Islands Trust Council Quarterly Meeting Revised Agenda

Date: Friday, November 13 through Saturday, November 14, 2026

Time: 9:00 a.m. start time on Friday

Location: Coast Victoria Hotel & Marina - Coast Ballroom

146 Kingston Street, Victoria BC, V8V 1V4

Pages

1. WELCOME REMARKS AND INTRODUCTIONS 9:00 AM - 9:30 AM

2. CALL TO ORDER

3. APPROVAL OF AGENDA

3.1 Review of the Agenda

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

3.2 Approval of the Agenda

4. GOVERNANCE AND THE ROLE OF TRUSTEES 9:30 AM - 10:00 AM

Chief Administrative Officer, Rueben Bronee

5. NOTICE OF ELECTION & INTENT FOR EXECUTIVE COMMITTEE 10:00 AM - 10:30 AM

BREAK

10:30 AM - 10:45 AM

6. ISLANDS TRUST COUNCIL COMMITTEES 10:45 AM - 11:15 AM

6.1 Committee Overviews

- Accessibility Committee
- Financial Planning Committee
- Governance Committee
- Regional Planning Committee
- Trust Programs Committee

6.2 Expressions of Interest

7. ISLANDS TRUST DEPARTMENT OVERVIEWS 11:15 AM - 2:00 PM

7.1	**Legislative and Information Services**	11:15 AM - 11:45 AM
	Director, David Marlor	
7.2	**Financial and Employee Services**	11:45 AM - 12:15 PM
	Acting Director, Derek Cockburn	

LUNCH

12:15 PM - 1:00 PM

7.3	**Planning Services**	1:00 PM - 1:30 PM
	Director, Stefan Cermak	
7.4	**Trust Area Services**	1:30 PM - 2:00 PM
	Director, Clare Frater	

8. ISLANDS TRUST CONSERVANCY 2:00 PM - 3:00 PM

8.1 Introduction to the Islands Trust Conservancy

Manager, Wendy Tyrrell

8.2 Notice of Intent for the Islands Trust Conservancy Board

BREAK

3:00 PM - 3:15 PM

9. CLOSED SESSION 3:15 PM - 4:30 PM

THAT the meeting be closed to the public subject to Section 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.

10. EXECUTIVE COMMMITTEE & ISLANDS TRUST CONSERVANCY BOARD CANDIDATE PRESENTATIONS 4:30 PM - 5:30 PM

10.1	***Joe Bernardo - Chair***	*4 - 4*
10.2	***Andrew Leonard - Chair***	*5 - 5*
10.3	***Tim Peterson - Chair***	*6 - 6*
10.4	***Sam Borthwick - Vice-Chair***	*7 - 8*
10.5	***Tobi Elliott - Vice-Chair***	*9 - 9*
10.6	***David Maude - Vice-Chair***	*10 - 10*

10.7 *Lisa Gauvreau - Islands Trust Conservancy Board* *11 - 11*

10.8 *Robin Jenkinson - Islands Trust Conservancy Board* *12 - 12*

SATURDAY, NOVEMBER 14

11. COMMUNICATIONS - ITEM DEFERRED

At the time of agenda adoption, this item was deferred.

11.1 Introduction to Communications Policies and Practices

Director, Clare Frater

12. CORRESPONDENCE - ITEM DEFERRED

At the time of agenda adoption, this item was deferred.

12.1 2026-10-27 Minister of Transport Steven MacKinnon - Reply Letter Regarding M-35 Federal Operational Support for BC Ferries 13 - 14

13. EXECUTIVE COMMITTEE & ISLANDS TRUST CONSERVANCY CANDIDATES QUESTION AND ANSWER SESSION *10:45 AM - 12:00 PM*

LUNCH

12:00 PM - 12:30 PM

14. NOMINATIONS & ELECTIONS 12:30 PM - 1:30 PM

14.1 Executive Committee

14.2 Islands Trust Conservancy Board

15. ENGAGEMENT / COLLABORATION 1:30 PM - 2:30 PM

15.1 Delegations

15.2 Public Comments

16. NEXT MEETING

The next Islands Trust Council Quarterly Meeting is scheduled to be held in-person in Victoria at the Hotel Grand Pacific, December 8 - 10, 2026.

16.1 Proposed December Islands Trust Council Program 15 - 16

Received for information.

17. ADJOURNMENT 2:30 PM - 2:30 PM

Candidate Profile for Election to Executive Committee

TRUSTEE NAME: Joe Bernardo

CANDIDATE FOR*:

- [x] **Chair of Islands Trust Council** (1 position)
- [ ] **Vice-Chair of Islands Trust Council** (3 positions)

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CANDIDATE PROFILE:

[Describe your interest in being elected to the position(s) indicated above, your relevant experience and any other information you feel is relevant as a potential nominee for election. **Maximum 300 words**.]

I'm a mostly retired lawyer, but the one thing I still do is chair disciplinary hearings in the securities industry. In that role, I'm responsible for ensuring persons accused of misconduct get a proper opportunity to explain their side of the story.

As Chair, my commitment would be to bring a similarly objective and even-handed approach to the job. Trust Council's role is to supervise the operational and general policy framework that supports the work of 13 separate Local Trust Committees. The Chair's responsibility isn't to lead that decision-making. It's to facilitate consensus among the 26 trustees our legislation makes collectively responsible for setting direction.

That's why the Chair must scrupulously avoid using their authority to achieve their own preferred outcomes. Just like everyone else, I have opinions about what the larger organization's priorities should be. But a trustee should never come away from a meeting feeling they weren't heard because the person holding the gavel put their thumb on the scale. That only invites cynicism and acrimony.

Trustees also should not be frustrated by the perennial problem of important votes taking place without the careful deliberation they deserve. Meeting agendas should be designed to ensure that requests for truly material decisions are always preceded by sufficient advance notice and voted on only after full and meaningful debate.

The Trust's greatest asset is the good will of our trustees, and our oath is to bring our best selves to the job. Enabling that is the Chair's essential function. From the past four years, I know that we succeed only when our proceedings are conducted in a fair, disciplined and purposeful manner. As Chair, I would devote my focus, skill and experience to meeting that standard. We can be excellent. I want to help us get there.

Candidate profiles must be emailed to Alexandra Trifonidis (atrifonidis@islandstrust.bc.ca) no later than 4:00 pm on November 2, 2026 for distribution prior to the November 13-14 Islands Trust Council meeting.

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Candidate Profile for Election to Executive Committee

TRUSTEE NAME: Andrew Leonard

CANDIDATE FOR*:

- [x] **Chair of Islands Trust Council** (1 position)
- [ ] **Vice-Chair of Islands Trust Council** (3 positions)

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CANDIDATE PROFILE:

[Describe your interest in being elected to the position(s) indicated above, your relevant experience and any other information you feel is relevant as a potential nominee for election. **Maximum 300 words.**]

Hello colleagues,

I've valued the conversations I've had with many of you these past weeks. I've heard genuine hope about the promise of the Trust, aspirations for what we can accomplish, and real frustration about where we've fallen short. Across this diversity, I've also heard more common ground than our differences might suggest.

The Islands Trust sits at an extraordinary intersection of mandate and authority. The promise of the Trust is that it can – and should – be a global leader in effective, ecological land-use planning. And yet, the challenge remains: we need to ensure that the way we govern, plan, and make decisions lives up to that promise. We need governance and planning tools that are specific enough to provide direction, robust enough to fulfill our mandate, and flexible enough to reflect the distinct realities of our islands. I believe we can meet that challenge together.

The Chair's role in a body of our size and structure calls for a particular constellation of skills. Executive authority is limited, and the Chair remains one voice at the table. The work is about mediating differences, holding process firmly and fairly, representing the Trust with nuance, and finding alignment across diverse perspectives. I believe I bring those skills, and would welcome the opportunity to put them in service of this Council.
I'd love the opportunity to connect before we meet in person. Whether you'd like to talk about the future of the Trust, share what's important to you, or simply get to know one another, please reach out. I look forward to seeing everyone on November 12.

Want to know more?
- Reach out directly: mayor@bimbc.ca
- LinkedIn profile: https://www.linkedin.com/in/andrew-leonard-11539117/
- My background and experience: https://www.phoenixloop.ca
- Bowen Island Podcast – Election Episode, my thoughts on both Bowen and Trust: https://open.spotify.com/episode/6PZHdNnGAcjmDUAjQTQkNm

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Candidate Profile for Election to Executive Committee

TRUSTEE NAME: Tim Peterson

CANDIDATE FOR*:

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CANDIDATE PROFILE:

[Describe your interest in being elected to the position(s) indicated above, your relevant experience and any other information you feel is relevant as a potential nominee for election. **Maximum 300 words**.]

I am an avid gardener, cook, musician, community organizer, and a 50+ year islander. This will be my fourth term as a trustee, including the past term as a vice-chair, and LTC Chair for Galiano, Hornby, and Salt Spring. I am a strong supporter of the Preserve and Protect mandate, and recognize that our islands face challenges that require approaches which are mindful of the environmental impacts of development, and are inquisitive and thoughtful. Our islands are not just places, but also communities, which require care and attention. Reconciliation and respectful relationship building with First Nations remains an important priority, and should be foundational to our processes. I believe that the Trust Council Chair should engage in listening more often than speaking, while still bringing their perspective to the table. My approach is to foster a respectful dialog at the Trust Council table, to encourage thoughtful debate, and build towards focused, successful work plans. I am keenly aware of the need to prioritize allocation of our limited resources, and to concentrate on doing fewer things, better. I am interested in exploring positive changes to our processes, and I believe that regular solicitation of trustee ideas about how to do things better is an important aspect of meeting the many challenges facing us now, and in the future.

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Candidate Profile for Election to Executive Committee

TRUSTEE NAME: Sam Borthwick

CANDIDATE FOR*:

☐ **Chair of Islands Trust Council** (1 position)

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CANDIDATE PROFILE:

[Describe your interest in being elected to the position(s) indicated above, your relevant experience and any other information you feel is relevant as a potential nominee for election. **Maximum 300 words**.]

(cont. on pg 2)

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I believe that there are two vital qualities to being a good Trustee, and that they are especially important in a wise and effective member of the Executive Committee- Service, and Leadership.
We have all put ourselves forward to serve the Mandate of the Trust and our communities, this means being respectful of good process, honouring the others who share this process with us.
At the Local Trust Committee-level, a Vice-Chair should seek to understand, respect, and treasure the diversity of each of the unique communities they serve, listening and deferring to the Local Trustees right up until there is an irreconcilable difference. At this point, there is a call for Leadership- starting with an attempt to bridge the gap, but if that fails- the confidence to make a wise decision, rooted in the values of the Trust, the Mandate, fairness, and good policy.
At Council, Leadership and Service to me mean championing safe, respectful, and efficient meetings, allowing for debate without allowing acrimony to rule the discourse.
In my past term as a Trustee, I have had the opportunity to listen to and learn from a formidable selection of wise and dedicated public servants as they facilitated meetings, stewarded good process, navigated conflict and crucially- as they listened to and supported their fellow decision-makers away from the Council table.
I have built valuable relationships with our staff and with other sectors that have helped me to become more knowledgeable of- and wise to- the many of the quirks and undercurrents of our internal dynamics, and in the wider political landscape.
Finally, but especially poignantly of late, I am a staunch supporter of Reconciliation, and I would use my time at EC to build strong relationships with the many First Nations on whose land we live and work.
I would like to serve in this capacity, I would like to get to know you and your communities, and I believe I have the skills, temperament, and acumen to be an effective and responsive Vice Chair.

Candidate Profile for Election to Executive Committee

TRUSTEE NAME: Tobi Elliott

CANDIDATE FOR*:

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CANDIDATE PROFILE:

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I am standing for re-election as Vice-Chair, with gratitude and confidence in my ability to lead effectively. I offer proven experience, humility, and vision for Islands Trust's evolution. Achieving our legislated Mandate is predicated on cooperation: leadership therefore must engage the Province, partner with First Nations, and foster constructive debate across Trust Council and our communities.
I offer these strengths:
· Collaborative leadership: skilled in guiding multi-agency initiatives and navigating complex operational issues.
· Principled, responsive chairing: experience creating fair, transparent, and culturally safe spaces for decisionmaking—balancing distinct island needs with our regional responsibilities.
· Diversity & advocacy: I bring lived experience as a renter and affordable housing advocate, to help eliminate blind spots. I support robust environmental reviews and community input on critical issues. The Trust is most effective when we actively convene allies; I can be that energizing force.
· Grounded Reconciliation: Building respectful partnerships through land use planning lays the groundwork for future co-decision-making frameworks with First Nations.

Chairing four unique LTCs while navigating a comprehensive OCP review on Gabriola, my leadership has been tested and refined. At the federation level, I spearheaded the multi-agency Tiny Home regulatory framework, contributed to Policy Statement and Bylaw Enforcement reviews, and was involved in recruitment for our CAO.

We can achieve goals of reconciliation and fiscal discipline by sharing responsibilities and modernizing our governance. Executive Committee can lead Council's structured approach toward securing dedicated provincial funding to fulfill its obligations, rather than relying solely on taxpayers. The Conservancy's growing success requires deepening partnerships with local conservancies, and finding synergies in joint stewardship of its protected areas with First Nations, which will reduce taxpayers costs.

I invite you to explore my Substack and website for a deeper dive, or call me directly. Together, we can lead Islands Trust into a resilient, modern, collaborative future.

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Candidate Profile for Election to Executive Committee

TRUSTEE NAME: David Maude

CANDIDATE FOR*:

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CANDIDATE PROFILE:

[Describe your interest in being elected to the position(s) indicated above, your relevant experience and any other information you feel is relevant as a potential nominee for election. **Maximum 300 words**.]

By way of introduction, I am elected for my third term to Islands Trust from Mayne Island. I have been involved in local government for many years, including being the Chair of Ratepayers Associations, Advisory Planning Commissions, the Ferry Advisory Committee and our local Improvement District prior to being elected to the Trust. I also have participated in lesser roles on various commissions, task forces and other local government bodies.

Last term I was elected to the Executive Committee and was appointed as Chair of the Denman, North Pender and Saturna Island Local Trust Committees as well as Chairing meetings on Gabriola, Saltspring, Galiano and South Pender Islands in the role as alternate Chair when my colleagues on the Executive were not available.

I am interested in being re-elected to the role of Vice Chair as I feel I bring forward the patience and experience to act as a positive, fair and unbiased member of both the Executive and the Local Trust Committees that I would be chairing.

People who have worked with me know me as a team player, consensus builder, good listener and open minded. I am also known for speaking at meetings when I actually have something to contribute, rather than jumping into every discussion.

I also support the ongoing effort to request the Province undertake a review of the Trust as times have changed and from the fundamental need for First Nations participation in our Council to more meaningful definitions of our role as an Agency of the Province.

Those incumbents returning this term know me as a calm, respectful and supportive member of both Trust Council and the Executive Committee. I would be honoured to continue to serve you in the role of Vice Chair and commit to working in the best interests of the Trust and our constituents.

Thank you for your consideration. David Maude

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ISLANDS TRUST CONSERVANCY

Candidate Profile for Election to Islands Trust Conservancy Board

TRUSTEE NAME: Lisa Gauvreau

CANDIDATE PROFILE:

[Describe your interest in being elected to the Islands Trust Conservancy Board, your relevant experience and any other information you feel is relevant as a potential nominee for election. **Maximum 300 words**.]

I am a second-term Galiano Island Local Trustee seeking re-election to the Islands Trust Conservancy Board. I was elected to the Board in June 2023 and have had the privilege of serving as Chair since January 2025.

I am proudly Anishinaabe, with roots in Ojibway and Chippewa Nations territory near Sault Ste. Marie. I have lived in British Columbia since the early 1990s and have called Galiano home for over 20 years. I operate a year-round island eatery and bring extensive experience in non-profit governance, community leadership, youth mentorship, land-use planning, and financial planning/management.

I am eager to continue guiding the Conservancy through this important period of change. During my tenure, the Board has strengthened relationships with Indigenous Governing Bodies and advanced work on its Five-Year Plan. Looking ahead, I am committed to supporting the next Regional Conservation Plan, where careful balancing of organizational capacity and sound financial stewardship is essential.

I believe this is an important time for the ITC. The future of conservation is changing, and the ITC has been evolving to meet this moment. That future of conservation must recognize that climate change, biodiversity, and social well-being are interconnected. Conservation must also honour the rights, knowledge, and stewardship of First Nations who have cared for these lands since time immemorial.

I understand that land has meaning, and that meaning is different for everyone. I am continually inspired by landowners who approach the Conservancy to protect places they love for future generations. Their trust in the ITC speaks to the importance of relationships built on respect, empathy, and a shared commitment to stewardship. I believe effective conservation requires not only scientific knowledge, but also collaboration and a willingness to listen. That is how I approach leadership, and how I believe the Conservancy leads by example.

With Board renewal ahead, I recognize the importance of continuity, institutional knowledge, and strong governance in maintaining momentum.

I believe conservation is ultimately about responsibility: to the land, to one another, and to future generations. I would welcome the opportunity to continue helping guide the Conservancy through its next chapter.

Thank you.

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ISLANDS TRUST CONSERVANCY

Candidate Profile for Election to Islands Trust Conservancy Board

TRUSTEE NAME: Robin Jenkinson

CANDIDATE PROFILE:

[Describe your interest in being elected to the Islands Trust Conservancy Board, your relevant experience and any other information you feel is relevant as a potential nominee for election. **Maximum 300 words**.]

I hope to join the Islands Trust Conservancy Board to protect special natural areas and support collaborative stewardship across the Salish Sea. I'd like to help organise Salish Sea Stewardship Summits and strengthen protection for tiny islets across the Trust Area that shelter rare species.

★ Ecological Background: My work includes restoration, research, planning and environmental education. I hold a BSc in Botany, an MS in Fisheries, and certificates in Traditional Ecological Knowledge Recording (UNBC) and Indigenous Co-Management of Natural Resources (UBC).

★ Long-range Planning: With the Bonneville Environmental Foundation and Johnson Creek Watershed Council, I developed 10-year restoration plans that brought stakeholders across jurisdictions together around maps, data, monitoring and a shared vision. I hope to contribute this experience to the Conservancy's 2028–2032 plan.

★ Community stewardship and education: Working with SIMRES, IMMERS, Indigenous Knowledge Keepers, Parks Canada, Save the Herring, Nature Salt Spring, Gulf Islands schools and the Salt Spring Conservancy, I have supported diverse ecological learning, including clam garden and native plant projects on Saturna, Penelakut and Salt Spring. For seven years as a WildBC Facilitator with the Habitat Conservation Trust Foundation, I've worked with teachers to inspire future stewards of BC's biodiversity.

★ Regional connections: Culminating Summer 2026, I boated to 18 Salish Sea islands, meeting local stewards and conservation groups and organized a Salish Sea Stewardship Summit on Gabriola with the Salish Sea Institute and Aqua Chautauqua.

★ Public engagement: Through my Archipelager Substack and CHIR.FM radio show, we share conservation stories, such as herbivore over-browsing and sea star and purple martin recovery.

I would bring ecological knowledge, community relationships and planning experience to the Board's work in public engagement, partnerships, stewardship planning and program monitoring. I am ready to contribute to long-term priorities, budgets and risk oversight in service of lasting conservation.

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Minister of Transport
and Leader of the Government
in the House of Commons

Ministre des Transports
et leader du gouvernement
à la Chambre des communes

Ottawa, Canada K1A 0N5

October 27, 2026

Laura Patrick
Chair
Islands Trust Council

c/o Corlynn Strachan
Executive Administrative Assistant
execadmin@islandstrust.bc.ca

Good day:

Thank you for your correspondence of September 23, 2026, on behalf of Islands Trust Council, expressing your support for motion “M-35 Federal Operational Support for BC Ferries.”

The Government of Canada understands the importance of ferry services to coastal communities like those within the Islands Trust Area—they are an integral part of Canada’s transportation network.

Transport Canada’s support for ferry services is limited to those that meet the following criteria:

- (i) fulfill a constitutional mandate, such as the ferry service between Newfoundland and Nova Scotia provided by Marine Atlantic Inc.;
- (ii) serve remote communities; or
- (iii) provide interprovincial service and have had a history of longstanding financial support from the Government of Canada.

Under the Canada–British Columbia coastal ferry subsidy agreement of 1977, the Government of Canada provides an annual grant to the Government of British Columbia to support coastal ferry services. Through this agreement, the province has sole responsibility for determining which ferry services receive financial assistance. The total amount of the grant to British Columbia for the 2026–27 fiscal year is approximately $38.6 million, and the provincial government sends this funding to BC Ferries to support operations.

Canada

The federal government has also taken steps to provide various types of assistance to ferry operators in Canada, including waiving tariffs on the importation of used ferry vessels of all sizes; making ferry-related infrastructure projects eligible for funding under the New Building Canada Fund (including vessel purchases or conversions, wharves, passenger terminals, and access road infrastructure); providing funding to BC Ferries through the safe restart agreement during the COVID-19 pandemic; and providing loans to BC Ferries to help renew its fleet.

Lastly, I should note that the Coastal Ferry Services Contract between the Province of British Columbia and BC Ferries establishes routes, service levels and service fees. Therefore, any questions concerning the cost of ferry services or potential fare reductions should be directed to the province. If you have not already done so, I would encourage you to reach out to British Columbia's Minister of Transportation and Transit, who oversees the provincial relationship with BC Ferries.

Thank you again for writing and sharing your position on this matter.

Yours sincerely,

[redacted]

The Honourable Steven MacKinnon, P.C., M.P.
Minister of Transport and Leader of the Government in the House of Commons

c.c. The Honourable François-Philippe Champagne, P.C., M.P.
Minister of Finance and National Revenue

The Honourable Gregor Robertson, P.C., M.P.
Minister of Housing and Infrastructure and Minister responsible for Pacific Economic Development Canada

Islands Trust Council Quarterly Meeting Schedule

Date & Time: 1:00 PM, Tuesday, December 8 through 1:00 PM, Thursday, December 10, 2026

Location: Hotel Grand Pacific - Vancouver Island Ballroom, 463 Belleville Street #3, Victoria, B.C. V8V 1X3

DRAFT

TUESDAY

Time	DAY 1 - Session Highlights	Agenda Item
10:00 AM	**Executive Committee Meeting - Galiano Room**	Please visit the event web page for the agenda.
	Islands Trust Council Meeting Begins at 1:00 PM	
1:00 PM	**Welcome and Introductions** • Call to Order and Territorial Welcome • Approval of Agenda	TBD
1:25 PM	**General Business Arising** • Islands Trust Council Committee Work Programs • Correspondence	TBD
2:00 PM	**Executive Office**	TBD
	BREAK 3:30 - 3:45 PM	
3:45 PM	**Legislative and Information Services**	TBD
4:30 PM	**Delegations and Public Comment Period**	TBD
	ADJOURN ~ 5:30 PM	

Times are provided for information and may vary. See meeting agenda for full list of meeting agenda items.
Please visit the Islands Trust website at islandstrust.bc.ca

Islands Trust Council Quarterly Meeting Schedule
8-10, December, 2026

Islands Trust

WEDNESDAY

Time	DAY 2 - Session Highlights	Agenda Item
9:00 AM	**Closed Meeting** • Public are welcome to attend all sessions excluding the Closed Meeting.	TBD
	BREAK 10:00 - 10:15 AM	
10:15 AM	**Trust Area Services**	TBD
	LUNCH 12:00 - 1:00 PM	
1:00 PM	**Financial and Employee Services**	TBD
	BREAK 3:00 - 3:15 PM	
3:15 PM	**Financial and Employee Services (Continued)**	TBD
4:15 PM	**Planning Services**	TBD
	ADJOURN ~ 5:00 PM	

THURSDAY

Time	DAY 3 - Session Highlights	Agenda Item
9:00 AM	**Planning Services (Continued)**	TBD
	BREAK 10:30 - 10:45 AM	
10:45 AM	**Trustee Roundtable**	TBD
12:15 PM	**New Business, Disposition of Delegations, Meeting Wrap Up** • Islands Trust Council Follow Up Action List	TBD
	ADJOURN ~ 1:00 PM	

DRAFT