



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 2011-2014

Adopted September 12, 2012 – Status Updated – November 18, 2014

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 sometimes fragile natural environment of the islands in the Strait of Georgia and Howe Sound, characterized by an exceptional variety of species, 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 has a unique mandate from the province to preserve and protect the amenities and environment of the Islands Trust Area, for the benefit of residents and all British Columbians. It meets quarterly to make decisions about the Islands Trust’s overall policy, advocacy positions, staff resources and budget. Trust Council is made up of the 26 locally-elected trustees who also sit on 12 local trust committees and one island municipality. There they have responsibilities for land use planning and regulatory decisions that are separate from their role at the Islands Trust Council. The current Council was elected for a 3-year term during BC Local General Elections in November 2011. Trustee terms will end in November 2014.

A Strategic Plan for the 2011-2014 term

The Islands Trust Policy Statement is partially implemented through Council’s strategic plan. By identifying goals and developing a plan to achieve them, Council focuses finite resources and measures progress. After extensive review and public input, Trust Council has confirmed the following focus areas for its 2011-2014 term:

Goal A - Ecosystem Preservation and Protection

The Islands Trust will work to protect the natural environment of islands by:

- Encouraging and enabling islanders in voluntary stewardship actions that protect special areas, including the shoreline
- Working to protect fish habitat under BC’s Riparian Areas Regulation
- Protecting special ecosystems, managing shoreline areas and reducing greenhouse gas emissions when land use decisions are made
- Advocating for new approaches to oil spill preparedness, derelict vessels, industrial developments, aquaculture, marine sewage and national marine conservation

Goal B – Stewardship of Island Resources

The Islands Trust will focus on good management of island water resources by:

- Encouraging voluntary stewardship, advocating for legislative reform and exploring creative solutions for watershed management
- Using land use planning tools and decisions to protect the quality and quantity of water resources

Goal C – Sustain Island Character and Healthy Communities

The Islands Trust will work to enhance the economic sustainability and security of island communities by:

- Creating linkages between islanders and regional districts to share effective economic development models
- Continuing to advocate for sustainable, affordable and appropriate ferry services
- Using land use planning tools and decisions to positively affect housing, food security, farmland protection, and socio-economic diversity.

Goal D – In Cooperation with Others

The Islands Trust will work with others by:

- Strengthening relations with the many First Nations who have interests in the Islands Trust Area, through improved liaison at the political level and communications about marine advocacy.
- Continually working to improve our organizational effectiveness.

Shaded text=activities primarily achieved in the current or prior fiscal years or proposed for future fiscal years and subject to future budget decisions;
Italics – status updates since last Trust Council meeting

NOTE: Status column is colour-coded to provide a quick visual indicator, as follows:

| | |
|--|--|
| | Not due to start or awaiting actions of others |
| | Completed |
| | In Progress – On Target |
| | Partially In Progress – Partially On Target (i.e. on target, by one or few LTCs) |
| | In progress - Behind Target (e.g. not funded, delayed by other priorities, actions of others etc.) |
| | Not started – Behind target |

Policy Statement Goal A: 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 ** |
|---|---|---|-----------------------|---|--|--|
| 1 PROTECT the natural environment of islands | 1.1 Encourage voluntary stewardship of natural environment | FY 2011/12- 2014/15 1.1.1 Promote community participation in conservation through information sharing and education about private land stewardship options | TFB | Subject to funding in annual budgets or grant funding | By whether the Islands Trust Fund is actively promoting its conservation programs at community events, in publications and online | Ongoing |
| | | FY 2012/13 – 2014/15 1.1.2 Share information about best practices for covenants and NAPTEP with all planning staff | TFB | Funded by base budget | By whether planners have been provided with covenant education opportunities and whether information is available through the Islands Trust Fund website | Website information complete NAPTEP info shared; ITF presentation to LPS not started. |
| | | FY 2012/13 – 2014/15 1.1.3 Improve and update mapping of natural and modified environments, including terrestrial ecosystem mapping, protected area networks, nearshore mapping and areas under sustainable forestry or sustainable agricultural use. | TFB | Funded by program budget of 22K in 2013/14 and \$25K in 2014/15 for eelgrass mapping; \$10K in 2013/14 for forage fish mapping, as well as matching funds secured by partners | By whether maps of natural and modified environments are available to LTC's and BIM, RDs, local conservancies and other partners | Draft Protected Area Network mapping available; eelgrass mapping <i>will be complete for whole Trust Area in mid Dec.</i> Forage fish habitat mapping completed for North and South Pender, Denman, Hornby, Thetis, Bowen and Gambier. |
| | | FY 2013/14-2014/15 1.1.4 Research and develop a pilot landowner contact program in collaboration with a local conservancy | TFB | No external funding secured; working within base budget | By whether a landowner contact pilot program is implemented | Outreach via mail <i>complete. Site visits on Lasqueti underway.</i> |
| | | FY 2011/12 - 2014/15 1.1.5 Support island-based land trusts with partnerships, funding and capacity building opportunities | TFB | Funded by base budget and donations | By the number of island conservation projects supported from private donations through the Opportunity Fund | Grants awarded in 2011-14: Galiano Conservancy Association (\$7,000), Lasqueti Island Conservancy (\$2,500), Thetis Island |

| OBJECTIVE | STRATEGIES | ACTIVITIES AND PHASES | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE? | HOW WOULD WE MEASURE SUCCESS? | STATUS ++ | |
|-----------|--|--|-----------------------|----------------------------------|--|---|---|
| | | | | | | Conservancy (\$2,100), Pender Island Conservancy (\$5,000), Salt Spring Island Conservancy (\$5,000), Mayne Island Conservancy (\$3,450), Galiano Conservancy Association (\$1,300), Salt Spring Island Conservancy (\$2,500) <i>Opportunity Fund income:</i> 2011/12 \$7,151; 2012/13 \$9,322; 2013/14 \$9,816; 2014/15 to date \$2,044. | |
| | | <u>FY 2013/14</u> 1.1.6 Council workshop regarding invasive species | TFB | Funded by base budget | By whether a Trust Council workshop has been held | Complete | |
| | | <u>FY 2013/14 - 2014/15</u> 1.1.7 Share information with the public about managing invasive species | TFB | Funded by base budget | By whether information has been shared with the public | Complete | |
| | 1.2 Expand Natural Areas Protection Tax Exemption Program (NAPTEP) program to entire Islands Trust Area | <u>FY 2012/13</u> 1.2.1 Present NAPTEP program to BIM Council for consideration | TFB | BIM*** | Funded by base budget | By whether or not BIM has considered participating in the NAPTEP program | Complete. BIM declined for 2011/14 term |
| | | <u>FY 2013/14</u> 1.2.2 Seek support from Metro Vancouver RD for NAPTEP. | TFB | | Funded by base budget | By whether support from Metro Vancouver RD (MVRD) has been sought | Complete |
| | | <u>FY 2013/14 - 2014/15</u> 1.2.3 Launch NAPTEP on the islands in MVRDRD (subject to BIM and MVRD approval) | TFB | | Funded by base budget | By whether NAPTEP has been launched on the islands within the MVRD | Complete. Program launched on Gambier LTC islands. BIM declined for 2011/14 term. |
| | 1.3 Protect fish habitat by implementing Riparian Areas Regulation | PHASE 1 – Identify watersheds <u>FY 2013-14 - 2014/15</u> 1.3.1 Identify RAR watersheds on Gambier, Hornby and Lasqueti | LTCs** | | Subject to budget | By whether all RAR watersheds on Gambier, Hornby and Lasqueti have been identified | Mapping complete for Hornby. Gambier underway. |
| | | PHASE 2 – Improve mapping <u>FY 2012/13</u> 1.3.2 Improve mapping of some riparian areas on SSI | LTCs** | | Funded by 2012/13 program budget | By whether new mapping of priority riparian areas is complete | Complete |
| | | <u>FY 2013/14</u> 1.3.3 Improve mapping of | LTCs** | | Funded in 2013/14 program budget | By whether new mapping of riparian areas is complete | Complete |

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| | | additional riparian areas on Denman, Hornby and all remaining riparian areas on Salt Spring islands | | | \$71,000 RAR budget \$30,000 Sci/Tech budget | | |
| | | FY 2014/15 1.3.4 Improve mapping of additional riparian areas in Gambier LTA | LTCs** | | Funded in 2014/15 program budget (\$30,000 mapping on Gambier LTA) | By whether new mapping of riparian areas is complete | RFP in preparation for Gambier LTA |
| | | PHASE 3 – Adopt bylaws FY 2012/13 - 2014/15 1.3.5 Adopt new bylaws to implement RAR on selected islands (Gabriola, Lasqueti, Mayne, Salt Spring/Prevost, Saturna, Thetis) | LTCs** | | Funded by 2014/15 program budget | By whether Gabriola, Lasqueti, Mayne Saturna and Thetis are RAR compliant through bylaw development | Saturna complete. Gabriola bylaw submitted for ministerial approval. Lasqueti & Thetis in progress. Mayne restarting work. |
| | | FY 2014/15 1.3.6 Adopt new bylaws to implement RAR on all islands where still required (Ballenas/Winchelsea, Denman, Hornby, and Salt Spring) | LTCs** | | Funded by 2014/15 program budget (\$17,500) | By whether Ballenas/Winchelsea, Denman, Hornby and Salt Spring are compliant with RAR through bylaw development | Denman bylaw given 1 st reading. Hornby bylaw drafted. SSI bylaw given 3 rd reading. |
| | | FY 2014/15 - ? 1.3.7 Adopt new bylaws to implement RAR on all Lasqueti and Gambier watersheds | LTCs** | | Subject to 2015/16 program budget | By whether all Gambier and Lasqueti watersheds are compliant with RAR through bylaw development | Project planning underway on Lasqueti |
| | 1.4 Establish reliable, adequate and sustainable funding for the Islands Trust Fund | FY 2012/13 – 2014/15 1.4.1 Seek legislative change regarding TFB corporate structure and name | EC | TFB | Funded by base budget | By whether legislative change has been requested | Chair correspondence sent Nov/12. Initial response received Feb/13. Minister unable to meet before end of 2011/14 term. |
| | | FY 2011/12 – 2014/15 1.4.2 Engage in outreach to expand donor base, develop legacy giving program and secure acquisition funds | TFB* | | Partially funded through 2012/13 program budget | By whether the TFB has implemented outreach regarding funding needs and legacy gifts | Complete: Information package distributed to estate planners |
| | | FY 2015/16 1.4.3 Develop and implement strategy re changes to corporate structure and name | TFB | | Subject to 2014/15 program budget | By whether TFB corporate status and name change has been implemented | Not started. Not due unless province makes legislative changes |
| | | FY 2016/17 1.4.4 Review and launch long-term funding strategy | TFB | | Subject to 2015/16 program budget | By whether the long-term funding strategy has been reviewed and launched | Not started. Not due unless province makes legislative changes |
| | 1.5 Establish core conservation areas to protect biodiversity priorities | FY 2011/12- 2014/15 1.5.1 Map and prioritize high biodiversity areas and develop a strategy for protection | TFB | | Funded by base budget | By whether the TFB has a prioritized high biodiversity areas, and developed a strategy including a funding needs assessment) | Mapping finalized; strategy in development |

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| | | <u>FY 2011/12 – 2014/15</u> 1.5.2 Protect land with high biodiversity, through acquisition, donation, or conservation covenant | TFB* | Partial funding through base budget; acquisitions funded by donations and external grants | By whether the TFB has protected at least 500 hectares of high biodiversity land in the timeframe of the Regional Conservation Plan 2011-2015 | 133.7 hectares protected since 2011 |
| | | 1.5.3 Participate in Coastal Douglas Fir and Associated Ecosystem Conservation Partnership | LTCs** | Funded by base budget | By whether one LTC is actively participating | Complete for 2011/14 term Galiano LTC participating. Endorsed by Council. |
| | 1.6 Reduce greenhouse gas emissions | <u>FY 2012/13 – 2014/15</u> 1.6.1 Use new planning tools (Bill 27) to reduce greenhouse gas emissions to implement OCP policies LTCs adopted last term (e.g. as illustrated in Council toolkit Reducing Greenhouse Gases in the Islands Trust Area) | LTCs**/BIM*** | Funded in 2013/14 annual budget | By whether LTCs/BIM have used new planning tools to foster reduced GHG emissions from development | Gabriola bylaw to implement OCP policies submitted for ministerial approval. |
| | | <u>FY 2012/13 – 2013/14</u> 1.6.2 Develop policy regarding carbon-neutral operations and purchase of carbon credits to balance GHG emissions that cannot be eliminated | FPC | Funded by base budget | By whether Trust Council has adopted a policy | Complete |
| | | <u>FY 2013/14 – 2014/15</u> 1.6.3 Develop a Renewable Energy Tool Kit | LPC | Funded by base budget | By whether elements of a Renewable Energy Tool Kit have been developed | Two reports complete: (Domestic Small Scale Wind Energy and Ocean Based Geo-Exchange). <i>Macro-hydro fact sheet in draft form.</i> |
| | 1.7 Use land use planning tools and decisions to protect coastal Douglas fir and associated ecosystems | <u>FY 2015/16</u> 1.7.1 Develop recommendations re LTC use of planning tools to protect cDf and associated ecosystems | LPC | Subject to funding | By whether recommendations for planning tools have been prepared | Not due Not started |
| 2. PROTECT coastal and marine ecosystems | 2.1 Encourage understanding of shoreline processes and voluntary stewardship of coastal and marine ecosystems | <u>FY 2012/13</u> 2.1.1 Develop integrated shoreline and watershed protection mapping for major islands | LPC | Funded by external grants | By whether integrated shoreline and watershed protection mapping has been developed for major islands | Complete |
| | | <u>FY 2013/14</u> 2.1.2 Identify and post updated website links regarding existing shoreline stewardship information | TAS | Funded by base budget | By whether website links have been updated | Complete |

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| | | <u>FY 2013/14 - 2014/15</u> 2.1.3. Pilot a Green Shores for Homes credit rating incentive system in one LTA | LTCs** | LPC | Funded by base budget and grant funds | By whether an LTC has piloted a Green Shores for Homes credit rating incentive system | Complete | |
| | 2.2 Participate in planning for National Marine Conservation Area Reserve | <u>FY 2011/12 - 2013/14</u> 2.2.1 Advocate for implementation of the NMCA reserve | EC | | Funded by base budget | By whether the EC has continued to actively advocate for implementation of the NMCA reserve | Complete for 2011/14 term Resolution supported by TC in Dec 2012 Feb 2013 Chair letters to Ministers Lake & Kent | |
| | | 2.2.2 Participate in NMCA workshops and consultation opportunities | LTCs** | TAS | EC | Funded by base budget | By level of participation in NMCA workshops and consultation opportunities | Complete. No further LTC input needed at this time. |
| | | <u>FY 2014-15</u> 2.2.3 Respond to NMCA implementation steps with complementary activities, as required | LTCs** | | Funding allocated for enhanced SSI consultation | TBD | Not due Not started | |
| | 2.3 Advocate for protection of the Salish Sea and Howe Sound from oil spills, derelict vessels and industrial activities | <u>FY 2011/12 - 2014/15</u> 2.3.1 Chair correspondence regarding oil spill prevention and response | EC | | Funded by base budget | By whether the Chair has sent correspondence to advocate for oil spill prevention and response | Complete for 2011/14 term 2011:7 letters sent 2012:1 letters sent 2013: 3 letters sent 2014: 2 letters sent Related resolutions passed at UBCM 2012 and AVICC 2013 conventions | |
| | | 2.3.2 Chair participation through a 'letter of comment' to hearings related to Kinder Morgan tanker traffic | EC | | Funded by base budget | By whether the Chair has sent a letter of comment regarding the Kinder Morgan pipeline proposal | NEB accepted application to participate as a commenter. Deadline delayed to Mar/15 | |
| | | 2.3.3 Chair participation in oral hearings related to tanker traffic increases | EC | | Letter of comment would be funded by base budget | By whether the Chair has participated in oral hearings (i.e. Enbridge) related to tanker traffic increase | Complete | |
| | | 2.3.4 Host local government workshops to raise awareness of gaps in oil spill prevention and response capacity | EC | | Funded by base budget | By whether workshops have been held | Complete for 2011/14 term One workshop held at AVICC. Jan 2013 Chair presentation to Regional District Nanaimo Board. 2013: Chair presentation at San | |

| OBJECTIVE | STRATEGIES | ACTIVITIES AND PHASES | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE? | HOW WOULD WE MEASURE SUCCESS? | STATUS ++ |
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| | | | | | | Juan County marine managers workshop 2014; Chair presentation at Pender Stewardship Day |
| | | 2.3.5 Participate in mock oil spill exercises to understand gaps in oil spill response capacity | EC | Funded by base budget | By whether participation has taken place | Complete Participation in two exercises in 2012 Staff observed transboundary oil spill exercise in 2014 |
| | | <u>FY 2011/12 – 2014/15</u> 2.3.6 Continue to advocate for senior government solutions to derelict vessels | EC | Funded by base budget | By whether the Islands Trust has continued to advocate for derelict vessel solutions | Islands Trust participation on derelict vessel working group is on-going resulting in the Province publishing 2 guides. 2013: 3 letters sent, organized resolution, clinic and meeting with Minister at UBCM; trustees invited to contribute to federal inventory 2014: 2 letters sent; trustees and staff invited to contribute to federal inventory |
| | | <u>FY 2011/12 – 2013/14</u> 2.3.7 Advocate regarding potential impacts of the proposed Raven Coal Mine upon Baynes Sound | EC | Funded by base budget | By whether the Executive Committee has advocated regarding the proposed Raven Coal Mine | Complete May/13 BC EAO rejected proposal as submitted |
| | | <u>FY 2012/13 – 2014/15</u> 2.3.8 Advocate regarding potential impacts of the proposed Burnco Gravel Mine upon Howe Sound | EC | Funded by base budget | By whether the Chair has written a letter to advocate regarding the proposed Burnco Gravel Mine | Complete Chair correspondence sent (Oct/13) Ongoing staff participation in Environmental Assessment Office working group. |
| | | <u>FY 2013/14 – 2014-15</u> 2.3.9 Advocate for a comprehensive Howe Sound management plan that ensures a balance between development and protection | EC | Funded by base budget | By whether the Chair has written in support of a comprehensive Howe Sound Management Plan | Complete; Chair and staff also attended meetings in 2013 and 2014. |

| OBJECTIVE | STRATEGIES | ACTIVITIES AND PHASES | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE? | HOW WOULD WE MEASURE SUCCESS? | STATUS ++ |
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| | | 2.3.10 Provide ecosystem sensitivity mapping data to partners advocating for Howe Sound management plan | TAS | Funded by base budget | By whether mapping data has been offered | Complete |
| | | <u>FY 2013/14 – 2014/15</u> 2.3.11 Clarify jurisdictional issues related to Islands Trust Area boundary | EC | Funded by base budget | By whether a method to clarify jurisdictional issues has been implemented | <i>Complete (Trust Council policy approved)</i> |
| | 2.4 Advocate for appropriate regulation of aquaculture | <u>FY 2013/14 – 2014/15</u> 2.4.1 Meet with regulatory agencies responsible for shellfish activities in the Islands Trust Area | EC | Funded by base budget | By whether staff and the Executive Committee has met with regulatory agencies regarding shellfish activities | Complete for 2011/14 term Staff meetings held Nov-Dec/13 Briefings and legal advice to TC in June/14 2014: Chair letter re geoduck framework with maps |
| | 2.5 Advocate for effective regulation of marine sewage | <u>FY 2011/12 – 2014/15</u> 2.5.1 Chair correspondence regarding marine sewage regulation | EC | Funded by base budget | By whether the Chair has written to advocate for regulation of marine sewage | Complete for 2011/14 term. Research and mapping completed. Staff participated in stakeholders' meeting re Saanich Inlet Chair letter sent. |

NOTE: Status column is colour-coded to provide a quick visual indicator, as follows:

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| | Not due to start or awaiting actions of others |
| | Completed |
| | In Progress – On Target |
| | Partially In Progress – Partially On Target (i.e. on target, by one or few LTCs) |
| | In progress - Behind Target (e.g. not funded, delayed by other priorities, actions of others etc.) |
| | Not started – Behind target |

Policy Statement Goal B: Stewardship of Island Resources...

| TC | STRATEGIES | ACTIVITES AND PHASES | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE? | HOW WOULD WE MEASURE SUCCESS? | STATUS ⁺⁺ |
|---|--|---|-----------------------|---|--|--|
| 3. PROTECT quality and quantity of water resources | 3.1 Encourage understanding and voluntary stewardship of water resources | <u>FY 2013/14</u> 3.1.1 Compile and web-post educational materials about water resources done by local groups | TPC | Funded by base budget | By whether educational materials have been compiled and posted. | Complete |
| | | 3.1.2 Identify gaps and make recommendations about new educational materials about water resources. | TPC | Funded by base budget | By whether gaps have been identified and recommendations about new educational materials have been made | Complete. Staff and island water groups have not recommended new educational materials |
| | 3.2 Advocate for provincial Water Act reform | <u>FY 2011/12 – 2013/14</u> 3.2.1 Continue to participate in Water Sustainability Act reform consultations | EC | Funded by base budget | By whether participation in Water Sustainability Act reform has taken place | Complete |
| | 3.3 Use land use planning tools and decisions to protect water quality and quantity | <u>FY 2013/14</u> 3.3.1 Develop toolkit including model Development Permit Areas for use by LTCs/BIM that illustrates options for using planning tools to protect water quality and quantity | LPC | Funded by 2013/14 program budget (\$2500) | By whether a toolkit has been developed | Complete |
| | | <u>FY 2013/14 – 2014/15</u> 3.3.2 Amend OCPs to include new policies for water resource protection | LTCs**/BIM*** | Funded in 2013/14 program budget | By whether OCPs have been amended to include new policies about water resource protection | Galiano DAI bylaw adopted - addresses water protection. Galiano DPA bylaw re groundwater referred for ministerial approval |
| | | 3.3.3 Amend LUBs to include new regulations aimed at protection of water quality and quantity | LTCs**/BIM*** | Funded in 2013/14 program budget | By whether LUBs have been amended to include new regulations aimed at protection of water quality and quantity | Initial water reports completed on Galiano |
| | 3.4 Explore alternative tools for improving watershed management | <u>FY 2012-13</u> 3.4.1. Identify options within the Islands Trust Act for coordination of watershed protection | EC | Funded by base budget | By whether options have been identified | Complete |

| TC | STRATEGIES | ACTIVITES AND PHASES | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE? | HOW WOULD WE MEASURE SUCCESS? | STATUS ⁺⁺ |
|----|------------|---|-----------------------|----------------------------------|--|---|
| | | <u>FY 2013-14</u> 3.4.2 Consider pilot project for coordination of watershed protection within one LTA | LTCs** | Partially funded by base budget. | By whether a pilot project has been considered | Complete St. Mary Lake Watershed Working Group formed on SSI. June/13 - TC adopted bylaw to delegate some TC coordination and advocacy powers to SSILTC. |

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| | Not due to start or awaiting actions of others |
| | Completed |
| | In Progress – On Target |
| | Partially In Progress – Partially On Target (i.e. on target, by one or few LTCs) |
| | In progress - Behind Target (e.g. not funded, delayed by other priorities, actions of others etc.) |
| | Not started – Behind target |

Policy Statement Goal C: 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 ⁺⁺ |
|---|--|---|-----------------------|---|---|---|
| 4. ENHANCE community economic sustainability and security | 4.1 Create linkages between islands and Regional Districts to share effective and appropriate economic sustainability models | <u>FY 2013/14</u> 4.1.1 Half day session on Trust Area economic sustainability at Dec 2013 Council in Victoria, inviting all EA reps | TPC | Funded by base budget | By whether a joint session has occurred | Complete |
| | 4.2 Advocate for sustainable, affordable and appropriate ferry service | <u>FY 2013/14</u> 4.2.1 Develop and implement research program in support of advocacy program | TPC | Funded in 2013/14 program budget (\$20,000) | By whether a research program has been developed and implemented | Complete |
| | | <u>FY 2011/12 – 2014/15</u> 4.2.2 Continue advocacy program regarding ferry fares and service. | EC | Funded by base budget | By whether advocacy actions have been taken in regards to ferry fares and service | Submissions sent to Transportation Ministers Chair meetings with Premier, Transportation Ministers, opposition critics and ferry commissioner. Fiscal Fairness campaign supported. Chair participating in UBCM sub- |

| OBJECTIVE | STRATEGIES | ACTIVITIES AND PHASES | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE? | HOW WOULD WE MEASURE SUCCESS? | STATUS ⁺⁺ |
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| | | | | | | committee. Sept-Oct 2014: 3 letters sent Complete for 2011/14 term |
| | 4.3 Use land use planning tools and decisions to improve the availability of affordable, accessible, appropriate housing (as described in Trust Council's toolkit, Community Housing Toolkit) | FY 2011/12 – 2014/15 4.3.1 Amend OCPs to include affordable housing policies | LTCs**/BIM*** | Funded in 2014/15 program budgets | By whether OCPs have been amended to include new affordable housing policies | Hornby considering OCP amendments. Saturna OCP bylaw public hearing held. Mayne OCP bylaw <i>received</i> ministerial approval. SSI bylaw adopted to allow secondary suite. Bylaw for temporary portable homes in progress. |
| | | 4.3.2 Amend LUBs to improve availability of affordable housing | LTCs**/BIM*** | Funded in 2013/14 program budgets | By whether LUBs have been amended to improve availability of affordable housing | SSI LUB amended to legalize secondary suites in some locations. <i>Expansion of pilot area under consideration. Four affordable housing applications in progress.</i> Galiano, Mayne and N. Pender considering affordable/senior housing applications. Denman bylaw awaiting <i>ministerial</i> approval. Saturna bylaw public hearing held. <i>Secondary suites bylaw in public consultation.</i> SSI consultation with CRD re housing agreements - <i>completed.</i> |
| | 4.4 Use land use planning tools and decisions to increase | FY 2012/13 – 2014/15 4.4.1 Amend OCPs to include food security and farmland | LTCs**/BIM*** | Funded in 2014/15 program | By whether OCPs have been amended to address food security and farmland protection | Gabriola OCP submitted for ministerial approval. |

| OBJECTIVE | STRATEGIES | ACTIVITIES AND PHASES | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE? | HOW WOULD WE MEASURE SUCCESS? | STATUS ⁺⁺ |
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| | local food security and farmland protection (as described in Trust Council's 2010 report, Exploring Food Security in the Trust Area) | protection policies | | budgets | | |
| | | 4.4.2 Amend LUBs to improve food security | LTCs**/BIM*** | Funded in 2013/14 program budgets | By whether LUBs have been amended to improve food security | Gabriola LUB submitted for ministerial approval. |
| | 4.5 Use land use planning tools to promote socio-economic diversity | FY 2013/14 – 2014/15 4.5.1 Amend LUB to ensure an appropriate supply of land zoned for emerging industrial and commercial needs in one LTA | LTCs** | Funded in 2013/14 program budget for one LTC (SSI) Funded requested in 2014/15 budget | By whether one LUB has been amended to ensure an appropriate supply of land zoned for emerging industrial and commercial needs | SSI APC report submitted to SSILTC |
| | | 4.5.2 Undertake background analysis regarding improved planning for Ganges Village, including Ganges Harbour | LTCs** | Funded in 2013/14 program budget for one LTC (SSI) Funded requested in 2014/15 budget | By whether background analysis work is proceeded | Project charter developed re boardwalk. Illustrative boardwalk designs completed. |

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Goal D: In cooperation with others...

| OBJECTIVE | STRATEGIES | ACTIVITIES AND PHASES | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE? | HOW WOULD WE MEASURE SUCCESS? | STATUS ⁺⁺ | |
|---|--|---|-----------------------|----------------------------------|----------------------------------|--|---|
| 5. STRENGTHEN relations with First Nations | 5.1 Improve engagement with First Nations | FY 2011/12 – 2014/15 5.1.1 Reallocate resources to enable adoption of a First Nations Engagement Strategy | TAS | LPS | Funded by 2011/12 program budget | By whether Trust Council has reallocated resources to enable adoption of a First Nations Engagement Strategy | Draft Strategy complete. Related resources not included in current budget |
| | | FY 2012/13 | EC | | Funded by | By whether a trustee workshop | Complete |

| OBJECTIVE | STRATEGIES | ACTIVITIES AND PHASES | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE? | HOW WOULD WE MEASURE SUCCESS? | STATUS ⁺⁺ |
|---|---|---|-----------------------|----------------------------------|--|---|
| | | 5.1.2 Trustee workshop on working with aboriginal peoples | | 2012/13 program budget | has been held | |
| | | FY 2013/14 5.1.3 Identify resource needs for improved FN engagement | EC | Funded by base budget | By whether the resource needs for improved engagement have been identified | Complete <i>Resources identified and business case completed for 2015/16 budget</i> |
| | | FY 2013/14-2014/15 5.1.4 Implement First Nations liaison improvements at an informal political level | LTCs | Funded by base budget | By the number of meetings trustees have attended to improve liaison with First Nations level | DILTC and staff discussions held with K'omoks FN. Chair liaison on-going. |
| 6. IMPROVE organizational cost and operational effectiveness | 6.1 Confirm a fair distribution of Islands Trust Services to Bowen Island Municipality | FY 2012/13 6.1.1 Review and amend Policy 7.2.vi (Municipal Requisition Cost Allocations) | FPC | Funded by base budget | By whether Policy 7.2.vi has been amended | Complete |
| | | FY 2012/13 – 2014/15 6.1.2 Identify Bowen Island Municipality needs for services provided by Trust Area Services unit | TAS | Funded by base budget | By whether BIM needs for TAS services have been identified | Complete for 2011/14 term. Initial discussion held Sep/12. Chair follow up sent Oct/12 and Jan/13 Awaiting BIM response |
| | | 6.1.3 Identify improved opportunities for BIM to access services provided through Trust Area Services unit | TAS | Funded by base budget | By whether opportunities for BIM to access TAS services have been identified | Complete for 2011/14 term. Pending requests from BIM Staff follow up e-mail to CAO sent Jan/13 Awaiting BIM response |
| | | 6.1.4 Review budget lines to ensure accurate allocation of costs | FPC | Funded by base budget | By whether budget lines have been reviewed | Complete |
| | | FY 2013/14 6.1.5 Provide additional TAS services to BIM | TAS | Funded by base budget | By whether BIM is accessing additional TAS services as identified | Complete for 2011/14 term Improved notice of IT items to BIM. Pending requests from BIM. BIM staff invited to training opportunities. |

| OBJECTIVE | STRATEGIES | ACTIVITIES AND PHASES | WHO WOULD WORK ON IT? | IS FUNDING REQUIRED OR IN PLACE? | HOW WOULD WE MEASURE SUCCESS? | STATUS ⁺⁺ | |
|---|--|--|-----------------------|----------------------------------|--|---|---|
| | 6.2 Prepare Island Trust organization to adapt to the potential incorporation of Salt Spring Island (if province advances a provincial restructure study for SSI) | FY 2013/14 6.2.1 Provide input into provincial study that assesses impact on Islands Trust of the potential incorporation of Salt Spring Island and identifies alternative adaptation strategies | EC | Funded and managed by province | By whether input has been provided | Complete for 2011/14 term. Input into study terms of reference complete. Input to consultants complete. | |
| | | FY 2014/15 -? 6.2.2 Consider options and adopt an adaptation strategy, for Islands Trust to implement in the event of municipal incorporation of Salt Spring Island | FPC | EC | Subject to future budgets | By whether options for an adaptation strategy have been considered and a preferred strategy adopted by Trust Council. | <i>Awaiting provincial Impact Assessment report (Due in Mar/2015)</i> |
| | | FY 2015/16(?) - ? 6.2.3 Implement adopted adaptation strategy | EC | Subject to future budgets | By whether an strategy has been implemented to adapt to incorporation of SSI | Not started Not due unless SSI community passes a referendum to incorporate as a municipality | |
| | | FY 2015/16(?) 6.2.4 Review existing IT-MCSCD protocol agreement regarding incorporation of municipalities in the Islands Trust Area | EC | Funded by base budget | By whether the protocol agreement with the ministry has been reviewed and amended | Not started Not due unless a SSI restructure study is launched | |
| | 6.3 Review service delivery regarding application processing | FY 2015/16 6.3.1 Consider development and use of a quality management system pilot on Salt Spring Island for processing of development applications | LTC** | Funded by program budget | By whether a quality management system has been considered by the SSILTC for one type of application process | Not started Not due | |
| 7. Improve cooperation with the Province of BC | 7.1 Negotiate new protocol agreement and letter of understanding with the Ministry of Forests, Lands and Natural Resource Operations | FY 2014/15 - 2015/16 7.1 Revise and consolidate six agreements with the Province relating to Crown Land in the Islands Trust Area | TAS | Funded by base budget | By whether the protocol agreement with the ministry has been amended and approved by Trust Council and the Minister responsible. | <i>Staff drafting project charter.</i> | |

* subject to decisions of Trust Fund Board

**subject to decisions of local trust committees

***subject to decisions of Bowen Island Municipality

Abbreviations:

AVICC – Assoc. of Vancouver Island Coastal Communities
BIM – Bowen Island Municipality

cDf – coastal Douglas fir
EC – Executive Committee
FN – First Nations

FPC – Financial Planning Committee
FY – Fiscal Year
IT – Islands Trust

ITF – Islands Trust Fund
ITPS – Islands Trust Policy Statement
LGA – Local Government Act
LPC – Local Planning Committee

LPS – Local Planning Services
LTA – Local Trust Area
LTC – Local Trust Committee
LUB – Land Use Bylaw
MCSCD – Ministry of Community, Sport and
Cultural Development
MVRD – Metro Vancouver Regional District
NA – Not Applicable
NEB – National Energy Board
NAPTEP – Natural Area Protection Tax
Exemption Program
NMCA –National Marine Conservation Area

OCP – Official Community Plan
ProD – Professional Development
RAR – Riparian Areas Regulation
RD – Regional District
RFD – Request for Decision
SSI – Salt Spring Island
TAS – Trust Area Services
TBD – To Be Determined
TC – Trust Council
TFB – Trust Fund Board
TPC–Trust Programs Committee
UBCM – Union of BC Municipalities

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Colour Key for Middle Column:

| Colour | Potential committee/unit/body taking lead for a potential strategy |
|--------|---|
| | 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 |
| | Executive Committee |
| | Trust Fund Board or Islands Trust Fund staff |
| | Financial Planning Committee |

++ Colour Key for Status Column:

| Colour | Status Description |
|--------|--|
| | Not due to start or awaiting actions of others |
| | Completed or anticipated tasks for 2011/14 term are complete |
| | In Progress – On Target |
| | Partially In Progress – Partially On Target (i.e. on target, by one or few LTCs) |
| | In progress - Behind Target (e.g. not funded, delayed by other priorities, actions of others etc.) |
| | Not started – Behind target |