



Swan Lake Christmas Hill Nature Sanctuary Society  
Board Meeting, January 23, 2025  
Martelli Board Room, 5:30pm

## Minutes

*We acknowledge the ɫək'wəŋən (Songhees and Esquimalt) Peoples on whose territory the Nature Sanctuary stands, and the ɫək'wəŋən and W̱SÁNEĆ peoples whose historical relationships with the land continue to this day.*

*We respect the vital relationships of First Peoples with these lands and waters for countless generations. We are honoured to receive Indigenous guidance and welcome collaboration in stewardship and appreciation of the Nature Sanctuary.*

**Present:** Sharon Daly (Chair), Lynn Young (Secretary), Maureen Butler (Treasurer), Rick Marshall, Pablo Melo, Shamus Reid, Cara Gibson (Executive Director)

**Regrets:** None

**Quorum:** Yes

**Minutes:** Recorded by Lynn Young

1. Meeting Call to Order at 5:31 pm  
Territory Acknowledgement by Cara

2. **Approval of the Agenda**

**Moved:** Lynn Young

**Seconded:** Rick Marshall

**Carried Unanimously**

3. **Approval of Consent Agenda**

Minutes of November 28 Board meeting  
ED Report  
Chair Report  
Governance Committee Report  
Governance Committee Work Plan

**Moved:** Shamus Reid

**Seconded:** Pablo Melo

**Carried Unanimously**

4. **Information/Education Session:**

- Questions and discussion with Cara of daily operations

## 5. Generative/Strategy Discussion

**50-Year Vision Statement Project Work Plan** – see documents in Teams Board Meeting space.

The draft project work plan/schedule, presented by Shamus on behalf of the Vision 50 Project Committee, was reviewed and discussed. Shamus will prepare notes on our discussion and send out to board members for further comment, particularly on timeline issues for staff and budget. Goal is to approve Project Work Plan at the March meeting.

## 6. Business Items:

### LMA Discussion Update:

Cara and Sharon provided an update on LMA review and discussions with Saanich staff. Some key points:

- We have a 1-year extension of current LMA
- New LMA will be negotiated with Saanich staff by Dec. 31, 2025

**Treasurer's Comprehensive Financial Report for Q4** - see Treasurer's Report and Financial Statements in Teams Board meeting space

Maureen provided an overview of the financials. After year-end adjustments, we will have a small surplus.

**2025 Annual Operating Budget** - see document in Teams Board meeting space

**Motion:** *"Approve the 2025 Annual Operating Budget"*

**Moved:** Shamus Reid

**Seconded:** Maureen Butler

**Carried Unanimously**

**2025 Board Policy Manual** - see document in Teams Board meeting space

**Motion:** *"Approve Final Draft Section Five - Employee and Volunteer Management"*

**Moved:** Lynn Young

**Seconded:** Shamus Reid

**Carried Unanimously**

**2025 Annual Board Work Plan** - see document in Teams Board meeting space

The draft 2025 Annual Board Work Plan was reviewed. Sharon requests that she be updated on any changes, or timeframe changes with committees so that the Annual Board Work Plan remains updated.

### Motion Approved at Special Board Meeting on January 2, 2025

**Motion:** *"The Society will operate under the 2024 Annual Operating Budget until the 2025 Annual Operating Budget is approved."*

**Moved:** Maureen Butler

**Seconded:** Shamus Reid

**Carried Unanimously**

***Adjournment of Formal Board Meeting***

**Motion:** "To adjourn Board Meeting"

**Moved:** Pablo Melo

**Seconded:** Rick Marshall

**Carried Unanimously**

Meeting adjourned at 7:16 on

**Executive Session:** None

**Next Board Meeting** – Thursday March 27, 2025 at 5:30pm Martelli Board Room (includes snacks)

Sharon Daly, Chair







Swan Lake Christmas Hill Nature Sanctuary Society  
Board Meeting, March 27, 2025  
Martelli Board Room, 5:30pm

Minutes

*We acknowledge the lək'wəŋən (Songhees and Esquimalt) Peoples on whose territory the Nature Sanctuary stands, and the lək'wəŋən and W̱SÁNEĆ peoples whose historical relationships with the land continue to this day.*

*We respect the vital relationships of First Peoples with these lands and waters for countless generations. We are honoured to receive Indigenous guidance and welcome collaboration in stewardship and appreciation of the Nature Sanctuary.*

**Present:** Sharon Daly (Chair), Maureen Butler (Treasurer), Pablo Melo, Shamus Reid, Cara Gibson (Executive Director)

**Regrets:** Lynn Young, Rick Marshall

**Quorum:** Yes

**Minutes:** Recorded by Shamus Reid

1. Meeting Call to Order at 5:33pm  
Territory Acknowledgement by Cara

2. **Approval of the Agenda**

**Moved:** Pablo Melo

**Seconded:** Shamus Reid

**Carried Unanimously**

3. **Approval of Consent Agenda**

- Minutes of January 24 Board meeting
- ED Report
- Chair Report
- Governance Committee Report
- Financial Statements
- Slide deck of ED presentation to Saanich Council
- 2025 Board Work Plan Update

**Moved:** Maureen Butler

**Seconded:** Pablo Melo

**Carried Unanimously**

4. **Information/Education Session:**

Cara provided an update on wildlife monitoring and Native Plant Garden projects, and fund development.

**5. Generative/Strategy Discussion**

**50-Year Vision Statement Project Work Plan** – see documents in Teams Board Meeting space

Shamus presented the revised Vision 50 project plan, schedule and project update from the Vision 50 Committee for review and discussion.

**6. Business Items:**

**2025 Board Policy Manual** – see policy document in Teams Board meeting space

**Motion:** *“Approve Final Draft Section Six – Community Outreach, Engagement and Advocacy and Section Seven – Donor and Gift Management”*

**Moved:** Shamus Reid                      **Seconded:** Pablo Melo                      **Carried Unanimously**

**Treasurer’s Comprehensive Financial Report** – see Treasurer’s Report on Financial Statements in Teams Board meeting space

The financial report (2024 Year-End and Q1 to date) was reviewed and discussed.

**Slate of Board Candidates for 2025 AGM** – see Recruitment Report and Resumes in Teams Board meeting space

**Motion:** *“To approve the slate of nominees recommended by the Board for election as Directors at the AGM on June 12, 2025. The candidates include Sharon Daly (re-election for one year), Maureen Butler (two-year term), Jane Cameron (new Board member) and Matthew Wilson (new Board member) for two-year terms”.*

**Moved:** Maureen Butler                      **Seconded:** Pablo Melo                      **Carried Unanimously**

**Defer Strategic Plan Update to 2026**

**Motion:** *“To approve extension of the current 2022-2025 Strategic Plan to 2026 and deferral of review and update of the Strategic Plan to the end of 2026.”*

**Moved:** Shamus Reid                      **Seconded:** Sharon Daly                      **Carried Unanimously**

***Adjournment of Formal Board Meeting***

**Motion:** *“To adjourn Board Meeting”*

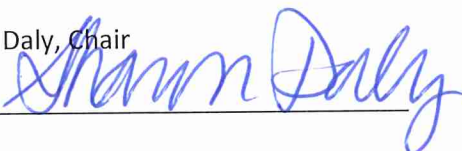
**Moved:** Maureen Butler                      **Seconded:** Pablo Melo                      **Carried Unanimously**

Meeting adjourned at 7:01pm

**Executive Session:** None

**Next Board Meeting** – Thursday May 22, 2025 at 5:30pm Martelli Board Room (includes snacks)

Sharon Daly, Chair





Swan Lake Christmas Hill Nature Sanctuary Society  
Board Meeting, May 22, 2025  
Martelli Board Room, 5:30pm

Minutes

*We acknowledge the łək'wəḡən (Songhees and Esquimalt) Peoples on whose territory the Nature Sanctuary stands, and the łək'wəḡən and W̱SÁNEĆ peoples whose historical relationships with the land continue to this day.*

*We respect the vital relationships of First Peoples with these lands and waters for countless generations. We are honoured to receive Indigenous guidance and welcome collaboration in stewardship and appreciation of the Nature Sanctuary.*

**Present:** Sharon Daly (Chair), Lynn Young (Secretary), Maureen Butler (Treasurer), Pablo Melo, Shamus Reid, Cara Gibson (Executive Director)

**Regrets:** Rick Marshall

**Guests:** Jane Cameron and Brian Lawson, Board Candidates

**Quorum:** Yes

**Minutes:** Recorded by Lynn Young

1. Meeting Call to Order at 5:31 pm  
Welcome to guests Jane Cameron and Brian Lawson  
Territory Acknowledgement by Cara

**2. Approval of the Agenda**

**Moved:** Pablo Melo                      **Seconded:** Maureen Butler                      **Carried Unanimously**

**3. Approval of Consent Agenda**

- Minutes of March 27 Board meeting
- ED Report
- Chair Report
- Governance Committee Report
- 2024 Audited Financial Statements
- 2025 Board Work Plan Update

**Moved:** Lynn Young                      **Seconded:** Pablo Melo                      **Carried Unanimously**

#### 4. Information Session:

- Questions and discussions with Cara related to oversight of Society's operations
  - Nature House renovation begins on July 7
  - Education program has been reviewed by consultant and will be revamped with more use of contract hirings
  - Native Plant Sale netted \$20,000 but a lot of work for staff and may be downsized in the future

#### 5. Generative/Strategy Discussion

**Bi-annual 2022-2025 Strategic Plan Goals Check-In** – see document in Teams Board Meeting space. Hard copies of the document will be available at the Board meeting

Cara provided an update on progress in achieving Strategic Plan goals/outcomes and performance trends

#### 6. Business Items:

**Financial Statements** - see Treasurer Report in Teams Board meeting space  
Maureen provided an Information update on Financials

**2025 Board Policy Manual** - see document in Teams Board meeting space

**Motion:** *"To approve entire 2025 Board Policy Manual - Sections One through Twelve - which will supersede all previous Board Policies."*

**Moved:** Lynn Young      **Seconded:** Pablo Melo      **Carried Unanimously**

#### **50-Year Vision Project**

Shamus provided an update on status of the project and next steps.

- The Board Retreat will be held on Saturday, September 13
- Goal to have hired a facilitator by mid August

#### **Current Land Management Agreement**

Cara and Sharon provided an update. Extension of the current Land Management Agreement was discussed.

**Motion:** *"To extend the current Land Management Agreement through to 2026."*

**Moved:** Shamus Reid      **Seconded:** Maureen Butler      **Carried Unanimously**

#### **June 12 Volunteer Appreciation Tea and AGM**

Sharon provided an update on events and AGM

- Volunteer Party 3 – 4:30 pm
- Social 4:45 – 5:30 pm
- AGM 5:30 – 6:30 pm
- Following AGM, brief election of officers and annual signing of Board documents

#### **Motions Approved by Emails:**

**Motion via Email on April 4:** "To approve the addition of Brian Lawson to the slate of nominees recommended by the Board for election at the AGM on June 12, 2025. The candidates include Sharon Daly (re-election for 1 year term), and Maureen Butler, Jane Cameron, Brian Lawson and Matthew Wilson for two-year terms.  
Moved by Lynn Young, Secretary. Seconded by Sharon Daly, Board Chair. Carried."

**Motion via Email on May 3:** "To internally restrict \$30,500 from FY24 to FY25 to represent the Society's contribution towards matching funds for a Government of Canada grant with Environment and Climate Change Canada for this grant work. Moved by Shamus Reid. Seconded by Pablo Melo. Carried"

**Motion via Email on May 3:** "To approve the Board of Directors audited financial statements for the fiscal year ending December 31, 2024 as presented by the Auditor. The Chair of the Board and Treasurer are authorized and directed to sign the audited financial statements on behalf of the Society to indicate they have been accepted by the Board. A copy of the audited financial statements be retained. The audited financial statements as signed by the Chair of the Board and Treasurer be included in the Annual Report to Members. Moved by Maureen Butler, Treasurer. Seconded by Sharon Daly, Board Chair. Carried."

***Adjournment of Formal Board Meeting***

**Motion:** "To adjourn Board Meeting"

**Moved:** Shamus Reid                      **Seconded:** Maureen Butler                      **Carried Unanimously**

Meeting adjourned at 7:11 pm

**Executive Session:** None

**Next Board Meeting** – Thursday July 24, 2025 at 5:30pm Martelli Board Room (includes snacks)

Sharon Daly, Chair

A handwritten signature in blue ink that reads "Sharon Daly". The signature is written in a cursive style and is positioned below the printed name "Sharon Daly, Chair".





Swan Lake Christmas Hill Nature Sanctuary Society  
Board Meeting, July 24, 2025  
Martelli Board Room, 5:30pm

Minutes

*We acknowledge the lək'wəḡən (Songhees and Esquimalt) Peoples on whose territory the Nature Sanctuary stands, and the lək'wəḡən and W̱SÁNEĆ peoples whose historical relationships with the land continue to this day.*

*We respect the vital relationships of First Peoples with these lands and waters for countless generations. We are honoured to receive Indigenous guidance and welcome collaboration in stewardship and appreciation of the Nature Sanctuary.*

**Present:** Sharon Daly (Chair), Pablo Melo, Shamus Reid, Matthew Wilson, Brian Lawson, Jane Cameron, Cara Gibson (Executive Director)

**Regrets:** Lynn Young (Secretary), Maureen Butler (Treasurer), Rick Marshall,

**Quorum:** Yes

**Minutes:** Recorded by Jane Cameron

1. Meeting Call to Order at 5:31 pm  
Territory Acknowledgement by Cara

**2. Approval of the Agenda**

**Moved:** Shamus Reid **Seconded:** Pablo Melo **Carried Unanimously**

**3. Approval of Consent Agenda**

- Minutes of May 22 and June 12 Board meeting
- ED Report
- Chair Report
- Governance Committee Report
- 2025 Board Work Plan Update

**Moved:** Jane Cameron **Seconded:** Brian Lawson **Carried Unanimously**

**4. Information Session:**

- Questions/issues related to oversight of Society's operations

**5. Generative/Strategy Discussion**

**Financial Planning for Next Year's Budget**

Sharon and Cara led a preliminary discussion about Society priorities and commitments for 2026. Long term financial planning was identified as a key item for future Board discussion and will be on the agenda at future

Board meetings this year. Cara will review the Society's dissolution fund to determine if the current amount is adequate to cover wind down costs and report back to the Board at the September 25th meeting

**6. Business Items:**

**Treasurer's Comprehensive Report** - see Financial Statements in Teams Board meeting space.  
Due to illness, the Treasurer's Report will be sent to Board members during the first week of August. Any questions can be answered directly by the Treasurer and can be further addressed at the September 25<sup>th</sup> Board meeting

**50-Year Vision Project** - see Vision 50 documents in Teams Board meeting space  
Shamus and Sharon provided an update on status of the project, including discussion about the September 13<sup>th</sup> workshop and Board/staff roles, and current plan for community open house. The workshop will take place from 9:00am - 1:15pm in the Nature House and includes lunch.

Background information on the draft Swan Lake Restoration Wheels and Restoration Standards will be provided via a link for Board review.

Further information about the Sept. 13 workshop will be distributed to confirmed participants 2 weeks before the event. Additional information to support Board member roles in the workshop will be provided by the Vision 50 Committee prior to the workshop.

**Land Management Agreement**

Cara provided an update on status of LMA process with Saanich and next steps.  
Cara will update the Land Management Agreement material and provide the link for Board review.

**Board Communications - 2025 Board Policy Manual** (pages 27-30) - See Board Policy Manual in Teams Board meeting space. Sharon provided a review of key elements of communications policy.

**Board Portraits for Website**

It was agreed that a complete set of Board photographs, providing a common look, will be taken at 8:30am near the Nature House on September 13<sup>th</sup>.

***Adjournment of Formal Board Meeting***

**Motion:** "To adjourn Board Meeting"  
**Moved:**   Brian Lawson     **Seconded:**   Shamus Reid                     **Carried Unanimously**

Meeting adjourned at   7:31   pm

**Executive Session:** None

**Next Board Meeting** – Thursday September 25, 2025 at 5:30pm Martelli Board Room (includes snacks)

Sharon Daly, Board Chair

  
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Swan Lake Christmas Hill Nature Sanctuary Society  
Board Meeting, September 25, 2025  
Martelli Board Room, 5:30pm

Minutes

*We acknowledge the ɫək'wəŋən (Songhees and Esquimalt) Peoples on whose territory the Nature Sanctuary stands, and the ɫək'wəŋən and W̱SÁNEĆ peoples whose historical relationships with the land continue to this day.*

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**Present:** Sharon Daly (Chair), Lynn Young (Secretary), Maureen Butler (Treasurer), Jane Cameron, Brian Lawson, Rick Marshall, Pablo Melo, Shamus Reid, Matthew Wilson, Cara Gibson (Executive Director)

**Regrets:** none

**Quorum:** Yes

**Minutes:** Recorded by Lynn Young

1. Meeting Call to Order at 5:37 pm  
Territory Acknowledgement by Lynn

2. **Approval of the Agenda**

**Moved:** Jane Cameron      **Seconded:** Matthew Wilson      **Carried Unanimously**

3. **Approval of Consent Agenda**

- Minutes of July 24 Board meeting
- ED Report
- Chair Report
- Governance Committee Report
- 2025 Board Work Plan Update
- Financial Statements

**Moved:** Lynn Young      **Seconded:** Shamus Reid      **Carried Unanimously**

4. **Information Session: (20 mins)**

- Questions/issues related to oversight of Society's operations
  - Sufficient funds for Society's Dissolution Fund. An audit is not required.
  - Events planning template for Board in place on Teams
  - Clear allocation of tasks is required for staff involvement in Board led projects (accountability re staff tasks and practicable Board tasks)

**5. Generative/Strategy Discussion (40 mins)**

**Planning for Next Year's Strategic Priorities within Capacity**

Following a lively discussion about Board priorities for the coming year, the following priorities were set for 2026:

1. Vision 50 Project Completion
2. Internal Operations Audit
3. Land Management Agreement Update

**6. Business Items:**

**Treasurer's Comprehensive Report** - see Financial Statements in Teams Board meeting space.

Maureen provided an information update on financials:

- Revenue as predicted
- We are below budget on expenses

**50-Year Vision Project** - see Vision 50 report in Teams Board meeting space

Shamus provided an overview of Vision 50 community listening workshop and next steps, including summary of the workshop and potential timeline for community open house in early 2026.

**Land Management Agreement**

Sharon and Cara provided an update on approved extension of LMA with Saanich until December 31, 2026 and next steps.

- The aim is to complete draft by mid-2026
- Will need to go to Council for approval

**Board Annual Budget Information Session via TEAMS**

Will be held on Thursday November 13, 7 – 8 pm on Teams

**Motion Approved via Email on August 6, 2025:**

**Motion:** *"To approve cashing in one Future Projects Fund GIC valued at \$51,351.89 to support the costs of the Swan Creek bridge replacement"*.

**Moved:** Sharon Daly                      **Seconded:** Lynn Young                      Carried

**Adjournment of Formal Board Meeting**

**Motion:** *"To adjourn Board Meeting"*


**Moved:** Lynn Young                      **Seconded:** Rick Marshall                      **Carried Unanimously**

Meeting adjourned at 7:23 pm

**7. Executive Session:**

There was a short meeting following the formal board meeting to discuss ED Compensation 2026

**Next Board Meeting** – Thursday November 27, 2025 at 5:30pm Martelli Board Room (includes snacks)

Sharon Daly, Board Chair  




Swan Lake Christmas Hill Nature Sanctuary Society  
Board Meeting, November 27, 2025  
Martelli Board Room, 5:30pm

Minutes

*We acknowledge the lək'wəŋən-speaking Peoples (Songhees and Esquimalt/Kosapsum) on whose territory the Nature Sanctuary stands, and the lək'wəŋən-speaking and W̱SÁNEĆ Peoples — including the W̱JOLĒLP (Tsartlip), BOKÉCEN (Pauquachin), S̱ÁUTW (Tsawout), W̱SIKEM (Tseycum) and MÁLEXEĒ (Malahat) — whose historical relationships with the land continue to this day.*

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**Present:** Sharon Daly (Chair), Lynn Young (Secretary), Maureen Butler (Treasurer), Jane Cameron, Brian Lawson, Rick Marshall, Pablo Melo, Shamus Reid, Matthew Wilson, Cara Gibson (Executive Director) by Teams

**Regrets:** none

**Quorum:** Yes

**Minutes:** Recorded by Lynn Young

1. Meeting Call to Order at 5:31 pm  
Territory Acknowledgement by Cara

**2. Approval of the Agenda**

**Moved:** Jane Cameron      **Seconded:** Matthew Wilson      **Carried Unanimously**

**3. Approval of Consent Agenda**

- Minutes of Sept 25 Board meeting
- ED Report
- Chair Report
- Governance Committee Report
- 2025 Board Work Plan Update
- 2025 Master Plan of Project Works (FYI only)

**Moved:** Lynn Young      **Seconded:** Shamus Reid      **Carried Unanimously**

**4. Information Session:**

- Discussion, questions, issues related to oversight of Society's operations

## 5. Generative/Strategy Discussion

**Bi-annual 2022-2025 Strategic Plan Goals Check-In** – see document in Teams Board Meeting space.

Cara led a review and discussion of Strategic Plan goals, outcomes and performance trends

- Objectives 33% completed. Most of the other objectives are trending in a positive direction. New model for education programs is being piloted.
- Stalled objectives include on-site ecological monitoring program and Board evaluation & accountability process (which was rescheduled to May, 2026 to give new board members appropriate time to be able to provide valid feedback)

## 6. Business Items:

**2026 Annual Operating Budget for Saanich** – see Budget Document in Teams Board Meeting space

**Motion:** *“To approve the SLCHNSS Annual Operating Budget for 2026 as presented by the Treasurer”*

**Moved:** Shamus Reid    **Seconded:** Lynn Young    **Carried Unanimously**

**Treasurer’s Financial Report and Commentary** - see Treasurer’s Report and Financial Statements in Teams Board meeting space

Maureen provided an Information update on financials. There may be small surplus at year end.

**Land Management Agreement Update** - see Chair Report in Teams Board Meeting space

Sharon and Cara provided an Information update on LMA with Saanich:

- Saanich Council approved annual increase of fees to SLCHNSS will be based on previous year’s CPI & 1%
- We can still bring other funding requests to Saanich
- Sharon is drafting a document outlining our needs, interests & position on a number of issues that we want included in the LMA. Cara and Brian will provide input. Draft for review will be available for the January 22, 2026 Board meeting.
- Goal to have a draft LMA by June, 2026

**Updated ED Job Description/Employment Contract** - see Chair Report in Teams Board Meeting space

- Job description and revised employment contract currently being reviewed by Cara.
- Will be circulated for any comments prior to January Board Meeting
- Review and approval at January Board Meeting
  - ED salary adjustment will be retroactive to January 1, 2026
- Lawyer reviewed and updated the ED employment contract

**Board Specific Priorities for 2026** - see Chair Report in Teams Board meeting space

The Board considered the following goals for 2026:

- Board education/training in fundraising, ambassadorship and advocacy to support board members tabling and/or volunteering at community events
- Change management & recruitment for leadership roles on Board to replace outgoing board members
- New performance rubric for Board (assessment & accountability)

- New Executive Director performance rubric and compensation review
- Adequate training and onboarding, and a more functional online system for Board members to improve efficiency, collaboration, effective communication & reliable use of Swan Lake emails. Will be dependent on new IT support contract.
- Board file management system reorganization

It is recommended to go light with goals due to significant changes on the Board next year.

**50-Year Vision Project** - see Vision 50 documents in Teams Board meeting space

Shamus provided Information on Vision 50 project next steps

- Open House set for Sunday, March 1, 2026, from 12 noon to 3 pm

**Appointment of Volunteer Community Member** - see document in TEAMS Board meeting space

**Motion:** *“To approve appointment of Neil Neate as volunteer community member-at-large providing engineering advisory support to the Board and organization effective December 1, 2025, to December 31, 2026.”*

**Moved:** Lynn Young      **Seconded:** Matthew Wilson      **Carried Unanimously**

**Board Meeting Food** - see Chair Report in Teams Board Meeting space

The Board discussed food options for upcoming Board meetings.

- Food will continue as meeting is during everyone’s dinner time
- Board members will take turns providing, picking up, and setting out food options. We can decide at each Board Meeting who will be responsible for food at the next Board meeting.
- Meeting area and kitchen will be cleared/cleaned/dishes loaded in dishwasher, etc. by board members after meeting
- There will be less need for staff time for above tasks
- Maureen volunteered to provide food option for January Board meeting.

***Adjournment of Formal Board Meeting***

**Motion:** *“To adjourn Board Meeting”*

**Moved:** Lynn Young      **Seconded:** Matthew Wilson      **Carried Unanimously**

Meeting adjourned at 7:22 pm

**7. Executive Session:**

There was a short discussion re ED Compensation

**Next Board Meeting** – Thursday January 22, 2026 at 5:30pm at **Nature House Classroom**

Sharon Daly, Board Chair

