



Islands Trust

Preserving Island communities, culture and environment

Our Provincial 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 generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia”

– Islands Trust Act



Islands Trust Council - Strategic Plan 2008-2011

Adopted: September, 2009 -- Updated: November 22, 2011

The Trust Area

The Trust Area covers the islands and waters between the British Columbia mainland and southern Vancouver Island, including Howe Sound and as far north as Comox. This is a unique and special place composed of 13 major islands and more than 450 smaller islands covering approximately 5200 square kilometres.

The beauty, tranquility, and unique natural environment of the islands in the Strait of Georgia and Howe Sound have given the area national recognition.

The islands support strong communities characterized by a mix of lifestyles, livelihoods and individuals. Island residents bring unique skills, viewpoints and sense of place together to sustain a tradition of community involvement.

Our Council

The Islands Trust Council is made up of the 26 locally-elected officials of the Trust Area who are responsible for land use decisions in their island communities. Our Council has a unique mandate from the province to protect the unique environment and amenities of the islands. It meets quarterly to make decisions about overall policy, staff resources and budget. Our current Council was elected for a 3-year term during BC Local General Elections in November 2008. The current term will end in December 2011.

A Strategic Plan for our 2008-2011 term

Since December 2008, we have worked hard to identify the most important goals for the current term. By identifying these goals and developing a strategic plan to achieve them, we can focus finite resources and measure progress. Through adoption of a Strategic Plan, we have confirmed the following focus areas for our 2008-2011 term:

Goal 1 Ecosystem Preservation and Protection

We can create a legacy for the future by preserving and protecting the most significant parts of our natural environment:

- We will identify and protect our most significant riparian areas.
- We will improve the identification and protection of island biodiversity, as well as our most sensitive environments, and significant natural areas.
- We will work to reduce greenhouse gas emissions, both by managing our internal operations and by fostering energy-efficient communities in our land use decisions.

Goal 2 Stewardship of Island Resources

We will work to steward island resources, and to ensure that the scale, rate and type of development is compatible with the maintenance of island ecosystems.

- We will use land use planning tools to address the sustainability and quality of freshwater resources.
- We will support initiatives to achieve reliable, adequate and sustainable funding for the Trust Fund Board, our conservation land trust.
- We will take steps to advance good management of coastal areas, by encouraging landowner stewardship and by considering new planning tools.

Goal 3: Sustain Island Character and Healthy Communities

We recognize that the health of our communities is improved if our islands are safe and secure, if there is strong public involvement in decision-making, and if we accommodate people of differing age groups and income levels.

- We will work to support and restore socio-economic diversity with strategies for affordable, accessible and appropriate community housing.
- We will work to understand and minimize the negative effects that climate change could have on island communities.
- We will cultivate community engagement and participation in land use planning.

Goal 4 Organizational Effectiveness

Our island communities need effective and efficient government services:

- We will continue our work to provide services on an increasingly cost-effective basis.
- We will encourage recognition and support of the Islands Trust object by our communities and by other agencies and levels of government.

(Italics indicate significant changes since last Trust Council meeting; shaded text represents actions in past and future years)

*** See last page for key to abbreviations used in this document**

Goal 1: Ecosystem Preservation and Protection...

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS <i>Italics indicate status changes since last TC meeting</i>
1.1 To identify and protect riparian areas	1.1.1 Implement Riparian Area Regulations throughout the Trust Area	<u>FY 2009/10</u> 1.1.1.1 Review watershed mapping by UBC	LPC	Funded by 09/10 program budget	By whether watershed mapping contract is complete.	Complete.
		<u>FY 2010/11 & 2011/12</u> 1.1.1.2 Obtain MOE designation of RAR watersheds	LPC	Funded by base budget	By whether MOE designation of RAR watersheds is complete	Complete for 11 LTAs. Gambier LTA in progress.
		<u>FY 2010/11</u> 1.1.1.3 Establish application processing procedures compliant with RAR	LPC	Funded by base budget	By whether all applications are processed compliant with RAR	Complete.
		<u>FY 2010/11 & 2011/12</u> 1.1.1.4 Develop bylaws re RAR requirements, subject to MOE's RAR designation	LTCs***/BIM*	Funded by program budget	By whether all islands are RAR compliant through bylaw development	<i>19 of 43 bylaws are compliant. 8 bylaw amendments in process.</i>
		<u>FY 2010/11 & 2011/12</u> 1.1.1.5 Develop communications materials about RAR for use in LTC meetings	LPC	Funded by program budget	By whether staff have developed RAR communications materials	QEP presentation made to Trust Council in Sept 2010. SSI, NP presentation materials developed. General communications materials in development.
		<u>FY 2010/11 & 2011/12</u> 1.1.1.6 Utilize RAR communication materials in LTC meetings	LTCs***	Funded by program budget	By whether LTCs have utilized RAR communications materials	Materials used on SSI and NP.
	1.1.2 Integrate riparian area protection into Regional Conservation Plan	<u>FY 2009/10 & 2010/11</u> 1.1.2.1 Within the Regional Conservation Plan, set targets and develop implementation plan for riparian area protection where mapping is completed.	TFB**	Funded by base budget	By whether the 2011-2015 Regional Conservation Plan and implementation plan is complete	Complete.
		<u>FY 2011/12</u> 1.1.2.2 Implement riparian area protection strategy	TFB**	Subject to funding	To be determined (by objectives set in RCP)	Not started.
		1.1.2.3 Mapping of non-RAR watercourses and riparian areas	TFB**	Subject to funding	By whether mapping of non-RAR watercourses and riparian areas is complete	Not started.
	1.2.1 Continue improvements to mapping data (i.e. ecosystem maps)	<u>FY 2009/10</u> 1.2.1.1 Complete DEM acquisition & implementation programs for Trust Area	LPC	Funded by 09/10 program budget	By whether DEM program is complete	Complete.
<u>FY 2010/11 & 2011/12</u> 1.2.1.2 Complete SEM acquisition and implementation programs for Trust Area		LPC	Funded by program budget	By whether SEM program is complete	<i>Complete.</i>	

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1.2 To improve the identification and protection of biodiversity, environmentally sensitive areas and significant natural sites, features and landforms		<u>FY 2009/10</u> 1.2.1.3 Finalize TEM mapping for Howe Sound	TFB**		Funded by 09/10 program budget	By whether mapping is finalized	Complete.	
	1.2.2 Develop 2011-2015 Regional Conservation Plan (RCP)		<u>FY 2009/10 & 2010/11</u> 1.2.2.1 Complete first draft of RCP	TFB**		Funded by 09/10 program budget	By whether first draft is complete	Complete.
			<u>FY 2010/11</u> 1.2.2.2 Community consultation re RCP	TFB**		Funded by base budget	By whether consultation has been completed	Complete.
			1.2.2.3 Finalize RCP	TFB**		Funded by base budget	By whether plan is finalized	Complete.
			<u>FY 2011/12</u> 1.2.2.4 Implement RCP	TFB**	LTCs***	May be subject to funding	By whether plan has been implemented	Council planning session complete. <i>Implementation on-going</i>
		1.2.3 Protect sensitive and significant land through land use planning decisions	<u>2008-2011 term</u> 1.2.3.1 Optimize opportunities to protect land	LTCs***/BIM*		Funded by base budget	By the hectares of land that have been protected	Awaiting opportunities and LTC decisions. (e.g. Denman protected area – 790 ha, SSI community farmland – 24 ha). <i>LTCs have developed relevant OCP policies on several islands.</i>
	1.2.4 Monitor and enforce LTC conservation covenants		<u>FY 2009/10 & 2010/11</u> 1.2.4.1 Establish management plan for LTC conservation covenants	LPC		Funded by base budget	By whether a management plan has been finalized	Covenant inventory complete. Covenant monitoring report to Trust Council in Mar/11.
			<u>FY 2011/12</u> 1.2.4.2 Implement management/monitoring program for LTC conservation covenants	LTCs		Funded by base budget	By whether the management plan has been funded and implemented	Report to TC circulated to LTCs re management/monitoring of future covenants.
	1.2.5 Improve protection & planning for 'executive' islands		<u>FY 2009/10</u> 1.2.5.1 Develop work program for 'Executive' Islands	EC	LPS	Funded by base budget	By whether a work program for Executive Islands protection has been approved.	Complete.
			<u>FY 2010/11 & 2011/12</u> 1.2.5.2 Develop new bylaws for 'Executive' islands	EC	LPS	Funded by 11/12 program budget	By whether new bylaws have been developed.	OCP and LUB drafts under review.
	1.2.6 Finalize Crown land profiles (including ID of environmentally sensitive areas, etc.)	<u>FY 2009/10 & 2010/11</u> 1.2.6.1 Finalize Bowen and Gambier profiles	TPC		Funded by program budget	By whether Bowen and Gambier Crown land profiles are complete	Bowen – pending Parks Canada proposal. Gambier – scope under review.	

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1.2.7 Expand NAPTEP program to entire Islands Trust Area	1.2.7 Expand NAPTEP program to entire Islands Trust Area	<u>FY 2009/10</u> 1.2.7.1 Approach Comox Valley RD	TPC	Funded by base budget	By whether Comox Valley RD has been formally contacted to discuss NAPTEP	Complete.		
		<u>FY 2010/11</u> 1.2.7.2 Roll out to Comox Valley RD	TFB**	Funded by 10/11 program budget	By whether NAPTEP program is in place in Comox Valley RD.	Complete.		
		<u>FY 2010/11</u> 1.2.7.3 Approach Powell River RD	TPC	Funded by base budget	By whether Powell River RD has been formally contacted to discuss NAPTEP	Complete.		
	1.2.8 Seek legislative change to NAPTEP to expand to island municipalities	1.2.8 Seek legislative change to NAPTEP to expand to island municipalities	<u>FY 2009/10 & 2010/11</u> 1.2.8.1 Monitor/advocate with MCRD re legislative changes for 2010	EC	Funded by base budget	By whether legislative changes have been made.	Complete.	
			<u>FY 2011/2012</u> 1.2.8.2 Roll out on Bowen (develop tax impact models, agreements & revised promotional materials)	TAS	TFB**	Funded by 11/12 program budget	By whether NAPTEP is in place in Bowen Island Municipality	Bowen tax implications identified. Meeting with BIM Council to be scheduled.
	1.2.9 Acquire land for conservation	1.2.9 Acquire land for conservation	<u>FY 2009/10 & 2010/11</u> 1.2.9.1 Complete Fairy Fen Crown land Acquisition (Bowen)	TAS	TFB**	Funded by base budget	By whether Fairy Fen Crown land has been acquired.	Complete.
			<u>FY 2010/11 & 2011/12</u> 1.2.9.2 Initiate action on Lasqueti Crown land acquisition	TFB**	Funded by donors	By whether funding is in place for acquisition.	Complete.	
			1.2.9.3 Initiate FN consultation re Lasqueti Crown land acquisition (if acquisition funding in place).	TAS	TFB**	Funded by base budget	By whether consultation is complete	Referrals to First Nations underway.
	1.2.10 Develop and implement plans to ensure safety and ecological integrity of protected areas	1.2.10 Develop and implement plans to ensure safety and ecological integrity of protected areas	<u>FY 2009/10</u> 1.2.10.1 Hire property manager	TFB**	Funded by base budget	By whether property manager has been hired	Complete.	
			<u>FY 2010/11 & 2011/12</u> 1.2.10.2 Implement high priority management recommendations from Risk Management Assessment	TFB**	Funded by base budget	By the number of high priority risk management tasks completed	Complete.	
<u>FY 2010/11 & 2011/12</u> 1.2.10.3 Implement medium and low priority management recommendations from Risk Management Assessment			TFB**	Funded by base budget and donors	By the number of medium and low priority risk management tasks completed	All medium priority tasks complete.		
1.3.1 Make Islands Trust organizational operations carbon neutral by 2012	1.3.1 Make Islands Trust organizational operations carbon neutral by 2012	<u>FY 2009/10</u> 1.3.1.1 Collect data regarding organizational GHG emissions	TAS	Funded by 09/10 program budget	By whether data have been collected	Complete.		
		<u>FY 2009/10</u> 1.3.1.2 Develop strategy to reduce GHG or purchase offsets.	TAS	Funded by 09/10 program budget	By whether a strategy has been developed	Complete.		

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1.3 To reduce greenhouse gas emissions		<u>FY 2009/10 to 2011/12</u> 1.3.1.3 Implement the staff education program and GHG reduction strategies and actions related to transportation, building energy use, and paper consumption set out in our 2008 Corporate Climate Action Plan	ADMIN		Funded by base budget	By whether the 2008 Corporate Climate Action Plan has been implemented.	In progress.
		<u>FY 2011/12</u> 1.3.1.4 Develop policy regarding carbon neutrality and purchase of carbon offsets	TAS	FPC	Funded by 11/12 budget	By whether a policy regarding carbon neutrality and carbon offset purchase is complete	Initial research and training begun. Council workshops held June 2011. <i>RFD re draft policy to Dec TC</i>
		<u>FY 2012/13</u> 1.3.1.5 Purchase carbon offsets for remaining corporate emissions	ADMIN		Subject to funding (12/13 budget)	By whether IT operations are carbon neutral.	Not started. Pending policy development.
		<u>FY 2012/13</u> 1.3.1.6 Initiate on-going corporate emissions reporting	ADMIN		Subject to funding (future budgets)	By whether we have a program for on-going reporting of corporate emissions.	Initial planning started.
	1.3.2 Provide information on community GHG emissions for each island	<u>FY 2010/11 & 2011/12</u> 1.3.2.1 Finalize community GHG emissions inventories	TPC	LPC	GB LTA funded by 11/12 budget	By whether GHG emissions inventories have been prepared for each LTA/IM.	Complete except for Gabriola Assoc. islands.
		1.3.2.2 Review inventories at Trust Council workshop	TPC	LPC	Funded by 09/10 program budget	By whether Council has reviewed GHG emission inventories.	Complete.
		<u>FY 2010/11</u> 1.3.2.3 Establish and fund a strategy for ongoing reporting of community GHG emissions	TPC		May be subject to funding	By whether we have developed and funded an on-going strategy to report community GHG emissions.	Complete. (Province will provide 2007 baseline + 2010 and every 2 years thereafter).
		<u>FY 2012/13</u> 1.3.2.4 Evaluate and respond to 2012 provincial reports regarding GHG emissions	LPC		Subject to funding (12/13 budget)	By whether community GHG emissions reductions are reducing	Not started.
	1.3.3 Recommend emission reduction targets and provide model policies and actions for consideration in island OCP amendments	<u>FY 2009/10</u> 1.3.3.1 Hold Council workshop on GHG emission reduction, with advice about targets and a 'menu' of model policies and actions for inclusion in OCPs	TPC		Funded by 09/10 program budget	By whether we have held a Trust Council workshop and provided recommended targets, model policies and actions by Sept 09.	Complete.
		<u>FY 2009/10</u> 1.3.3.2 Develop communications tools to assist LTCs in including GHG emission reduction targets, policies and actions in OCPs.	TPC		Funded by 09/10 program budget	By whether communications tools have been distributed to LTCs.	Complete.

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	1.3.4 Amend OCPs to include emission reduction targets, policies and actions (TPAs)	<u>FY 2009/10</u> 1.3.4.1 LPS staff to attend ministry workshops for planners re TPAs	LPS	Funded by base budget	By whether relevant staff have attended workshops	Complete.
		1.3.4.2 Develop a Trust-wide work program to include targets, policies and actions for GHG emission reduction in all island OCPs by legislated deadline (May 31/10)	LPC	Funded by base budget	By whether LTCs and BIM have focused work programs to include targets, policies and actions for GHG emission reduction in their OCPs.	Complete.
		<u>FY 2010/11 & 2011/12</u> 1.3.4.3 Establish targets, policies, and actions in OCPs by legislated deadline (May 31/10)	LTCs***/BIM*	Completion funded by base budget	By whether all OCPs have been amended to include GHG emission reduction targets, policies and actions by May 31/10	Targets, policies and action included in eighteen OCPs submitted for ministerial approval. One not started (Piers).
	1.3.5 Foster energy-efficient communities through land use planning decisions	<u>FY 2009/10</u> 1.3.5.1 Develop relevant information on a Trust-wide basis that will serve all LTCs	LPC	Funded by program budget (09/10 budget)	By whether we have developed tools to assist LTCs/IMs in reducing GHG emissions through land use decisions	Complete.
		<u>FY 2010/11</u> 1.3.5.2 Consider the inclusion of the information provided by the LPC into appropriate bylaws and processes	LTCs***/BIM*	Funded by 10/11 program budget	By whether GHG emission reduction is achieved in LTC land use decisions	All future OCP reviews must address GHG emissions reduction.
	1.3.6 Foster energy efficient communities through public education	<u>FY 2009/10</u> 1.3.6.1 Place relevant links on IT website	TAS	Funded by base budget	By whether relevant links are on IT website	Webpage complete Addition of new links on-going.
<u>FY 2010/11</u> 1.3.6.2 Develop new public education tools in addition to website.		LTCs***	Funded by program budget	By whether new public education tools have been funded and developed	GHG Communications Plan being implemented regionally. Staff training re GHG emission reduction scenarios complete.	
<u>FY 2011/12</u> 1.3.6.3 Continue development of new public education tools		TPC LTCs***	Subject to grant funding	By whether new public education tools have been funded and developed	Complete. Salt Spring Climate Action Plan to June TC. Southern Islands – development guides. Northern Islands – public education events and materials.	

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Goal 2: Stewardship of Island Resources...

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
2.1 To increase the sustainability and quality of freshwater resources	2.1.1 Include new policies and regulations as OCPs and LUBs are amended	<u>FY 2009/10</u> 2.1.1.1 Provide trustees and planning staff with Groundwater Bylaws Toolkit	TAS	Funded by base budget	By whether Groundwater Bylaws Toolkit has been circulated.	Complete.
		<u>FY 2009/10</u> 2.1.1.2 OCP/LUB reviews underway on selected islands	LTCs***	Funded by 09/10 program budget	By the number of LTCs/IM with new policies and regulations for protection of freshwater resources	Reviews continuing in 10/11.
		<u>FY 2010/11 & 2011/12</u> 2.1.1.3 OCP/LUB reviews underway on selected islands	LTCs***	Funded by program budget		<i>Seven OCPs complete or near completion this term with modified policies for freshwater protection.</i>
		<u>FY 2010/11 & 2011/12</u> 2.1.1.4 Advocate for provincial regulation of island groundwater	TAS	Funded by base budget	By whether submissions to the provincial review have been made	First and second submissions complete.
2.2 To establish reliable, adequate and sustainable funding for TFB to meet Regional Conservation Plan goals and stewardship requirements for protected lands	2.2.1 Identify and implement strategies for long-term funding	<u>FY 2009/10 & 2010/11</u> 2.2.1.1 Analyze options and develop a long term funding strategy	TFB**	Funded by 09/10 program budget	By whether a strategy has been adopted	Complete.
		2.2.1.2 Prepare implementation plan including the development of a business case in support of the long-term funding strategy	TFB**	Funded by 10/11 program budget	By whether the implementation plan and business case have been developed	Received advice from Province to focus on specific properties and on building public profile.
		<u>FY 2010/11 and beyond</u> 2.2.1.3 Execute the implementation plan. Evaluate and adjust plan as required – Develop strategy for name change	TFB**	Funded by base budget	In early stages: by whether initial reaction to the long-term funding strategy is positive. Later on: by whether we have secured source(s) of long-term funding.	Trust Council endorsed long term funding strategy, including name change. Long term funding strategy's current focus is rebranding to Islands Trust Conservancy.
		<u>FY 2011/12</u> 2.2.1.4 Seek legislative change re new name	TFB**	Funded by base budget	By whether legislation has been changed	Legislative change request made, but likely to be delayed. TFB exploring ways to use Islands Trust Conservancy name until legislative change occurs.
		<u>FY 2012/13</u> 2.2.1.5 Implement name change strategy IF any required legislative change is in place	TFB	Subject to funding	By whether a name change strategy has been implemented	Not started.
2.3 To advance the stewardship of coastal areas and marine shore lands	2.3.1 Provide stewardship information about waterfront lands to community members	<u>FY 2009/10</u> 2.3.1.1 Host a landowner workshop on one island	TFB**	Funded by base budget	By whether one workshop has been hosted	Complete (workshop on Pender held).
		<u>FY 2009/10 & 2010/11</u> 2.3.1.2 Update website links regarding existing shoreline stewardship information	TPC	Funded by base budget	By whether website links have been updated	Content being developed in cooperation with TFB and LPS.

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	2.3.2 Develop and implement new land use planning tools for shoreline and marine protection	FY 2011/12 2.3.1.3 Circulate stewardship information to shoreline property owners	LPC		Subject to budget or grants	By whether stewardship information has been circulated	See item 2.3.2.4.
		FY 2009/10 2.3.2.1 Develop integrated shoreline and watershed protection mapping for one island to assist OCP process (joint UBC/IT project)	LPC		Funded by 09/10 program budget	By whether mapping is complete	Complete.
		FY 2009/10 to 2011/12 2.3.2.2 Thetis Island LTC – consider the use of integrated shoreline & watershed protection into OCP review process	LTC***		Funded by program budget	By whether OCP has been amended to include new forms of protection	Background shoreline research complete. Map incorporated as information schedule in OCP.
		FY 2010/11 2.3.2.3 Provide recommendations to the Trust Council regarding a Trust –wide adoption of an integrated shoreline & watershed protection approach for OCP processes	LPC		Funded by base budget	By whether recommendations have been provided to TC.	Complete.
		FY 2011/12 2.3.2.4 Initiate Green Shores for Homes project: Extend integrated shoreline & watershed protection approach to Islands Trust Area	EC	LTC***/BIM*	External and internal funding in place	By whether integrated shoreline and watershed protection mapping is complete	Integrated shoreline maps completed. <i>Community consultation anticipated in spring 2012.</i> Greenshores for Homes steering committee established. Technical committee and technical advisory committee established. <i>Draft rating system expected by summer 2012.</i>

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Goal 3: Sustain Island Character and Healthy Communities...

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
3.1 To support socio-economic diversity of island communities	3.1.1 Support/restore socio-economic diversity through land use planning strategies about affordable/accessible/appropriate housing	<u>FY 2009/10</u> 3.1.1.1 Provide recommendations and guidance for LTCs with respect to relevant options for land use planning decisions to advance affordable housing	LPC		Funded by 09/10 program budget	By whether recommendations/guidance has been provided.	Complete.
		<u>FY 2010/11 & 2011/12</u> 3.1.1.2 Consider implementing land use planning decisions to advance affordable housing	LTCs***		Funded by program budget	By the number of LTCs have implemented land use planning decisions regarding affordable housing.	Being taken into consideration in current OCP reviews. SSI affordable housing strategy adopted. SSI Housing Council established. SSI review of secondary suites in progress. Gabriola OCP amendments to encourage affordable housing. Educational materials prepared by LPC.
		<u>FY 2011/12</u> 3.1.1.3 Measure and report on island housing affordability	TAS	LPS	TBD	TBD	Completed for SSI&GB. May be included in indicators program.
	3.1.2 Support local food security	<u>FY 2009/10</u> 3.1.2.1 Support public education by creating IT resource webpage (e.g. with SSI area farm plan) and encouraging community gardens	TAS	LPS	Funded by base budget	By whether IT resource webpage with food security links have been created	Complete.
		<u>FY 2009/10</u> 3.1.2.2 Provide trustees with current BC documents about local government's role in food security	TAS		Funded by base budget	By whether relevant documents have been provided to trustees	Complete.
		<u>FY 2010/11 to 2012/13</u> 3.1.2.3 Complete a second area farm plan (Denman)	LTC***		Phase 1 funded by 10/11 programs budget. Phase 2 funded by 11/12 program budget	By whether a second area farm plan is complete	Phase 1 (Denman Agricultural Strategy) complete. Phase 2 (Denman Agricultural Plan): external funding received, on track for completion by end of 2012.
		<u>FY 2010/2011</u> 3.1.2.5 Trust Council workshop about local government role in food security	TPC	LPC	Funded by base budget	By whether a workshop has been held	Complete. Council endorsed recommendations Dec/10.

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		<u>FY 2011/12</u> 3.1.2.6 Amend internal protocols to address food security	EC	Funded by base budget	By how many protocols have been amended to address food security	Not started.	
	3.1.3 Include new policies and regulations about food security in OCPs and LUBs as they are reviewed	<u>FY 2009/10 to 2011/12</u> 3.1.3.1 Address in OCP reviews underway on selected islands	LTC***	Funded by program budget	By the number of LTCs/IMs with new policies and regulations related to food security	Food security toolkit complete. LTC's considering policy and regulatory amendments in OCP/LUB reviews. Several LTCs have amended bylaws to address food security matters.	
3.2 To minimize the impact of climate change upon islands and communities	3.2.1 Research and communicate about expected climate change impacts	<u>FY 2009/10</u> 3.2.1.1 Apply for funding	TPC	N/A	By whether funding has been obtained.	No funding sources identified.	
		<u>FY 2011/12</u> 3.2.1.2 Conduct Trust Area vulnerability assessment and risk assessment (part of adaptation planning framework) and communicate results	TPC	Funded by base budget	By whether assessments have been completed	Not started. Provincial studies may be sufficient. Some staff training underway.	
	3.2.2 Develop climate change adaptation plan	<u>FY 2011/12</u> 3.2.2.1 Initiate implementation of existing adaptation planning framework, including establishment of Adaptation Planning Working Group	TPC	LPC	Subject to funding (grant or partnership with others)	TBD	Not started. May be delayed.
		<u>FY 2012/13</u> 3.2.2.2 Continue implementation of adaptation planning framework.	TPC	LPC	Subject to funding	TBD	Not started. May be delayed.
	3.2.3 Integrate climate change adaptation into land use planning and regulatory decisions	<u>FY 2012/13</u> 3.2.3.1 Continue implementation of adaptation planning framework	LTCs***/BIM*		Subject to funding	TBD	Not started. May be delayed.
3.3 To cultivate community engagement and participation in land use planning	3.3.1 Develop new tools and strategies to encourage community engagement in land use planning processes	<u>FY 2009/10</u> 3.3.1.1 Develop new tools and strategies to encourage community engagement in land use planning processes	LPC	Funded by base budget	By whether information about new tools and strategies has been circulated to trustees and staff.	'World Café demo held during June TC. Staff training planned. Info circulated as part of Climate Wise Islands materials and regarding sensitive ecosystems. Sensitive ecosystems webpage developed.	

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OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
		FY 2010/11 & 2011/12 3.3.1.2 Consider new tools and strategies to encourage community engagement in land use planning processes	LTCs***	Funded by base budget	TBD	Developing public portal for IT mapping data. Affordable housing webpage planned. Food security toolkit complete. SSI – new community engagement strategies in use. LPS staff training held Sept 2011.
	3.3.2 Enable greater diversity of trustee candidates	FY 2009/10 3.3.2.1 Develop process and budget for review of trustee remuneration	FPC	Funded by base budget	By whether a process has been designed and a budget approved	Complete.
		FY 2010/11 3.3.2.2 Complete review of trustee remuneration	FPC	Funded by 10/11 programs budget	By whether a review is complete	Complete.
		FY 2010/11 3.3.2.3 Develop policy regarding trustee remuneration	FPC	Funded by base budget	By whether trustee remuneration policy has been developed	Complete.
		FY 2011/12 3.3.2.4 Amend Trustee Remuneration bylaw in accordance with policy	FPC	Funded by 11/12 base budget	By whether a trustee remuneration bylaw has been adopted in accordance with policy	Complete.
3.4 To foster good relations with First Nations	3.4.1 Develop a strategic approach to First Nations relations	FY 2011/12 3.4.1.1 Develop a First Nations Relationship Strategy and Policy– identify overlapping interests, treaty process schedules, priorities and resource requirements for protocol agreements, referral practices, etc.	EC	Funded by 11/12 program budget	By whether a strategy has been completed	Initial discussions begun. <i>Delayed by other priorities.</i>
		FY 2012/13 3.4.1.2 Acquire or identify sufficient staff capacity to implement First Nations Relationship Strategy and Policy	EC	Subject to budget (12-13 budget)	By whether sufficient staff capacity(or work program adjustment/training) has been identified and/or acquired to implement strategy	Not started.

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Goal 4: Organizational Effectiveness...

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?*		IS FUNDING IN PLACE OR REQUIRED?	HOW WOULD WE MEASURE SUCCESS?	STATUS
4.1 To provide services on an increasingly effective basis	4.1.1. Develop cost effective bylaw enforcement tools	FY 2009/10 & 2010/11 4.1.1.1 Establish a Bylaw Dispute Adjudication System for the Islands Trust	LPC		Funded by base budget	By whether a Bylaw Dispute Adjudication System is established.	Complete.
		FY 2009/10 to 2011/12 4.1.1.2 Consider bylaw amendments to allow Bylaw Dispute Adjudication System	LTCs***		Funded by base budget	By the number of islands where a Bylaw Dispute Adjudication System is in place	<i>Two bylaws adopted, two have EC approval ready for adoption, six planned for spring 2012.</i> Public information pamphlet <i>complete.</i>
	4.1.2 Organizational review and improvements to corporate secretary/legislative services functions	FY 2009/2010 4.1.2.1 Review responsibilities and capacity in existing positions re: corporate services and consider establishment of corporate secretary/ legislative services (records management, FOIPP, administrative procedural certainty and consistency, policies, legislation, inter-agency agreements and elections)	EC	MGMT	Funded by base budget	By whether the review is complete and presented to EC	Complete
		FY 2010/11 4.1.2.2 Hiring, orientation and transfer of functions from senior managers to legislative services manager position	MGMT		Funded by base budget	By whether a new position has been created/filled and functions transferred	Complete
		FY 2010/11 & 2011/12 4.1.2.3 Develop strategies for further improvement of corporate secretary/legislative services functions	MGMT		Funded by base budget	By whether there is a greater capacity and consistent delivery of corporate secretary/legislative services functions and a greater capacity for delivery of core services by senior managers.	Significant improvements achieved in records management, elections planning, and other legislative services. Increased capacity for senior managers realized (i.e. overdue annual reports completed).
	4.1.3 Seek alternate forms of funding (i.e. grants)	FY 2009/10 4.1.3.1 Develop and implement policy and procedures for seeking funding and awards.	TAS		Funded by base budget	By whether a policy is in place and implemented (e.g. on-line data base)	Complete. Grant revenue is now 10 times that in 2008/09.

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OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?*	IS FUNDING IN PLACE OR REQUIRED?	HOW WOULD WE MEASURE SUCCESS?	STATUS
	4.1.4 Improve records management systems	<u>FY 2009/10 to 2011/12</u> 4.1.4.1 Develop records management procedures 4.1.4.2 Staff/trustee training 4.1.4.3 Destroy unneeded records	ADMIN	Partially funded by 11/12 program budget. Further funding proposed in 12/13 budget to complete assessment of archived records.	By whether records management bylaw and manual is in place By whether staff/trustee training is complete By whether unneeded records have been culled	Bylaw approved by Trust Council. New file procedures on track to be implemented by Jan 2012. Assessment of archived records <i>partially completed</i> . Full completion subject to 2012/13 budget
		<u>FY 2011/12</u> 4.1.4.4 Develop and implement auditing of records handling 4.1.4.5 Evaluate and revise 4.1.4.6 Evaluate RM software	ADMIN	Funded by base and program budgets	By whether RM procedures are in place	Not started.
		<u>FY 2012/13</u> 4.1.4.7 Purchase RM software 4.1.4.8 Incorp. RM software procedures 4.1.4.9 Staff training on new procedures	ADMIN	Subject to budget and staffing (12/13 budget)	By whether software has been purchased and procedures incorporated. By whether staff have been trained.	Not started.
	4.1.5 Develop new TC/LPC/FPC/TPC meeting procedure bylaw regarding electronic meetings	<u>FY 2009/10</u> 4.1.5.1 Amend TC meeting procedure bylaw or committee Terms of Reference as necessary	EC	Funded by base budget	By whether bylaw and/or committee terms of reference have been amended.	Complete.
	4.1.6 Develop new TFB meeting procedure bylaw regarding electronic meetings	<u>FY 2009/10 and 2010/11</u> 4.1.6.1 Prepare and adopt amendments to meeting procedure bylaw	TFB**	Funded by base budget	By whether the meeting procedure bylaw has been adopted	Complete.
	4.1.7 Ensure Trust Council policies are current and consistent	<u>FY 2009/10</u> 4.1.7.1 Amend administrative fairness policies	EC	Funded by base budget	By whether administrative fairness policies have been reviewed and amended.	Three policies amended in 2009.
		<u>FY 2010/11 & 2011/12</u> 4.1.7.2 Select policies for review and amendment	EC	Funded by base budget	By whether selected policies have been reviewed and amended.	Eleven policies updated during the term.
		<u>FY 2010/11 & 2011/12</u> 4.1.7.3 Develop and implement a regular maintenance schedule for Islands Trust Council Policy Manual and Procedures Manual	EC	Funded by base budget	By whether the Islands Trust Policy Manual is being regularly maintained to keep policies current and consistent	Initial inventory in development.

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OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?*		IS FUNDING IN PLACE OR REQUIRED?	HOW WOULD WE MEASURE SUCCESS?	STATUS
4.1.8 Review of devt application fee levels and cost recovery mechanisms		FY 2011/12 4.1.8.1 Develop terms of reference and identify budget and data needs for review of application fees	FPC	LPC	Funded by base budget	By whether terms of reference has been developed and any necessary budget and data needs have been identified.	Complete.
		FY 2011/12 4.1.8.2 Review of application fees, development of amendments to model fees bylaw and related policies	FPC	LPC	Funded by base budget	By whether application fees and cost recovery mechanisms have been reviewed, policies have been amended and a model fees bylaw has been developed.	Joint task force recommendations <i>endorsed by Trust Council</i> Sept 2011. Model bylaw <i>in development for Council consideration in 2012.</i>
		4.1.8.3 Adoption of amended fees bylaws	LTCs***		Funded by base budget	By whether all LTCs have adopted amended fees bylaws	Not started. <i>For further consideration in 2012.</i>
4.2 To encourage recognition and support of the Island Trust object in policies and programs of other levels of government and agencies	4.2.1 Advocacy to influence other levels of government (federal/provincial/RD)	FY 2009/10 4.2.1.1 Maintain existing levels of advocacy (e.g. UBCM resolutions, letters to relevant jurisdictions as issues arise and staff capacity permits)	EC		Funded by base budget	By whether current levels of advocacy are maintained.	EC meeting with provincial government re PMFL Act. UBCM resolution re ferries. EC attendance at UBCM. Chair correspondence.
		FY 2010/11 to 2012/13 4.2.1.2 Maintain enhanced levels of advocacy (e.g. UBCM resolutions, letters to relevant jurisdictions as issues arise and staff capacity permits) with a high priority on marine advocacy.	EC		Funded by base budget	By whether enhanced levels of advocacy are maintained, and progress is made in protection of the marine environment	UBCM workshop and resolutions complete re derelict vessels and NMCA. More frequent Chair correspondence. Meeting with provincial agencies and Minister of Community, Sport and Cultural Development. Enhanced advocacy re marine issues approved by Trust Council. Minister meeting <i>held at UBCM</i> re derelict vessels.
		FY 2010/11 4.2.1.3 Repeat 2004 Ipsos Reid poll regarding public support for preservation and protection of Islands Trust Area	EC		Funded by base budget	By whether the 2004 Ipsos Reid poll has been repeated	Complete
4.3.1 Develop new tools to communicate about organizational successes		FY 2009/10 to 2011/12 4.3.1.1 Finalize Indicators Program reports	TPC		Funded by base budget	By whether Indicators Program reports are complete	Staff meeting and trustee survey complete. Agricultural indicators complete. Economic dependency complete. Housing is next.

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OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?*	IS FUNDING IN PLACE OR REQUIRED?	HOW WOULD WE MEASURE SUCCESS?	STATUS
4.3 To promote understanding and support of the Islands Trust and its object in island communities		4.3.1.2 Develop plans/strategies/related budgets for new communications tools	EC	Funded by base budget.	TBD	Considering use of social media – staff training on-going. Some pilot projects underway.
		<u>FY 2011/12</u> 4.3.1.3 Implement new communication tools. Add Advocacy sections to web-site	EC	Funded by 11/12 program budget	TBD	Marine advocacy page complete. Further work pending website upgrades.
	4.3.2 Develop new tools to communicate about the history and role of the Islands Trust	<u>FY 2009/10 & 2010/11</u> 4.3.2.1 Develop presentations for delivery at TC meetings/LTC meetings/professional conferences in 2009 (35 anniversary)	EC	Funded by base budget	By whether presentations have been created/delivered	Complete.
		<u>FY 2010/11 & 2011/12</u> 4.3.2.2 Develop video re interviews with former trustees	EC	Subject to external funding	By whether funding is received and a video is created	Funding approved. Video history project advisory group meetings underway. Three short videos <i>in development</i>
	4.3.3 Develop new tools and use plain language to communicate to communities about relevance of land use planning and conservation	<u>FY 2009/10 – 2011/12</u> 4.3.3.1 Continue delivering approved communications strategy	EC	Funded by base budget	By whether approved priorities are delivered	On track (e.g. e-news, annual reports). Nineteen staff attended a 'plain language' webinar.
		<u>FY 2009/10</u> 4.3.3.2 Develop presentation/display for use at public meetings to explain the linkage between GHG emissions and land use/conservation	EC	Funded by base budget	By whether a presentation has been developed and delivered	Complete.
	4.3.4 Review and redesign website	<u>FY 2009/10</u> 4.3.4.1 Develop plans and strategies and related budgets	EC	Funded by base budget	By whether a plan and related budget is in place to review and redesign website	Complete.
		<u>FY 2010/11</u> 4.3.4.2 Develop business case and proposed budget	EC	Funded by base budget	By whether a business case and proposed budget is complete	Complete.
		<u>FY 2011/12</u> 4.3.4.3 Review and redesign website	EC	Funded by 11/12 program budget	By whether website has been reviewed and redesigned	Contract issued for website redevelopment. Redesign in process. Launch estimated for <i>early 2012</i> .
		<u>FY 2009/10</u> 4.3.5.1 Hold legal session and develop checklist for trustees	EC	Funded by base budget	By whether a legal session and checklist have been prepared	Complete.

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	4.3.5 Develop new tools to enhance administrative fairness practices	4.3.5.2 Develop staff checklist and hold staff workshop regarding administrative fairness	EC		Funded by base budget	By whether a staff checklist and workshop are complete	Complete.
		FY 2011/12 4.3.5.3 Develop focused training for orientation of new trustees in December 2011	EC		Funded by base budget	By whether new trustee orientation session includes a focus on administrative fairness	<i>Scheduled for December 2011.</i>
	4.3.6 Review and update Islands Trust Policy Statement	FY 2010/11 & 2011/12 4.3.6.1 Initial scoping of Policy Statement review topics and process	TPC (PSSC)		Funded by base budget	By whether an initial scoping exercise is complete	Complete.
		FY 2011/12 4.3.6.2 Preliminary research and design of review process	EC	TPC	Subject to external grants	By whether preliminary research is complete and review process has been designed	Complete.
		FY 2012/13 4.3.6.3 Public, agency and First Nations consultation regarding Policy Statement update and development of draft amendments	EC	TPC	Subject to budget (12/13 budget) or external grants	By whether consultation is complete and draft amendments prepared	Not started.
		FY 2013/14 4.3.6.4 Adoption of revised Policy Statement bylaw	EC	TPC	Subject to budget (13/14 budget)	By whether an amended Policy Statement bylaw is adopted	Not started.

Abbreviations:

ADMIN – Administrative Services
 BIM – Bowen Island Municipality
 DEM – Digital Ecosystem Mapping
 EC – Executive Committee
 FN – First Nations
 FPC – Financial Planning Committee
 FY – Fiscal Year
 GHG – Green House Gases
 ID -- identification
 IM – Island Municipality
 IT – Islands Trust
 LPC – Local Planning Committee
 LPS – Local Planning Services

LTA – Local Trust Area
 LTC – Local Trust Committee
 LUB – Land Use Bylaw
 MCSC – Ministry of Community and Rural Development
 MGMT – Management Team
 NA – Not Applicable
 NAPTEP – Natural Area Protection Tax Exemption Program
 OCP – Official Community Plan
 PSSC – Policy Statement Sub Committee
 PMFL – Private Managed Forest Land
 RAR – Riparian Area Regulations
 RCP – Regional Conservation Plan
 RD – Regional District

RFD – Request for Decision document
 RM – Records Management
 SEM – Sensitive Ecosystem Mapping
 SSI – Salt Spring Island
 TAS – Trust Area Services
 TEM – Terrestrial Elevation Mapping
 TBD – To Be Determined
 TC – Trust Council
 TFB – Trust Fund Board
 TPA – Targets, Policies and Actions (re GHG emission reduction)
 TPC – Trust Programs Committee
 UBC – University of British Columbia
 UBCM – Union of BC Municipalities

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Colour Key for fourth column:

Colour	Potential committee/unit/body taking lead for strategy/activity
Local Planning (through Local Planning Committee, Local Planning Services staff, Local Trust Committees or Bowen Island Municipality)	
Trust Programs Committee or Trust Area Services staff	Financial Planning Committee/Administrative Services staff
Executive Committee/CAO's office	Management team
	Trust Fund Board or Islands Trust Fund staff

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