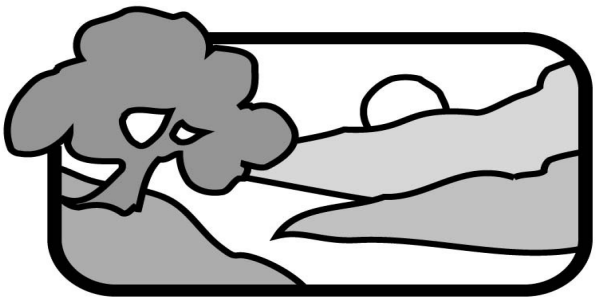
The Islands Trust Council is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control and exercises this responsibility through the Audit Committee of Trust Council. The Audit Committee meets with management and the external auditors two times a year.

The external auditors, KPMG, conduct an independent examination, in accordance with generally accepted auditing standards, and express their opinion on the annual financial statements. Their examination does not extend to the schedules contained in this Statement. Their examination includes a review and evaluation of organization's system of internal control and appropriate tests and procedures to provide reasonable assurance that the annual financial statements are presented fairly. The external auditors have full and free access to the Audit Committee of Trust Council when they meet each year.

On behalf of Islands Trust,

_____

Director, Financial and Employee Services



Islands Trust

SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS

Islands Trust has not given any guarantees or indemnities under the Guarantees and Indemnity Regulation.

STATEMENT OF SEVERANCE AGREEMENTS

There were no severance agreements made between Islands Trust and its non-unionized employees during the year ending March 31, 2025.

Prepared under the Financial Information Regulation, Schedule 1, Subsection 6 (7).

On behalf of Islands Trust,

_____
Director, Financial and Employee Services

Islands Trust

SCHEDULE OF REMUNERATION & EXPENSES FOR TRUSTEES

For the year ended March 31, 2025

Prepared as required by Financial Information Regulation, Schedule 1, section 6

ELECTED OFFICAL		POSITION	TOTAL REMUNERATION & TAXABLE BENEFITS	EXPENSES
Allen,	Alexander	Trustee	$ 14,126	$ 990
Bernardo	Joe	Trustee	14,273	1,298
Boland	Mairead	Trustee	12,558	386
Borthwick	Sam	Trustee	14,307	886
Campbell	Aaron	Trustee	17,828	-
Dodds	Jeanine	Trustee	14,468	165
Elliott	Tobi	Trustee, Council Vice Chair	70,248	10,872
Evans	Kristina	Trustee	11,481	1,432
Falck	Dag	Trustee	10,581	-
Fast	Sue Ellen	Trustee	5,061	788
Gauvreau	Lisa	Trustee	16,407	-
Gedye	Judith	Trustee	5,411	1,803
Graham	David	Trustee	14,707	347
Harris	Jaime	Trustee	41,169	-
Hunter	Ken	Trustee	11,685	187
Kahn	Charles	ITC Board Provincial Appointee	1,050	1,160
Lironi	Mikaila	Trustee	11,629	1,449
Luckham	Peter	Trustee, Council Chair (9 Months)	66,613	9,303
Mabberley	Benjamin	Trustee	14,357	-
Maude	David	Trustee, Council Vice Chair	59,518	11,213
Middleton	Lee	Trustee	11,858	-
Morrison	Deborah	Trustee	17,428	583
Patrick	Laura	Trustee, Council Chair (3 Months)	45,279	2,617
Peterson	Timothy	Trustee, Council Vice Chair	57,380	25,934
Scott	Grant	Trustee	13,476	-
Smith	Risa	ITC Board Provincial Appointee	1,550	1,241
Stamford	Kate-Louise	Trustee	13,673	1,075
Tanner	Timothy	ITC Board Provincial Appointee	600	661
Yates	Susan	Trustee	24,797	433
TOTAL			**$ 613,519**	**$ 74,823**

Disclosure of contracts with Elected Officials:

There were no contracts with Elected Officials relevant to the requirements of the Community Charter

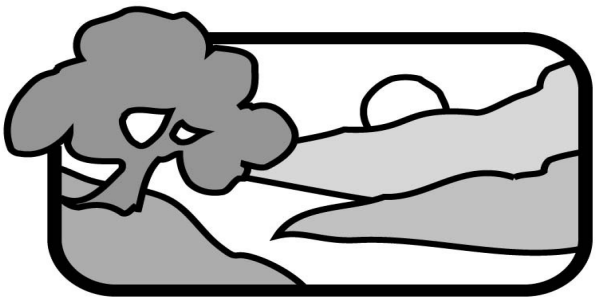
Islands Trust

SCHEDULE OF REMUNERATION & EXPENSES FOR EMPLOYEES

For the year ended March 31, 2025

Prepared as required by Financial Information Regulation, Schedule 1, section 6

EMPLOYEE	POSITION	TOTAL REMUNERATION & TAXABLE BENEFITS	EXPENSES
Baugh, Stephen	Island Planner	$ 95,324	$ 1,209
Beeston, David	Information Systems Coordinator	143,939	1,173
Buchan, Christopher	Island Planner	92,468	615
Cermak, Stefan	Director, Planning Services	151,803	3,170
Chadwick, Narissa	Island Planner	105,374	3,507
Cox, Ian	Planner 2	85,499	975
Dingman, Warren	Bylaw Enforcement Manager	93,873	7,451
Elliott, Joseph	Senior Indigenous Relations Advisor	89,277	1,858
Frater, Clare	Director, Trust Area Services	143,202	6,258
Green, Jemma	Covenant Management and Outreach Specialist	81,186	11,237
Hotsenpiller, Russel	Chief Administrative Officer	84,545	1,247
Hutton, Chris	Regional Planning Manager	113,692	4,295
Jamurat, Renee	Regional Planning Manager	122,604	2,169
Kojima, Robert	Regional Planning Manager	133,453	1,259
Marlor, David	Director, Legislative and Information Services	146,428	6,106
Martell, Kathryn	Ecosystem Protection Specialist	76,146	1,632
McCargar, Marlis	Island Planner	91,057	4,194
Miller, Nicole	Employee Services Coordinator	75,581	864
Mobbs, Julia	Director, Financial and Employee Services	168,644	6,694
Murphy, Nuala	Property Management Specialist	79,070	5,578
Richards, Michael	Strategic Fund Development Specialist	82,664	1,403
Roggers, Nancy	Finance Officer	87,721	561
Shaed, Daphne	Applications Programmer and Support Analyst	77,624	386
Shulba, Wlliam	Senior Freshwater Specialist	101,992	1,033
Smith, Bradley	Island Planner	108,752	5,844
Stockdill, Kimberly	Island Planner	102,282	3,488
Testemale, Phillip	Planner 2	86,024	702
Thomaidis, Margot	Island Planner	81,470	1,357
Trifonidis, Alexandra	Executive Coordinator	79,094	1,235
Youman, Jason	Senior Policy Advisor	100,845	879
TOTAL OVER $75,000		**$ 3,081,632**	**$ 88,380**
TOTAL $75,000 OR LESS		**2,115,006**	**57,301**
GRAND TOTAL		**$ 5,196,638**	**$ 145,682**



Islands Trust

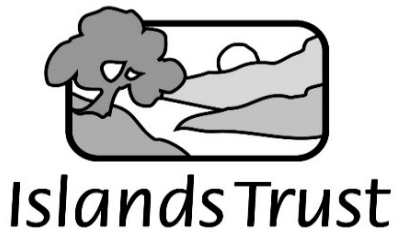
RECONCILIATION OF EMPLOYEE REMUNERATION AND EXPENSES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2025

The variance between the Schedule of Employee Remuneration and Expenses ("the Schedule") to the Annual Financial Statements is attributable to a number of factors including:

- The Schedule is prepared on a cash basis whereas the Financial Statements are prepared on an accrual accounting basis.
- The Schedule includes amounts paid for gross salary and wages, unused vacation pay-outs, and taxable benefits only.
- The Financial Statements includes employer-related payroll costs such as remittances for Canada Pension Plan, Employment Insurance, Employer Health Tax, pension plan contributions, etc.

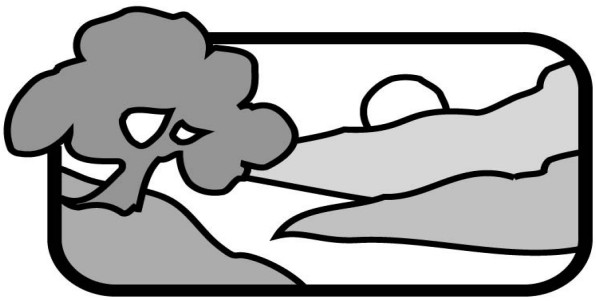
On behalf of Islands Trust,

_____
Director, Financial and Employee Services



SCHEDULE OF PAYMENTS TO SUPPLIERS
For the year ended March 31, 2025
Prepared as required by Financial Information Regulation, Schedule 1, section 7

SUPPLIERS NAME		AMOUNT PAID
1322146 BC Ltd	$	71,850
BC Hydro CAD		31,503
Blackman Support		236,962
Caorda Solutions Inc		45,352
Cedar Shore Consulting		30,790
Cityview A Division of N Harris Computer Corp		179,899
Coast Victoria		32,371
Colliers Macauley Nicolls		160,869
Dream House Kitchens & Interiors		58,644
ESRI Canada Ltd		43,093
Harbour House Hotel		31,769
Itziar Management Ltd.		169,139
K'omoks First Nation		30,000
KPMG		27,526
Leaders International Executive Search		66,485
Local One Construction		131,250
Minister of Finance		1,295,199
Minister of Finance - Kings Printer		29,544
Municipal Insurance Association of BC		199,513
Pacific Blue Cross		66,801
Receiver General		126,972
Qatalyst Research Group Inc		132,720
Shaw Business Solutions		38,233
SHI Canada ULC		82,023
Telus Mobility		27,241
Urbanics Consultants Ltd		105,504
Young Anderson		519,133
Zoom Video Communications Inc		30,156
TOTAL PAYMENTS OVER $25,000		**4,000,542**
TOTAL PAYMENTS $25,000 OR LESS		**488,224**
GRAND TOTAL	**$**	**4,488,766**



Islands Trust

RECONCILIATION OF PAYMENTS FOR GOODS AND SERVICES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2025

The variance between the Schedule of Payments to Suppliers of Goods and Services ("the Schedule") to the Annual Financial Statements is attributable to a number of factors including:

- The Schedule is prepared on a cash basis whereas the Financial Statements are prepared on an accrual accounting basis.
- The schedule includes disbursements for purchases of capital assets, which are not included in expenses in the Financial Statements.
- The Schedule includes GST paid to suppliers, where applicable, whereas the annual Financial Statements do not.
- The Schedule excludes disbursements for staff and trustee remuneration, as well as non-cash amortization expense, whereas these items are included in the Financial Statements.

On behalf of Islands Trust,

_____
Director, Financial and Employee Services

Islands Trust

Description of Vendor Services reported in SOFI 2024/25

For trustee information only. Not to be included in official SOFI report.

SUPPLIERS NAME	AMOUNT PAID	DESCRIPTION OF SERVICES PROVIDED
1322146 BC Ltd	$ 71,850	*Office Lease and associated costs - Gabriola Island, BC*
BC Hydro CAD	31,503	*Office Lease and associated costs - Salt Spring Island, BC*
Blackman Support	236,962	*Technical support/computer hardware and software purchases*
Caorda Solutions Inc	45,352	*Technical support/website support/applications support*
Cedar Shore Consulting	30,790	*Freshwater sustainability technologist work for freshwater atlas and suitable land analysis*
Cityview A Division of N Harris Computer Corp	179,899	*Cityview planning system, Cityview bylaw system, and related licensing*
Coast Victoria	32,371	*December 2024 Trust Council meeting venue, catering, and accommodations*
Colliers Macauley Nicolls	160,869	*Office Lease and associated costs - Victoria, BC*
Dream House Kitchens & Interiors	58,644	*Salt Spring Island office design and renovation*
ESRI Canada Ltd	43,093	*Web and Moibile Application consulting support services and licensing*
Harbour House Hotel	31,769	*June 2024 Trust Council venue, catering, and accommodations*
Itziar Management Ltd.	169,139	*Office Lease and associated costs - Victoria, BC*
K'omoks First Nation	30,000	*Capacity Funding - Denman Housing and Hornby OCP/LUB Projects*
KPMG	27,526	*IT and ITC Audit Fees*
Leaders International Executive Search	66,485	*CAO search and recruitment*
Local One Construction	131,250	*Thetis Island property bylaw enforecement cleanup*
Minister of Finance	1,295,199	*Reimbursements to PSA for employer pension contributions, EHT/CPP/EI/Workers Comp/benefit premiums, etc. and a fee for processing*
Minister of Finance - Kings Printer	29,544	*BC mail services and off-site storage/movement of files*
Municipal Insurance Association of BC	199,513	*General Liability Insurance*
Pacific Blue Cross	66,801	*Trustee extended benefits plan premiums*
Receiver General	126,972	*Remittances on Trustee remuneration (CPP, Income Tax)*
Qatalyst Research Group Inc	132,720	Consulting work for Salt Spring Island complete communities assessment
Shaw Business Solutions	38,233	*Internet and connectivity costs - all offices*
SHI Canada ULC	82,023	*Software Licenses for Windows and other renewals*
Telus Mobility	27,241	*Mobile phones and internet sticks*
Urbanics Consultants Ltd	105,504	*Consulting work for housing needs assessessment*
Young Anderson	519,133	Legal fees
Zoom Video Communications Inc	30,156	*Zoom licenses*
TOTAL PAYMENTS OVER $25,000	**4,000,542**	

REQUEST FOR DECISION

To:	**Trust Council**	**For the Meeting of:**	September 16, 2025
From:	**Financial Planning Committee**	**Date Prepared:**	August 8, 2025

SUBJECT: Project Proposal: Cost of Processing Planning Applications

---

RECOMMENDATION:

That Trust Council request staff to prepare a proposed project plan for assessing the full cost of processing planning applications, and that this work be assigned to the Financial Planning Committee.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
Annually, Islands Trust collects application fees that cover less than 20% of the estimated Planning Services staff time and dedicated software systems costs to process development applications. While there is an opportunity to address this gap, the proposed project plan will need to carefully assess the many dependencies that impact the ability to accurately assess the full cost of applications. This project is not included in Trust Council's Strategic Plan. Therefore, if the project plan is endorsed, there will need to be consideration given to potentially reassigned priorities to free up capacity to deliver this project.

---

1 PURPOSE:

To seek Trust Council's direction on Financial Planning Committee's recommendation to direct staff resources to the development of a project plan to assess the full cost of processing planning applications.

2 BACKGROUND:

At its May 2025 meeting, Financial Planning Committee discussed the possibility of undertaking a project to assess the full cost of processing planning applications, and made the following resolution:

Staff to inform Trust Council that Financial Planning Committee recommend that Trust Council request staff to prepare a proposed project plan for assessing the full cost of processing planning applications.

The conversation and resulting resolution were informed by the following:

- Trust Council's Policy 5.6.1 Application Processing Services seeks to *"recover from applicants 100 per cent of the average cost of processing the development applications, while permitting consideration of lower cost recovery for environmental protection and community benefit."*
- Historical and recent financial reports show application fees revenues at amounts much lower than expenses incurred for planning services costs. This is due to

several factors, including: LTCs adopting fees amounts lower than TC's model fees bylaw; the annual rate of inflation built into fees bylaws not keeping pace with actual inflation/wage increases; historical analyses not including all relevant costs for processing applications; new costly software systems implemented for processing applications not captured in historical cost analyses, thus not currently recovered; not all applications have fees assigned.

- FPC's recent pre-budget survey asked a question of the public about application fees in relation to the cost of processing applications. This question noted the discrepancy between application fee revenue and the cost of processing said applications, but also highlighted the exact costs for processing applications today is not readily available. (See separate report for results of the survey feedback).
- Financial pressures are felt annually at Islands Trust during the budget development and approval cycle. While expense adjustment has been Trust Council's primary path to reducing budget pressures, revenue generation in the form of higher fees is another path that could be explored.
- FPC's terms of reference include responsibility for "*assessing/monitoring revenue generating […] practices"*

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Planning staff and financial staff time will need to be redirected from core work to undertake this initiative. This may influence staff's ability to deliver other planned work, though development of a project plan will be much less resource intensive than implementing any such plan. Implementation of any proposed project will displace other work to a greater extent and will also draw on Information Services staff to ensure staff time tracking data required for the analysis is easily captured and retrievable from Islands Trust systems. Timing of this project will depend largely on the implementation of the new time tracking software.

FINANCIAL: None.

POLICY: None. Results of the project may lead to revisions in planning application fees should Trust Council and/or LTCs wish to amend these bylaws. If planning application fees will remain below cost recovery levels, TC's policy on Processing Planning Applications should be amended.

IMPLEMENTATION/COMMUNICATIONS: Staff will prepare a proposed project plan for FPC's review and implementation.

FIRST NATIONS RELATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):

- Trust Council's Policy 5.6.1 Application Processing Services
- Trust Council's Policy 2.3.1 Council Committee System and Terms of Reference

5 ATTACHMENT(S): None.

RESPONSE OPTIONS

Recommendation:

That Trust Council request staff to prepare a proposed project plan for assessing the full cost of processing planning applications, and that this work be assigned to the Financial Planning Committee.

Alternatives:

- Trust Council may choose to forgo this project at this time.
- Trust Council may choose to direct staff to undertake this work, but assign the project to a different Council Committee (previous projects of this nature were overseen by the Regional Planning Committee).
- Trust Council may choose to request more information prior to making a decision.

Prepared By: **J. Mobbs, Director, Financial and Employee Services**

Reviewed By/Date: **CAO/August 12, 2025**
FPC/August 20, 2025

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	September 10, 2025
From:	Financial Planning Committee	**Date Prepared:**	August 8, 2025

SUBJECT: **Draft 2026/27 Budget Assumptions, Principles, and Guidelines**

RECOMMENDATION:
That Trust Council approve Financial Planning Committee's recommended draft 2026/27 Budget Assumptions, Principles, and Guidelines as presented.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
Trust Council is responsible for giving direction to the Financial Planning Committee and staff on development of the following year's budget draft. Reviewing budget assumptions and principles in September is consistent with historical practice at Islands Trust. The addition of budget guidelines associated with specific areas of interest is a newer concept, brought forward as part of an enhanced corporate planning process.

Early direction on budget assumptions, principles, and guidelines from Trust Council, as the budget approver, ensures FPC and staff understand Trust Council's desires and can appropriately work to achieve the given direction in initial drafts of next year's budget. Budget assumptions, principles, and guidelines may be amended at any point in the budget cycle as new information becomes available, or as Trust Council shifts its priorities, or as FPC or staff identify and raise challenges with meeting any specific guideline.

This year, I initiated an Operational Review of Islands Trust to identify potential actions to improve operational effectiveness and efficiency. Recommendations resulting from that review are expected to be provided for Trust Council consideration in time for the December meeting to inform final decisions on the budget for next fiscal.

---

1 PURPOSE:
To seek Trust Council's approval of Financial Planning Committee's recommended draft 2026/27 budget assumptions, principles, and guidelines which will guide the preparation of the initial draft 2026/27 budget for Trust Council's review in December.

2 BACKGROUND:
Trust Council's Policy 6.3.1 Budget Process, section B.2.3 states that "*Budget Principles and Assumptions are approved by Trust Council in December of each year.*"

Despite policy indicating this work takes place annually in December, in practice, initial review and approval of the Budget Assumptions, Principles and Guidelines (BAPG) by Trust Council takes place in September each year to inform early drafts of the budget. These guiding statements of Trust Council will inform Financial Planning Committee's development of the first draft of the next fiscal

year budget, in conjunction with other guiding documents such as the strategic plan, the reconciliation plan, communications strategies, etc.

In some cases, the assumptions and principles are well-defined and unlikely to change during the budget development process. Other assumptions and principles are less certain at this point, and will likely be amended during the budget development process. If FPC or staff identify that Trust Council's budget guidelines are too difficult or impractical to achieve, or significantly impact the organization's ability to deliver on its plans, they will raise the issue with Trust Council and seek amendments to the approved guidelines.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Staff and FPC will draft a 2026/27 budget based on the direction Trust Council gives in its approved 2026/27 Budget Assumptions, Principles, and Guidelines document.

FINANCIAL: No financial implications to draft next year's budget based on TC's direction in the approved BAPG. The impact of direction in the BAPG will be reflected in the draft budget to understand future financial implications.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Staff and FPC will receive TC's approved BAPG to ensure draft budgets embrace TC's direction for the draft budget.

FIRST NATIONS RELATIONS: None. However, any budget amounts for next fiscal associated with advancing reconciliation and engagement in the Trust Area may enhance relationship with First Nations.

OTHER: None.

4 RELEVANT POLICY:

Policy 6.3.1 Budget Process

5 ATTACHMENT:

Draft 2026/27 Budget Assumptions, Principles, and Guidelines

RESPONSE OPTIONS

Recommendation:
That Trust Council approve Financial Planning Committee's recommended draft 2026/27 Budget Assumptions, Principles, and Guidelines as presented.

Alternative:
Trust Council may, by resolution, amend or add to the BAPG as it sees fit.

- That Trust Council approve Financial Planning Committee's recommended draft 2026/27 Budget Assumptions, Principles, and Guidelines, as amended.

Prepared By: J. Mobbs, Director, Financial and Employee Services
Reviewed By/Date: Chief Administrative Officer
FPC/Aug 20,2025

ISLANDS TRUST
Draft 2026/27 Budget Assumptions, Principles, Guidelines
September 2025

Draft Budget Development Process:

During the budget cycle, each line of the detailed draft budget is reviewed by the responsible Director or manager, giving consideration to previous years' spending and future work programs and services (including Trust Council's Strategic Plan initiatives). Planning staff review planning project needs with Local Trust Committees and identify top priorities and senior staff review project recommendations with Trust Council's committees and Executive Committee. The Islands Trust Conservancy Board requests budget funding levels appropriate to support the goals in its Regional Conservation Plan and other fiscal initiatives. Directors review their respective Committee work programs, policy requirements and operational needs to ensure activities are appropriately funded. The finance team compiles the detailed budget for the year. The draft budget detail is reviewed by the Islands Trust management team prior to being submitted to the Financial Planning Committee for review and consideration. A first draft of the budget is forwarded to Trust Council in December of each year, or in the case of election years, the following January if timing of Trust Council regular meetings is amended.

Considerations for the 2026/27 Fiscal Year:

Operational Review: This year, the CAO has initiated an Operational Review of Islands Trust to identify potential actions to improve operational effectiveness and efficiency. Recommendations resulting from that review are expected to be provided for Trust Council consideration in time for the December meeting to inform final decisions on the budget for next fiscal.

Pre-2026/27 Budget Survey: Financial Planning Committee worked with the Communications team to develop a pre-2026/27 budget survey seeking public input on development of the upcoming budget. Results from this survey are available in this agenda under separate cover. Trust Council may use these results to inform its budget direction as they see fit, though it should be noted the survey response rate did not achieve statistical significance. The results of the survey have not been factored into the draft assumptions, principles, guidelines, as of August 20, 2025. See related table item #24.

ITC-EC Resolutions: The following resolutions were passed by ITC, EC, and FPC for consideration in TC's budget discussions:

ITC-EC-2025-001
that the Islands Trust Conservancy Board indicate its strong support for robust geographic information systems, supported with long-term sustained funding and strategic direction by Islands Trust Council, to assist analysis of trends and development of indicators of ecosystem health, to support sound decision making in planning, conservation, and climate change mitigation and adaptation.

EC-2025-094
Forward resolution ITC-EC-2025-001 to Trust Council for consideration as part of the budget discussion.

FPC-2025-041

that Financial Planning Committee recommend that Trust Council prioritizes support and maintenance for geographic information systems in the development of the 2026/27 budget, as per resolution ITC-EC-2025-001.

REVENUES			
	ITEM	**ASSUMPTION/PRINCIPLE/GUIDELINE**	**DATA SOURCE(S)**
1	**Fees**	Budgeted application fees revenue for year will be based on the following: - Estimated application volumes, by type and by LTA, based on historical volume trends. - Estimated application fees by type and by LTA, as determined by LTC fees bylaws. - Accounting standards dictate that fees be recorded as revenue as applications move through processing, not at the time of receipt of the fee. Consequently, estimating how quickly applications will be processed is an important component of estimating application fee revenue in any given year. Staff will estimate ratios of fees received versus recognised in fiscal 2025 and early fiscal 2026 to inform this budget line. Given Island's Trust bylaw enforcement policy to offer fee waiver for ultimate compliance, revenue from bylaw tickets is not budgeted for as it is not reliable Additionally, revenue from this activity is not material to the Trust's overall budget (ranging from $5,000-$16,000 annually over the last 5 years).	Historical application volume levels seen in non-pandemic-impacted fiscal years. Approved LTC Fees Bylaws. Recent historical ratios of fees received to earned.
2	**Provincial Grant Funding - Unrestricted**	Unrestricted grants are given without restrictions dictating how the funds must be spent. The Provincial grant funds received by Islands Trust annually are unrestricted. These grants are recorded as revenue when they are received. Assumed that unrestricted grant funding from the Province will be received, and that the value will remain consistent with prior years. Although there is a Trust Council resolution to request more funds from the Province, no work has progressed on this task and progress is unlikely in the short term. As such, no increase in funds is anticipated at this time.	Prior year funding levels (excluding the unusual extra payment in fiscal 2025)
3	**Provincial Grant Funding – Restricted**	Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred. The planned spending in the fiscal year will be reflected as revenue in the draft budget, along with the related expenses the grant will pay for.	Approved grant agreements from the Province of BC. Other grants as approved in the budget cycle.
4	**Federal Grant Funding – Restricted**	Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred.	Signed grant agreement between ITCB/IT and Environment and Climate

REVENUES			
	ITEM	**ASSUMPTION/PRINCIPLE/GUIDELINE**	**DATA SOURCE(S)**
		These amounts are recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending and are not shown separately as their own line item.	Change Canada, or other federal bodies.
5	**Property Taxes - General**	Assumed property tax revenue will be required to balance the Islands Trust budget. Assumed the full balance requisitioned will be received by Islands Trust under normal timelines. *FPC's Recommended Guideline:* *That Trust Council establish a 2026/27 budget guideline directing staff to prepare options for reducing the discretionary budget line items by 1% - 2% of the proposed tax increase or higher.*	Draft budget expenditures less amortization expense, less other revenue sources.
6	**Property Taxes - Non-Market Change (NMC) in Tax Base**	The property tax base within the Islands Trust Area will grow due to new development activity and changes in use. Assumed that jurisdictions 763 and 764 remain an appropriate representation of the NMC within the total Trust Area.	Draft 1, Version 1 of the budget retains the previous budget's NMC values. BC Assessment report provided in December each year indicates non-market growth for the Trust Area and is updated in the draft budget at that time.
7	**Property Taxes – Special Requisitions**	Assumed LTC's will request, by way of resolution, a special levy for specific local services as they deem necessary.	Trust Council Policy 6.3.2 Special Property Tax Requisitions
8	**Property Taxes – Bowen Island Municipality**	Assumed relevant policy regarding this requisition will remain unchanged.	Trust Council Policy 7.2.6 Municipal Tax Requisition Calculation
9	**Investment Income**	Assumed interest income will drop slightly in line with anticipated interest rate reductions. Assumed Islands Trust will continue to invest in conservative investments in line with legislation. Assumed sustainable investment vehicles will be secured for a portion of invested funds to align with Trust values.	Islands Trust Act, Community Charter, current interest rate trends and investment advisor information.
10	**Other Grant Funding**	Islands Trust will continue to monitor grant opportunities available for corporate work, but does not expect significant new inflows of revenue from this source. Any budgeted revenue from grant funds for projects will be offset by a budgeted expense for the same	Current grant programs available to Islands Trust.

REVENUES			
	ITEM	**ASSUMPTION/PRINCIPLE/GUIDELINE**	**DATA SOURCE(S)**
		amount, to ensure appropriate conservatism in the budget.	

EXPENSES			
	ITEM	**ASSUMPTION/PRINCIPLE/GUIDELINE**	**DATA SOURCE**
11	**Inflation**	Assumption that the cost of goods and services will rise in line with inflation. Application of this assumption is not always applied in a direct manner whereby all expenses are increased by a percentage. Rather, where real spending trends are analysed for purposes of generating a budget figure, historical averages are most frequently rounded upwards, with special considerations given to expenditure types experiencing higher than typical increases, including standard rates for contractors where work is most often completed by external parties (i.e.: strategic plan projects).	Consumer Price Index (CPI) for Victoria, as reported for the month of December by BC Statistics (based on Statistics Canada data), to assess if current inflation accommodations are appropriate. Draft 1, Version 1 of the budget will include CPI rates available as at the date of this budget draft, with final update happening in December.
12	**Staffing Levels**	Assumed Island Trust management will bring forward funding requests for additional staff positions as needed, or revised staffing complements that result in budget increases. Assumed requested for any new staff positions will be presented via business case to FPC/TC. Decreased staffing levels may result in a reduced level of services, functions, or quality of work. New functions or services may require either additional staffing or the deletion of some existing functions or service levels. The Operational Review being undertaken by the CAO will consider the need to address any critical staffing issues and provide recommendations for Trust Council consideration by December. <u>*FPC Recommended Budget Guideline:*</u> *That Trust Council establish a 2026/27 budget guideline that resource requests for new tax-funded personnel will only be considered where critical capacity issues can be clearly demonstrated, or where upfront investment will result in longer term savings as outlined in a business case.*	Current staffing levels, plus potential forthcoming new staff requests. Trust Council direction.

EXPENSES			
	ITEM	**ASSUMPTION/PRINCIPLE/GUIDELINE**	**DATA SOURCE**

		FPC Recommended Budget Guideline (new): *That Trust Council direct that new personnel requests will include with the business case, a draft job description for the new position, as well as a depiction of where the position will reside in the organisational chart.*	
13	**Staffing Salaries and Benefits**	Assumed that staff will continue to be appointed subject to the *Public Services Act* and the *Public Service Labour Relations Act*, in accordance with the *Islands Trust Act*. Assumed costs for staff salaries and benefits will rise in accordance with relevant legislation and union agreements. Assumed that the Province and the BCGEU will ratify a new union agreement prior to TC's approval of next fiscal year's budget so required staff increases can be appropriately incorporated. *FPC Recommended Budget Guideline:* *That Trust Council establish a 2026/27 budget guideline that funding for salary and benefits costs arising from job descriptions changes must be provided within existing budgets.*	*Public Service Labour Relations Act* (all staff). *Public Service Act* and PSA Policy on salary administration for management employees (exempt staff). BCGEU union agreement (union staff, once a new agreement is in place). Prior to a new agreement in place, staff will estimate wage increases based on known offers at the negotiating table. Public Service Agency (benefits costs/rate, all staff) – based on prior year benefit rate in the absence of information from PSA whose timing is delayed due to provincial budget delays. Trust Council direction.
14	**Trustee Remuneration**	On behalf of Trust Council, the Governance Committee is overseeing review of Trust Council's policy on Trustee Remuneration that will see an independent consultant review remuneration values, among other things. Any changes to remuneration values from this work will not take place until the start of a new Council term, which occurs half way through the 2026/27 fiscal year. At this stage it is not possible to quantify what changes, if any, may look like in relation to this policy. As such, the draft 2026/27 will calculate remuneration amounts under current policy and will be updated as new information becomes available. It is assumed that the number of meetings requiring payment to trustees for Trust Council Committees (FPC, TPC, RPC, GC, AC) will remain similar to prior year, which will inform remuneration calculations.	TC Policy 7.2.1 Trustee Remuneration. (census information 2021) stats Canada CPI information, Folio information from BC Assessment)
EXPENSES			
	ITEM	**ASSUMPTION/PRINCIPLE/GUIDELINE**	**DATA SOURCE**

15	**Office Facilities**	Assumed that office locations for staff will remain in Victoria, on Salt Spring Island and on Gabriola Island. Islands Trust has signed office leases for these spaces which will guide budget amounts for the next fiscal year. It is assumed that Islands Trust will not give notice to the Victoria office property manager by March 31, 2026 for a September 31, 2026 termination of lease, and as such will maintain the leased space until September 31, 2029. This assumption is based on a lack of staff capacity to undertake such a project at this time, as well as lacking alternate options for lease at this time. Assumption that the SSI office renovation will be complete in the current year with no lingering cost requirements related to this move. Discussion regarding current leased space on Galiano will take place with Galiano trustees to determine if retaining the office space is of value. Trustees are responsible to put in a budget request for these spaces in alignment with policy.	TC Policy 7.4.4 On-Island Trustee Offices. Existing multi-year office leases.
16	**Planning Services**	Assumed that Islands Trust Council will continue to provide sufficient funding for LTCs to carry out their primary function of land-use planning and regulatory activities within their local trust area, as permitted by the *Islands Trust Act.* OCP and LTC project budgets are distributed between LTCs as they seek funding for various projects. Smaller projects with estimated costs less than $5,000 continue to be funded by the lump sum budget for LTC project work, which LTCs can draw from throughout the year. The following principles will guide decisions on LTC projects in the budget cycle: • OCP and LTC projects with estimated costs greater than $5,000 will require a funding request from the LTC, for consideration by Trust Council. • Similar projects (e.g., OCPs) will be consolidated for efficiencies where feasible. • Proposed projects will not be funded unless there are sufficient staff resources to implement them.	Local Planning Services Review 2018 Trust Council Strategic Plan 2024-2028 TC Policy 5.9.1 Best Management Practices for Delivery of Local Planning Services to Local Trust Committees
EXPENSES			
	ITEM	**ASSUMPTION/PRINCIPLE/GUIDELINE**	**DATA SOURCE**
17	**Planner Resource Allocation**	Assume planner resource allocation will be allocated in accordance with Trust Council policy 6.2.1 (Priority Setting/Review Guidelines) and Trust Council 6.7.1 (Work Program, FUAL, and Priorities Report)	LPS Review 2018 TC's Strategic Plan

			TC Policy 6.2.1 Priority Setting/Review Guidelines and TC Policy 6.7.1 Work Program, Follow-up Action List and Priorities Report
18	**Strategic Plan Projects**	It is assumed Trust Council will adequately resource any work that is approved and prioritised in its 2024-2028 strategic plan, or will choose to forgo work in the plan to fit inside desired budget limits. It is assumed projects in the Strategic Plan noted as 'To be initiated in 2026/27' will be advanced into the budget cycle via their respective Council Committee/Board. Early drafts of the budget will assume strategic plan projects currently underway expected to be complete before next fiscal, will indeed be complete by next fiscal. Later budget versions will re-evaluate likelihood of full completion and if required, will carry funds from the current year into next year's budget. FPC Recommendation: *FPC-2025-038* *that Financial Planning Committee recommend that Trust Council's budget should resource planned initiatives identified in Trust Council's 2024-28 strategic plan.* *FPC Recommended Budget Guideline:* *That Trust Council establish a 2026/27 budget guideline that consider any resourcing needs for strategic initiatives from the 2024-2028 Strategic Plan.*	TC's Strategic Plan Trust Council direction.
19	**Elections**	Elections will take place in October 2026 which is within next fiscal year. It is assumed elections costs will rise in line with estimates provided by entities that we contract with to conduct Islands Trust elections. This will result in an approximate 50% increase in elections costs over the prior election in 2022.	Estimates of elections costs from the CRD.
20	**First Nations Reconciliation**	Trust Council expects the principle of reconciliation to be embraced across all levels of work at Islands Trust. To facilitate this in the budget cycle, all business cases will include consideration of First Nation engagement needs and opportunities to advance reconciliation. *FPC Recommended Budget Guideline:* *That Trust Council establish a 2026/27 budget guideline that considers resourcing needs to update and implement the Reconciliation Action Plan.*	Business cases submitted during the budget cycle. Trust Council direction. Reconciliation Action Plan update, once provided and approved.

EXPENSES		
ITEM	**ASSUMPTION/PRINCIPLE/GUIDELINE**	**DATA SOURCE**

21	**Community Communications and Engagement**	The principle of communication with community and public engagement are important to Islands Trust, as such all business cases will include consideration of public engagement and communication needs. *FPC Recommended Budget Guideline:* *That Trust Council establish a 2026/27 budget guideline that considers resourcing needs to implement the Communications Strategy.*	Business cases submitted during the budget cycle. Trust Council direction. Communications Strategy 2024
22	**Department Budget Submissions**	Department budgets are prepared by Directors each budget cycle that incorporate funds needed for operations and regular programming (such as stewardship education and secretariat functions). These budgets form a significant portion of the draft budget each year. Trust Council may wish to apply guidelines to the drafting of these budget submissions, as occurs in some other jurisdictions. The Operational Review being undertaken by the CAO will consider the need to address any critical resource issues that impact department budgets and provide recommendations for Trust Council consideration by December. *FPC Recommended Budget Guideline:* *That Trust Council establish a 2026/27 budget guideline that resource requests for additional operating budgets (including one-time projects) will only be considered where critical capacity issues can be clearly demonstrated or where upfront investment will result in longer term savings as outlined in a business case.*	Trust Council direction. Director/CAO department budget submissions.
23	**Significant Unusual Circumstances**	Assumed significant unusual circumstances identified in the budget development cycle will be addressed as required.	None identified.
24	**Pre-2026/27 Budget Survey**	Results of the 2026/27 pre-budget survey did not reach statistical significance in terms of response rate. As such, the views expressed in the responses, while important and valid, may not represent the views of the Trust Area population at large. FPC Recommendation: *FPC-2025-037* *Whereas the results of the 2026/27 pre-budget survey did not reach statistical significance in terms of response rate, Financial Planning Committee recommend Trust Council limit the influence of the public feedback received in determining the 2026/27 budget, assumptions, principles, and guidelines.*	Survey results, and Trust Council direction.

	ITEM	ASSUMPTION/PRINCIPLE/GUIDELINE	DATA SOURCE
25	**General Surplus**	Assumed that general surplus balances above the policy minimum will be will be limited due to the use of the surplus in prior year's budgets. This reduces the ability for surplus monies to buffer the impact of rising costs, potentially resulting in higher tax increases.	*TC policy 6.5.1 Reserves and Surplus*, section D.6, amended, recommends a minimum level of General Revenue Surplus as "*2.4 months (or 20%) of expenses net of 2.4 months of revenue, excluding revenue from property taxes or the provincial grant*".
26	**LTC-Specific Reserve Fund**	Assumed Trust Council will continue to make use of the LTC-Specific Reserve Fund and fund as many LTC projects from this fund as possible to buffer tax increases from rising costs.	Estimate from Direct, Planning Services based on known and anticipated projects.
27	**Special Property Tax (SSIWPA) Surplus Fund**	Unknown at this time if the SSI LTC unspent special property tax balance will be requested for spending next fiscal. It is expected the SSI LTC will put a request into the budget cycle for use of these funds if desired.	LTC resolution, if requested, & Trust Council approval.

A Summary of Financial Planning Committee's Recommended 2026/27 Budget Guidelines can be found on the next page for ease of review.

Summary of Financial Planning Committee's Recommended 2026/27 Budget Guidelines

BUDGET LINE	RECOMMENDED GUIDELINE	NOTES
Property Taxes – General	That Trust Council establish a 2026/27 budget guideline directing staff to prepare options for reducing the discretionary budget line items by 1% - 2% of the proposed tax increase or higher.	No change from prior year budget guideline.
Staffing Levels	That Trust Council establish a 2026/27 budget guideline that resource requests for new tax-funded personnel will only be considered where critical capacity issues can be clearly demonstrated, or where upfront investment will result in longer term savings as outlined in a business case. That Trust Council direct that new personnel requests will include with the business case, a draft job description for the new position, as well as a depiction of where the position will reside in the organisational chart.	No change from prior year budget guideline. New for 2026/27 budget.
Staff Salaries and Benefits	That Trust Council establish a 2026/27 budget guideline that funding for salary and benefits costs arising from job descriptions changes must be provided within existing budgets.	No change from prior year budget guideline.
Strategic Plan Projects	That Trust Council establish a 2026/27 budget guideline that consider any resourcing needs for strategic initiatives from the 2024-2028 Strategic Plan.	No change from prior year budget guideline.
First Nations Reconciliation	That Trust Council establish a 2026/27 budget guideline that considers resourcing needs to update and implement the Reconciliation Action Plan.	No change from prior year budget guideline.
Community Communications and Engagement	That Trust Council establish a 2026/27 budget guideline that considers resourcing needs to implement the Communications Strategy.	No change from prior year budget guideline.
Department Budgets	That Trust Council establish a 2026/27 budget guideline that resource requests for additional operating budgets (including one-time projects) will only be considered where critical capacity issues can be clearly demonstrated or where upfront investment will result in longer term savings as outlined in a business case.	No change from prior year budget guideline.

ISLANDS TRUST
BUDGET CYCLE TIMELINE
Fiscal Year: 2026/27

Date	Activity
May - June 2025	Council Committees and LTCs begin discussions of upcoming fiscal year priorities and work program planning with staff and give direction to staff for business case development.
June 17-19, 2025	**Trust Council meeting**
	Trust Council clarifies which elements in its Strategic Plan are to advance to the next fiscal year, guiding work plans for corporate bodies and staff, and funding prioritization and decision-making in the draft budget.
June-Aug, 2025	LTCs (+ SSIWPA), and Council Committees continue discussion of upcoming fiscal year priorities and work programs with planning staff, including LTC project proposals for consideration as 'additional operations' (ie: potential special requisitions)
August 20, 2025	**Financial Planning Committee meeting**
	Budget Cycle Timeline: FPC reviews and approves the Budget cycle timelines. **BAPG:** FPC reviews first draft of Budget Assumptions, Principles, and Guidelines (BAPG) **Public Consultation**: FPC discussion of planned changes/improvements to the budget Public Consultation process.
1st week of Sept 2025	**Departmental budget templates deployed:** Budget documents distributed to all Managers for development of departmental budgets. **Budget Requests Development:** Managers develop and review budget requests with staff for input and feedback into the budget process.
Sept 16-18, 2025	**Trust Council meeting**
	BAP: Trust Council reviews and approves the budget assumptions and principles. **Guidelines:** Trust Council sets budget guidelines for the upcoming budget cycle.
Oct 22, 2025	**Financial Planning Committee meeting**
	Budget Draft 1, V1: FPC reviews and discusses Draft 1, Version 1 of the budget. **Budget Requests**: FPC reviews business cases for budget funding requests and makes recommendations to staff on which requests to include/remove from the draft budget.
Oct 23 - Nov 1, 2025	**Budget Draft 1, V2**: Staff make revisions to budget draft as directed by FPC. Continued research and planning to improve estimates for proposed operational changes. **LTC Project Specific Reserve Fund:** Planning staff develop budget proposals on behalf of LTCs for estimates of LTC Specific Reserve Fund requirements. **Special Tax Requisitions**: Preparation for potential local tax requisitions for individual LTCs (see policy 6.3.ii Special Property Tax Requisition).

BUDGET CYCLE TIMELINE CONTINUED

Date	Activity
Nov 12, 2025	**Financial Planning Committee meeting**
	BAP: FPC reviews updated BAP to be forwarded to December Trust Council. **Guidelines:** FPC identifies areas of pressure in meeting budget guidelines and reports back to TC as needed. **Budget Requests:** FPC reviews amended and new budget request business cases to be forwarded to Trust Council in December. **Budget Draft 1, V2:** FPC reviews Draft 1, Version 2 of the budget to be forwarded to Trust Council in December. **LTC + ITCB requests:** FPC reviews any specific requests coming from LTCs and ITCB as part of the budget draft review.
Dec 2-4, 2025	**Trust Council meeting**
	BAP: Trust Council endorses any changes to the Budget Assumptions and Principles. **Budget Draft 1, V2:** Trust Council discusses and debates draft budget, and provides direction for changes as determined necessary. **Guidelines:** TC reviews feedback from FPC on pressure points meeting budget guidelines, amends guidelines as needed. **Public Consultation**: Trust Council endorses draft budget for public consultation (if planned), and approves the Budget consultation process (if planned). **Other Agency Consultation:** By December 31, staff share the draft tax levy calculation Bowen Island Municipal staff
January 2026	**Financial Planning Committee meeting** *(assumed)*
	Budget Draft 2, V1: FPC reviews and discusses Draft 2, V1 of the budget which will be amended to reflect Trust Council's directions, as well as refined operational budgets to adjust for new and updated data. **Other Agency Consultation:** Consultation with Bowen Island Municipality and Trust Conservancy Board continue. **Public Consultation** on draft budget is conducted. **Special Tax Requisitions:** LTCs seeking funding for "additional operations" from a special tax requisition pass a resolution to do so.
February 2026	**Financial Planning Committee meeting** *(assumed)*
	Special Tax Requisitions: LTCs proposing a special tax requisition hold public consultation meetings. **Public Consultation Review:** FPC reviews results and feedback from the budget public consultation, and makes recommendations to budget changes from these results, as needed. **Special Tax Requisitions:** FPC makes recommendations to TC on special requisitions. **Budget Draft 2, V2:** FPC reviews Draft 2, Version 2 of the budget to be forwarded to Trust Council for their March meeting
March 2026	**Trust Council** *(assumed)*
	Budget Approval: Trust Council approves the Budget including amounts for the LTA Property Tax Requisition, Bowen Municipality Tax Levy and LTC special tax requisitions. **Bylaw Approvals:** Trust Council approves Financial Plan bylaw and Revenue Anticipation bylaw. **Minister's Package:** Staff prepare a report on the budget for the Minister, and submit this report along with the approved financial bylaws for consideration by the Minister. **Communications:** Approved budget information is posted to the Islands Trust website and a news release rolled out.

Print Date: August 29, 2025

Follow Up Action Report

Trust Council

Chief Administrative Officer

Progress		Activity	Responsibility	Dates	Status
51%	1	That Trust Council direct Executive Committee to work with staff on a coordinated strategy and prepare a request that the Province revisit the provincial grant funding formula to the Islands Trust and further that Trust Council respond to Minister Kang to the effect that TC will revisit the request for a review of the Islands Trust mandate, governance, and structure and provide the Minister with an update.	Clare Frater Rueben Bronee	Meeting: 07-Mar-2023 Target: 19-Dec-2025	In Progress
50%	2	Staff to engage with the Province to analyse Section 7 of the Declaration on the Rights of Indigenous Peoples Act to see how it pertains to Islands Trust Council, Islands Trust Conservancy, the Local Trust Committees, and Bowen Island Municipality.	Rueben Bronee	Meeting: 25-Sep-2024 Target: 12-Dec-2025	In Progress
86%	3	Staff to explore options for the December 2025 and March 2026 Trust Council meetings to be held in the Trust Area.	Rueben Bronee	Meeting: 03-Dec-2024 Target: 18-Sep-2025	In Progress
0%	4	Staff to schedule an electronic Special Meeting of Trust Council for May to enable Trust Council to review the recommendations in preparation for potential First Reading at June Trust Council.	Clare Frater Rueben Bronee	Meeting: 12-Mar-2025 Target: 31-May-2025	Completed
100%	5	Staff to cancel the Committee of the Whole meeting scheduled for June 30, 2025.	Rueben Bronee	Meeting: 17-Jun-2025 Target: 23-Jun-2025	Completed
100%	6	Staff to schedule a special electronic Committee of the Whole meeting on July 9, 2025 to review the draft new Islands Trust Policy Statement.	Rueben Bronee	Meeting: 17-Jun-2025 Target: 04-Jul-2025	Completed
100%	7	Staff to schedule a special electronic Trust Council meeting on the afternoon and evening of July 29, 2025 to consider First Reading of the draft new Policy Statement.	Rueben Bronee	Meeting: 17-Jun-2025 Target: 04-Jul-2025	Completed

Follow Up Action Report

Trust Council

Chief Administrative Officer

Progress	Activity		Responsibility	Dates	Status
100%	8	Staff to amend the 2025-2028 Strategic Plan to include key initiative 1.1.2, colour coded to indicate that the initiation timeline is to be determined, as "Work with Indigenous Governing Bodies to co-design and implement future Policy Statement amendment review processes that ensure ongoing and more regular review and amendment of the Policy Statement".	Rueben Bronee	Meeting: 17-Jun-2025 Target: 31-Jul-2025	Completed
100%	9	Staff to remove Item 3 "staff to schedule a Committee of the Whole meeting for Trust Council to discuss the September Meeting Conduct" from the Chief Executive Officer Follow Up Action List on page 318 of the June Trust Council agenda.	Rueben Bronee	Meeting: 19-Jun-2025 Target: 23-Jun-2025	Completed

Follow Up Action Report

Trust Council

Director Legislative Services and Information Services

Progress		Activity	Responsibility	Dates	Status
0%	1	5.2.2 Review of Trust Council Policies - Undertake review and and recommend updates and consolidation of policies. Bring one or more policies back to each Trust Council. Work with relevant director. Now with recommend - transfer to Governance Committee as the GC has this as a priority for 2025/26.	David Marlor	Meeting: 26-Sep-2023 Target: 12-Dec-2025	In Progress
75%	2	That Trust Council request Staff to prepare a draft amendment to the Trust Council Meeting Procedures Bylaw under Section 11 of the Islands Trust Act so that it also applies to all 13 local trust committees, and add amendments to require release of local trust committees' agenda outlines a minimum of two days before release date of full agenda. (COMPLETED) THAT Trust Council request staff to prepare a draft Local Trust Committee Development Procedures Bylaw under Section 11 of the Islands Trust Act that will establish standard procedures applicable to all local trust committees. (PENDING) THAT Trust Council request Staff to prepare a Public Notice Policy with a model Local Trust Committee Public Notice Bylaw, and a draft Trust Council Public Notice Bylaw (READY FOR ADOPTION)	David Marlor	Meeting: 07-Dec-2023 Target: 16-Sep-2025	In Progress
50%	3	Rename 'Islands Trust Council Goals' chart to 'Islands Trust Council Strategic Plan Goals' in the IT App and corresponding report. pending updates to ITApps, then code modification	David Marlor	Meeting: 24-Sep-2024 Target: 31-Dec-2025	In Progress
100%	4	Staff to set one of the upcoming bi-weekly Committee of the Whole meetings solely to discuss the draft Code of Conduct.	David Marlor	Meeting: 05-Dec-2024 Target: 31-Oct-2025	Completed

Follow Up Action Report

Trust Council

Director Legislative Services and Information Services

Progress		Activity	Responsibility	Dates	Status
50%	5	Staff to inform the Accessibility Committee that Trust Council recommend that local trust committees consider how to respond to concerns raised about accessibility of meetings by members of the public, especially in terms of time of day, and day of the week, of meetings and other engagement opportunities.	David Marlor	Meeting: 13-Mar-2025 Target: 16-Sep-2025	Completed
100%	6	Staff to forward draft Policy 4.1.16 Model Public Notice Bylaw to the local trust committees for their consideration in the adoption of a public notice bylaw. REPORT DRAFTED AND WITH CLERKS FOR PLACING ON NEXT AGENDA OF LTC	David Marlor	Meeting: 18-Jun-2025 Target: 31-Jul-2025	Completed
100%	7	Staff to replace the words in section 5.9 that read "Where written application has not been received, or a petition or delegation has been refused, as prescribed in section 5.8," with "To appeal the decision by the Secretary and/or Executive Committee where a petition or delegation has been refused, as prescribed in Section 5.8, or where written application has not been received,"	David Marlor	Meeting: 19-Jun-2025 Target: 31-Jul-2025	Completed
100%	8	Staff to amend Trust Council Meeting Procedure Bylaw 101 section 5.8 (g) by replacing the word "may" to the word "must".	David Marlor	Meeting: 19-Jun-2025 Target: 31-Jul-2025	Completed
0%	9	Staff to update Bylaw 199 to reflect three readings and bring to Trust Council for adoption by RWM.	David Marlor	Meeting: 19-Jun-2025 Target: 31-Jul-2025	Completed
0%	10	Staff to update Islands Trust website by adding new updated Islands Trust policies 2.5.1, 2.3.1 and 2.4.1.	David Marlor	Meeting: 19-Jun-2025 Target: 31-Jul-2025	In Progress

Follow Up Action Report

Trust Council

Director of Planning Services

Progress		Activity	Responsibility	Dates	Status
49%	1	Staff to: a) evaluate the implications of a longer referral response window, and; b) consider how Trust Council and local trust committees (LTC's) might consult with First Nations to better understand what changes to the current referral process should be made to both improve communication and to further reconciliation, and report back to Trust Council.	Stefan Cermak	Meeting: 29-Jun-2023 Target: 04-Dec-2025	In Progress
100%	2	Staff to report in the September (2024) and March (2025) Trust Council meetings about the tracking of planning staff time and application revenue with regards to cost recovery.	Stefan Cermak	Meeting: 14-Mar-2024 Target: 30-Sep-2025	Completed
65%	3	Staff to: 1. Solicit First Nations to get their feedback about the referral processes, concerns and new initiatives; 2. Develop a work plan that captures planned actions advancing from this Referrals to First Nations - Request for Decision; and 3. Include this initiative in the Draft 2025-2028 Strategic Plan and the amended Reconciliation Action Plan.	Stefan Cermak	Meeting: 26-Sep-2024 Target: 04-Dec-2025	In Progress
79%	4	Staff to implement the Islands Trust Housing Action Plan into the 2025-2028 Strategic Plan, and prioritize implementation of Actions 23, 24 and 26, with a focus on enabling Tiny Homes On Wheels in the Trust Area. (RPC resolution 2024-020)	Stefan Cermak	Meeting: 26-Sep-2024 Target: 19-Feb-2025	In Progress
100%	5	Staff to clarify Trust Council's jurisdiction to control nighttime illumination in all contexts within the Trust Area for Official Community Plan and Bylaw adoption and enforcement across the Trust Area.	Robert Kojima Stefan Cermak	Meeting: 11-Mar-2025 Target: 19-Aug-2025	Completed

Follow Up Action Report

Trust Council

Director of Planning Services

Progress	Activity		Responsibility	Dates	Status
100%	6	Staff to advise Trust Council regarding a memorandum of understanding or some means of referral for local trust committees to be able to comment on major rezoning of development applications adjacent to their local trust areas.	Renee Jamurat Stefan Cermak	Meeting: 13-Mar-2025 Target: 18-Aug-2025	Completed

Follow Up Action Report

Trust Council

Director, Trust Area Services

Progress		Activity	Responsibility	Dates	Status
85%	1	Policy Statement Amendment Project - Amend draft Bylaw No. 183 as directed by adopted resolutions. (ONGOING)	Clare Frater	Meeting: 21-Sep-2022 Target: 07-Sep-2026	In Progress
5%	2	Coordinate the provision of expert advice and training to the incoming Trust Council, early in the new term, on the theme of public engagement and consultation, building on lessons learned from the first three phases of Islands 2050 public engagement from 2019 - 2022.	Clare Frater	Meeting: 21-Sep-2022 Target: 31-Mar-2026	In Progress
51%	3	That Trust Council direct Executive Committee to work with staff on a coordinated strategy and prepare a request that the Province revisit the provincial grant funding formula to the Islands Trust and further that Trust Council respond to Minister Kang to the effect that TC will revisit the request for a review of the Islands Trust mandate, governance, and structure and provide the Minister with an update.	Clare Frater Rueben Bronee	Meeting: 07-Mar-2023 Target: 19-Dec-2025	In Progress
0%	4	Staff to report to the Executive Committee on options to support renewed advocacy with San Juan County and Indigenous Governing Bodies that is directed to our respective federal and state/provincial bodies on oil spill prevention in the Salish Sea.	Clare Frater	Meeting: 05-Dec-2024 Target: 23-Sep-2025	In Progress
0%	5	Staff to schedule an electronic Special Meeting of Trust Council for May to enable Trust Council to review the recommendations in preparation for potential First Reading at June Trust Council.	Clare Frater Rueben Bronee	Meeting: 12-Mar-2025 Target: 31-May-2025	Completed
100%	6	Staff to report the number of attendees at each of the stewardship educational webinar since February, 2025 when the report was written.	Clare Frater	Meeting: 13-Mar-2025 Target: 03-Sep-2025	Completed

Follow Up Action Report

Trust Council

Director, Trust Area Services

Progress	Activity		Responsibility	Dates	Status
100%	7	Staff to assist the Chair to write a letter on behalf of Trust Council in support of the request by North Salt Spring Water District's letter to the province dated May 16, 2025.	Clare Frater	Meeting: 17-Jun-2025 Target: 31-Jul-2025	Completed
100%	8	Staff to assist Trust Council in replying to the letter, from Bowen Island Municipality dated May 30, 2025, under the signature of the Chair supportive of BC Ferry issues and the process but we are concerned about our capacity.	Clare Frater	Meeting: 17-Jun-2025 Target: 31-Jul-2025	Completed
85%	9	Staff to forward the approved Islands Trust audited financial statements for the year ended March 31, 2025 to the Minister of Housing and Municipal Affairs [submitted by way of The Annual Report].	Clare Frater	Meeting: 17-Jun-2025 Target: 30-Sep-2025	In Progress
87%	10	Staff to submit the approved Islands Trust 2024/25 Annual Report to the Minister of Housing and Municipal Affairs.	Clare Frater	Meeting: 17-Jun-2025 Target: 30-Sep-2025	In Progress
100%	11	Staff to draft a letter from the Chair expressing Trust Council's support for official recognition of the Smí7mant Áyalh?w and X_éla7an placenames for beaches on Bowen Island.	Clare Frater	Meeting: 17-Jun-2025 Target: 13-Jul-2025	Completed
100%	12	Staff to write thank you letters to the two delegates from the June Trust Council meeting.	Clare Frater	Meeting: 19-Jun-2025 Target: 04-Jul-2025	Completed

Follow Up Action Report

Trust Council

Director, Trust Area Services

Progress		Activity	Responsibility	Dates	Status
100%	13	**Committee of the Whole Recommendation:** that staff amend the draft policy statement preamble Section 1 to delete the second sentence and amend the third sentence to read: "... The Islands Trust is a federated body responsible for the Trust Area comprised of 13 major islands and more than 450 smaller islands and the surrounding waters ...."	Clare Frater	Meeting: 09-Jul-2025 Target: 17-Jul-2025	Completed
100%	14	**Committee of the Whole Recommendation:** that staff amend Part 3 of the Table of Contents of the draft Policy Statement be changed to "Goals and Policies".	Clare Frater	Meeting: 09-Jul-2025 Target: 17-Jul-2025	Completed
100%	15	**Committee of the Whole Recommendation:** staff to revise the draft Policy Statement by amending draft Section 1.4 to: - under "Three Types of Policies" add brackets - add the word "also" to bullet 3. Advisory Policies	Clare Frater	Meeting: 09-Jul-2025 Target: 17-Jul-2025	Completed
100%	16	**Committee of the Whole Recommendation:** staff to amend the draft Policy Statement so that Cooperation Principle 2.3.3 "Work Towards Collaborative Governance with Indigenous Governing Bodies" be amended by replacing the words "work towards building strong relationships" with the words "develop strong relationships with Indigenous Governing Bodies," and "work toward building" be added before "foundations for collaborative governance with Indigenous Governing Bodies".	Clare Frater	Meeting: 09-Jul-2025 Target: 17-Jul-2025	Completed

Follow Up Action Report

Trust Council

Director, Trust Area Services

Progress		Activity	Responsibility	Dates	Status
100%	17	**Committee of the Whole Recommendation:** staff to revise the draft Policy Statement by amending Policy 3.1.3 to read: "Through engagement with Indigenous Governing Bodies, support opportunities to direct land to Indigenous Governing Bodies, including but not limited to, amenity contributions in applications seeking additional development potential."	Clare Frater	Meeting: 09-Jul-2025 Target: 17-Jul-2025	Completed
100%	18	**Committee of the Whole Recommendation:** staff to revise the draft Policy Statement by adding a new reconciliation advisory policy 3.1.4 to read: "Information Sharing - Support and develop methods for regular and timely sharing of information with Indigenous Governing bodies."	Clare Frater	Meeting: 09-Jul-2025 Target: 17-Jul-2025	Completed
100%	19	**Committee of the Whole Recommendation:** staff to revise the draft Policy Statement by amending Goal 2 to read: "Islands Trust Council recognizes Indigenous cultural heritage as a unique amenity in the Islands Trust Area that must be preserved, protected, and where possible, restored. The Islands Trust Area is home to many culturally significant areas, sites, and species, including places that are the resting places of ancestors, which are of importance to present and future generations of Indigenous Peoples. This section lays 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 confidentiality protocols around the sharing of Indigenous Knowledge."	Clare Frater	Meeting: 09-Jul-2025 Target: 17-Jul-2025	Completed

Follow Up Action Report

Trust Council

Director, Trust Area Services

Progress		Activity	Responsibility	Dates	Status
100%	20	**Committee of the Whole Recommendation:** staff to revise the draft Policy Statement by amending Policy 3.2.1 to read: "Minimize potential adverse impacts to Indigenous cultural heritage sites including, but not limited to, known identified village sites, burial sites, camp sites, middens, cairns, petroglyphs, culturally modified trees, fish traps, clam gardens, and pictographs, and registered, unregistered, or newly- discovered archaeological sites."	Clare Frater	Meeting: 09-Jul-2025 Target: 17-Jul-2025	Completed
100%	21	**Committee of the Whole Recommendation:** staff to revise the draft Policy Statement by amending the Preamble to Goal 4 to read in the last sentence: "...sustainable, inclusive, rural and resilient island communities."	Clare Frater	Meeting: 09-Jul-2025 Target: 17-Jul-2025	Completed
100%	22	**Committee of the Whole Recommendation:** staff to revise the draft Policy Statement by amending Policy 3.4.7 to read: "Support sustainable economic activities that are compatible with the preservation and protection of the Trust Area and its unique amenities, environment, community well-being, and community character, and that consider transportation and infrastructure capacity."	Clare Frater	Meeting: 09-Jul-2025 Target: 17-Jul-2025	Completed
100%	23	**Committee of the Whole Recommendation:** staff to revise the draft Policy Statement by amending Policy 3.4.27 to read: "Identify appropriate locations for types of, and access to, facilities for low-impact and active recreational activities, and discourage activities that may adversely impact the preservation and protection of the Trust Area and its unique amenities and environment."	Clare Frater	Meeting: 09-Jul-2025 Target: 17-Jul-2025	Completed

Follow Up Action Report

Trust Council

Director, Trust Area Services

Progress		Activity	Responsibility	Dates	Status
100%	24	**Committee of the Whole Recommendation:** staff to revise the draft Policy Statement by amending Policy 3.4.18 to read: "Multi-Unit Residential - Implement land use regulations for affordable and special needs housing and other multi-unit residential development that permit a range of potential site configurations, and control form and character through development permit areas."	Clare Frater	Meeting: 09-Jul-2025 Target: 17-Jul-2025	Completed
100%	25	**Committee of the Whole Recommendation:** staff to revise the draft Policy Statement by amending Policy 3.5.11 to read: "Identify and protect agricultural lands within the Agricultural Land Reserve for current and future use consistent with the Agricultural Land Commission Act and its regulations, while considering downstream impacts, wildlife habitat, and adjacent properties."	Clare Frater	Meeting: 09-Jul-2025 Target: 17-Jul-2025	Completed
100%	26	**Committee of the Whole Recommendation:** staff to revise the draft Policy Statement by amending Policy 3.5.12 to read: "Minimize any adverse impacts of land uses from properties adjacent to agricultural lands."	Clare Frater	Meeting: 09-Jul-2025 Target: 17-Jul-2025	Completed
100%	27	**Committee of the Whole Recommendation:** staff to revise the draft Policy Statement by amending Policy 3.5.27 to read: "Pollutants to Air, Land, and Water Regulate land use and development to reduce detrimental pollutants to air, land, and water."	Clare Frater	Meeting: 09-Jul-2025 Target: 17-Jul-2025	Completed
100%	28	**Committee of the Whole Recommendation:** staff to revise the new Policy Statement by moving policy 3.5.27 to the Directive Policies - Waste section and remove the Directive Policies Emissions and Pollutants section.	Clare Frater	Meeting: 09-Jul-2025 Target: 17-Jul-2025	Completed

Follow Up Action Report

Trust Council

Director, Trust Area Services

Progress		Activity	Responsibility	Dates	Status
100%	29	**Committee of the Whole Recommendation:** staff to revise the new draft Policy statement by renaming the Directives Policy Waste section to Directives Policies - Waste, Emissions and Pollutants.	Clare Frater	Meeting: 09-Jul-2025 Target: 17-Jul-2025	Completed
100%	30	**Committee of the Whole Recommendation:** staff to revise the draft Policy Statement by removing the term "Restoration" and its definition from the Glossary.	Clare Frater	Meeting: 09-Jul-2025 Target: 17-Jul-2025	Completed

Regional Planning Manager

Progress		Activity	Responsibility	Dates	Status
100%	1	Staff to clarify Trust Council's jurisdiction to control nighttime illumination in all contexts within the Trust Area for Official Community Plan and Bylaw adoption and enforcement across the Trust Area.	Robert Kojima Stefan Cermak	Meeting: 11-Mar-2025 Target: 19-Aug-2025	Completed
100%	2	Staff to advise Trust Council regarding a memorandum of understanding or some means of referral for local trust committees to be able to comment on major rezoning of development applications adjacent to their local trust areas.	Renee Jamurat Stefan Cermak	Meeting: 13-Mar-2025 Target: 18-Aug-2025	Completed

Saanich-Gulf Islands Forum – July 3, 2025, Meeting Report

Prepared for: Islands Trust September Meeting

Prepared by: Chair Patrick and Aysha Emmerson (on behalf of Office of MP May)

Date: August 26, 2025

- **The July 3, 2025, meeting included 14 participants, and was Chaired by MLA Botterell at his Sindey, BC Office.**
- **Topics of discussion:**
    - General federal, provincial, local updates
    - New CRD plant and biosolids innovation
    - Housing crisis (particularly on SSI_
    - Poor road conditions on Pender and Saturna
    - Intergovernmental meeting on October 17, Mary Winspear Center.
        - *The Southern Gulf Islands Forum is helping convene an intergovernmental forum on October 17th, 2025, bringing together elected officials and Indigenous leaders from the area encompassing Southern Gulf Islands and San Juan Islands. This cross-border forum will centre two themes: economic cooperation and environmental priorities for this unique bioregion.*
        - *Visit https://southerngulfislandsforum.ca/ for more information.*
- **Action items:**
    - *MLA Botterell proposed hosting a separate call with SGI Forum members attending UBCM to develop a unified approach in presenting concerns to the province, specifically to discuss downloading of provincial responsibilities onto local governments.*
    - *MLA Botterell proposed adding strategies to better improve Indigenous participation to SGI Forum Meetings as a unique agenda point for the September meeting.*
    - *MLA Botterell proposed that anyone interested in funding to cover cost of applications or other innovative climate policies and incentives (composting toilet funding included) is best advised to make submission to CleanBC Review.*
    - *MLA Botterell's office will write a letter to the Minister to renew the request for inclusion of the Southern Gulf Islands in the transportation plan. Specifically, the road to Ganges experiences higher traffic than many other roads in the Gulf Islands and may require attention.*
    - *Use the September 4, 2025, meeting as an opportunity to review the Forum's Terms of Reference, goals, structure, and priorities, given the longer timeframe pre-allocated for this meeting (9:00am-1:00pm). How to increase First Nations engagement will also be a discrete agenda point.*
- **The next meeting will be held September 4, 2025. Key discussion points will include but are not limited to preparing for the intergovernmental meeting, increasing First Nations participation in the SGI Forum, Tiny Homes on Wheels. Trustee Morrison will Chair.**

Gabriola Ferry Advocacy Committee report to September 2025 Trust Council

On July 28 our newly-formed Gabriola Ferry Advocacy Committee (GFAC) met with MLA Sheila Malcolmson to relate our most important ferry transportation and terminal concerns to our MLA before her meeting with BCF CEO Nicolas Jimenez on July 30.

GFAC's members are several of our long-standing Ferry Advisory Committee members, along with our local newspaper editor, and two former FAC Chairs from Gabriola, and is supported by our Regional Director Vanessa Craig.

We stated our 5 topmost concerns, hoping that MLA Malcolmson would be able to address them directly with CEO Jimenez:

1. **BC Ferries ban on EVs being towed onto ferries**: the current BCF interpretation of this Transport Canada regulation is contradictory to our province's support for electric vehicles. Moreover, BC has the largest EV charging network in Canada, and local governments, school districts, and non-profit groups are investing in electric buses. By the time you read this report, Gabriola's community bus group will have received the first of 2 electric buses, courtesy of a federal grant, support from the RDN, and a lot of fundraising. There are several good solutions to this current conundrum, and MLA Malcolmson assured us that CEO Jimenez is paying attention to them.

2. **Dissolution of the Ferry Advisory Committees:** MLA Malcolmson shares our concern, noting "We had dedicated community volunteers who for 30 years had been providing free and informed advice to BCF for the Gabriola-Nanaimo route; I expressed my disappointment in April and I continue to regret the loss of that direct link between our community and ferry operations." Jimenez told Malcolmson that 'he is sure BCF made the right decision, and they agreed to disagree on this. Regarding the ferries as being part of our highway system, Malcolmson encouraged Jimenez to 'use me as the MLA who can connect the dots between responsible ministries' when it comes to BCF operations in the Trust Area. Malcolmson rides the ferries regularly, having lived on Gabriola for several decades. She also encouraged Jimenez to form a project advisory committee as soon as possible. This will not, of course, address the daily safety and service concerns with regular ferry service, which the FACs had a good handle on (and which GFAC will continue to monitor and advocate for).

3.**Ferry capacity before and after 5 pm:** The Gabriola ferry schedule allows for twice as many cars and passengers to leave Gabriola in the daytime, as can return to the island at the end of a work day (after 5:20 pm from the Nanaimo side), when the 2-ship sailing ends. This is a serious concern especially during the tourist season, leaving many Gabriolans waiting for hours in Nanaimo to get home after work, school, after-school activities, and other appointments. GFAC will continue to advocate for a more equitable ferry service, with at least one more late afternoon sailing back to Gabriola. Jimenez is apparently a regular ferry user, and hopefully understands how important it is not to leave residents stranded in Nanaimo after a long day of work and school.

4. **Drivers to Doctors on Gabriola:** We are asking for assured loading for the volunteers who now, with their patients, sometimes have many hours waiting in line on Gabriola and then again in Nanaimo, compared to previous years when ferry lineups were not the problem they are now. This is leading to reduced service for patients who really need the service, and fewer volunteer drivers who cannot dedicate a whole day for a medical appointment trip. The easiest way to ease this situation is for the province (Island Health) to issue a limited number of assured loading permits for D2D to use for the 3-4 trips they make weekly. MLA Malcolmson has offered to work with her colleagues on this problem,

and we look forward to a quick solution so that residents will continue to volunteer for this essential service, and people needing medical help in town will be able to get to their appointments.

5. **Federal government subsidies for Atlantic ferries:** Premier Eby has criticized the federal government for not helping to fund ferries on this side of the country. As MLA Malcolmson noted, "The federal government has compounded the inequality by again increasing the subsidy to the Atlantic ferry users; it's pouring salt on the wound". Ravi Kahlon, now the Minister for Jobs and Economic Growth, says it's a factor of 30 to 1, the support for Atlantic vs. Pacific ferry users. Something to keep in mind but perhaps not as relevant now that BCF is more of a corporation than a provincial agency. One more reason not to corporatize an essential public service!

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 **Closed Meeting** Public are welcome to attend all sessions excluding the Closed Meeting **Rise and Report**	9:00 **Trust Area Services** Consent Agenda Item(s) Decision/Discussion Item(s)
12:00 Lunch	**10:30 Break**	**10:30 Break**
1:00 **Territorial Acknowledgement** **Call to Order and Approval of Agenda** 1:30 **General Business Arising** Consent Agenda Item(s) 4.1 - 4.1.5.6 Islands Trust Active Priorities Chart Committees Work Programs (EC, GC, FPC, RPC, TPC, AC, ITCB) Committee Chair Verbal Reports 2:15 **New Business** Trustee-Initiated Requests for Decision 3:00 **Correspondence**	10:45 **Legislative and Information Services** Consent Agenda Item(s) Decision/Discussion Item(s)	10:45 **To be determined**
	12:00 Lunch	**12:00 Lunch**
	1:00 **Financial and Employee Services** Consent Agenda Item(s) Decision/Discussion Item(s)	12:30 **Disposition of Delegations/Public Comment & Correspondence** 1:00 **Trustee Roundtable and Meeting Wrap-up**
	3:30 Break	**2:00 Trust Council Adjournment (approx.)**
3:15 Break	3:45 **Planning Services** Consent Agenda Item(s) Decision/Discussion Item(s)	
3:30 **Executive Office** Consent Agenda Item(s) Decision/Discussion Item(s) 4:30 **Delegations / Public Comment**		
5:30 Adjourn for the Day (approx.)	**5:30 Adjourn for the Day (approx.)**	
6:00-7:00 Dinner	**6:00-7:00 Dinner**	

Islands Trust

*times are provided for information and may vary
*see meeting agenda for full list of consent and agenda items