



# DESIGNING THE FUTURE OF MAYNE ISLAND

## The Strategic Plan

### Abstract

Over 1000 volunteer hours went into defining a strategic plan for Mayne Island based on 645 aspirations for the future the Mayne Island community brainstormed over the summer of 2019.

The Designing the Future of Mayne Island Summit started in mid August and ended early December 2019. It yielded a strategic, fundable, actionable, exciting plan of action for the island that has community support. This is the report.

The Designing the Future of Mayne Island Organizing Committee  
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# Designing the Future of Mayne Island: The Strategic Plan

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# Designing the Future of Mayne Island: The Strategic Plan

## Executive Summary

The Mayne Island community shares a lot of similarities with the unique and precious island archipelago habitat in which it is situated. Complex systems of interdependence, vulnerability to internal and external threats, and the tendency towards balance and harmony are key characteristics of our lives here on the island. This report describes the process and outcomes of a recent community-wide planning summit conducted on Mayne Island. The purpose of the summit was to promote the health of the ecosystem that is our community.

Our current circumstances leave us teetering on the brink of resource depletion. Our volunteers are aging and moving off-island in pursuit of better health and support services; our businesses are challenged to find and keep staff; young people and families are challenged to make ends meet among rising housing costs and strict bylaws; and residents of all types are all too vulnerable to social exclusion and isolation. Between the last two censuses, our population has decreased by 11.4%, and the median age of the island residents is 65, about 20 years older than the rest of British Columbia,

These factors are aggravated by the very real threats that climate change presents, including food insecurity, unsustainable building practices, isolation and difficulty to access services due to lack of efficient inter-island transportation, and a general lack of readiness in the face of weather crises. In our fragile ecological state, it behooves us to think more systematically and holistically about how to solve the problems we face.

The Designing the Future of Mayne Island summit emerged as strategic response to perceived gaps in our social, economic, and political systems. As a Southern Gulf Island, Mayne is subject to two direct local governance systems, the Capital Regional District and the Islands Trust, in addition to provincial and federal jurisdictions. Because of this model, and the geography of our island, government services can feel “arm’s length” at best. The rich network of over forty voluntary organizations on Mayne Island serve to meet many community needs, but the communication between them is informal. The result of these factors is that there is no intentional planning to meet the evolving needs of the Mayne community. This prompted the emergence of a systematic initiative to grow and maintain the stability of our social and environmental ecosystem.

With some funding from the Mayne Island Lions, the Mayne Island Community Chamber of Commerce and the Southern Gulf Islands Community Economic Sustainability Commission, three independent conveners held two initial workshops in the summer of 2019 to collect data on current activities and perceived needs and aspirations for Mayne Island. The workshops validated the need for coordination and planning at a community level. A second consultation via survey identified further aspirations and nominated twenty-six community members as participants to a “summit”, a four-month strategic planning process. The summit members represented a cross-section of demographic and socioeconomic circumstances here on the island.





## Designing the Future of Mayne Island: The Strategic Plan

### How The Designing the Future of Mayne Island Initiative Started

The seed for this initiative was planted during a meeting between Deborah Goldman, Brian Crumblehulme and Jean-Daniel Cusin on April 30<sup>th</sup>, 2019.

Deborah was a 9 year island resident and was at the time a Commissioner of the SGI-Community Economic Sustainability Commission and a Director of the SGI Community Resource Center and had worked for many years in the area of community development.

Brian had a rich history of involvement in virtually all the island's volunteer organizations and societies of his 40+ years as an island resident. More recently, he had been an Islands Trust local Trustee, and was a close collaborator with Deborah in both organizations she was involved with.

Jean-Daniel was a relatively recent arrival to the island (4 years at the time) and had a background in management consulting, particularly in the area of strategic planning and business process optimization. More recently he had accepted a part time position as the CRD Liaison. This was a new position created by the CRD to maintain an island presence and to act as an extension of the CRD Manager of SGI Services to Mayne Island.

These three became variously known as the *Designing the Future Organizing Committee* and the *Facilitation Team*.

It was during this April 30<sup>th</sup> meeting that was spawned the idea of convening the whole island community for an inclusive meeting of the minds regarding its future that brings together all the island organizations as well as the community itself.

The aim was to recognize and address emergent issues which may or may not fit within the mandate of island organizations, or indeed outside service and governmental agencies. The three executed on this idea simply as volunteers, representing no organization or agenda so it all could be “made on Mayne” without outside influence.

There would be community engagement to gather input about these emergent issues, and to understand who in the community would be trusted and recommended to participate in the strategic planning Summit.

What were these emergent issues?



# Designing the Future of Mayne Island: The Strategic Plan

## The Mayne Island Context

Mayne Island is part of the Southern Gulf Islands (SGI) archipelago, the southernmost islands in the Strait of Georgia separating Vancouver Island from the British Columbia mainland. The scope of the present strategic plan is vast, and to understand its context, it is useful to consider a number of different aspects of island life. These are briefly described below.

### First Nations Roots

The Southern Gulf Islands are part of the traditional territory of several Coast Salish Nations, and First Nation peoples have lived on and regularly used the lands and waters in these islands. Today, WJOLELP (Tsartlip Nation) has reserve lands on Mayne Island at Helen Point at the west end of Active Pass. Mayne Island, known as S,ƘFAK in the SENĆOFEN language, and surrounding waters have been used for hunting, fishing, gathering food and medicines, and other cultural practices for millennia. The Southern Gulf Islands continue to be of importance to and used by the WJOLELP (Tsartlip), STÁUTW(Tsawout), WSIƘEM (Tseycum), and BOƘÉĆEN (Pauquachin) First Nations.

### An Older Population

With an average age of 51.4 years the population of the Southern Gulf Islands is older than the rest of BC.<sup>1</sup> The median age of Mayne Island residents is 65, the highest of the SGI, and about 20 years older than the rest of BC.

From 2011 to 2016, the years of the last two census, the full time resident population of Mayne Island has decreased by 11.4%, going from 1071 to 949 full time residents.<sup>2</sup> The population is estimated to double seasonally with the arrival of part time residents. The median total income of Mayne households in 2015 was \$57,472, compared to \$69,995 for the rest of BC.<sup>3</sup>

### Levels of Governance

As an unincorporated island, Mayne Island is part of the Capital Regional District (CRD), a local government administrative district encompassing the southern tip of Vancouver Island and the southern Gulf Islands. The CRD assumes some responsibilities ordinarily undertaken by municipalities in the unincorporated areas of the CRD. These responsibilities include animal control, building inspection, fire protection, parks, and bylaw enforcement.

Responsibility for the roads is discharged by the provincial Ministry of Transport and Infrastructure. Policing is provided by the RCMP. No officers are stationed on Mayne Island. They are headquartered on Pender Island, and have irregular presence on Mayne Island often during public events, as well as being dispatched for emergencies.

Land use is governed by the Islands Trust. The Islands Trust area covers more than 450 islands and waters between the British Columbia mainland and southern Vancouver Island, including

<sup>1</sup> Southern Gulf Islands Local Health Area Profile, Island Health, 2018

<sup>2</sup> Statistics Canada, <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?B1=All&Code1=590008&Code2=59&Data=Count&Geo1=DPL&Geo2=PR&Lang=E&Se archPR=01&SearchText=Mayne+Island+Trust+Area&SearchType=Begins&TABID=1>

<sup>3</sup> Ibid



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Howe Sound and as far north as Comox. The province created the Islands Trust in 1974 'to preserve and protect the trust area and its unique amenities and environment for the benefit of residents of the trust area and of the province generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the Government of British Columbia'.<sup>4</sup>

The gaps left by the above levels of governance are absorbed on island by the local non-profit societies and associations which are generally all volunteer run.

### Exhaustion of Island Self-Reliance

As an island community Mayne Island tries to be self-reliant. Close to forty social and non-profit volunteer-run societies and organizations provide social and community services that cater to the needs of the island population. With the decline in population and the aging out of the volunteers, most of these organizations under-staffed. Younger people coming to the island tend to have several part time jobs, several of them, to be able to make a go of it, and have less availability for volunteer work.

### Housing in Crisis

In 2018, the CRD conducted a housing needs assessment.<sup>5</sup> In summary, it concluded “All evidence clearly points to serious shortages in secure, appropriate and affordable housing for low to moderate income earners. Renters are particularly impacted as their incomes are insufficient to enter the homeownership market, and the limited number of rental properties are increasingly vacant seasonally or placed in the vacation rental market. Community members strongly described the housing situation as bordering on crisis, and as having serious impacts on themselves and their families, community well-being and economic sustainability.”

Island employers have difficulty hiring staff due to the shortage and cost of housing. At the time of the assessment, only 8% of the housing stock was available for rent on Mayne Island, comprising 40 units. 52% of renters pay more than 30% of their income on rent.<sup>6</sup>

### Precarious Employment

The median household income for the Southern Gulf Islands was \$57,856 in 2016 and was lower than the BC median household income of \$69,979. The proportion of persons who are members of a low income household is higher across all age groups except for seniors, who are close to the BC average, compared to the rest of BC.<sup>7</sup>

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<sup>4</sup> Islands Trust website <http://www.islandstrust.bc.ca/connect/about-us/>

<sup>5</sup> Southern Gulf Islands Housing Needs Assessment [https://www.crd.bc.ca/docs/default-source/housing-pdf/housing-planning-and-programs/sgi-housing-needs-assessment-feb-2018-final.pdf?sfvrsn=5c8e1eca\\_2](https://www.crd.bc.ca/docs/default-source/housing-pdf/housing-planning-and-programs/sgi-housing-needs-assessment-feb-2018-final.pdf?sfvrsn=5c8e1eca_2)

<sup>6</sup> Southern Gulf Islands Local Health Area Profile, Island Health, 2018  
[https://drive.google.com/file/d/13fN\\_ulvJHLty2G0xjXAp5PwIkpBddU3J/view](https://drive.google.com/file/d/13fN_ulvJHLty2G0xjXAp5PwIkpBddU3J/view)

<sup>7</sup> Ibid



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## Fewer Health Services

The good news is that chronic disease prevalence rates tend to be lower for SGI than Vancouver Island and BC rates, with the exception of osteoarthritis which is higher. Depression, mood and anxiety disorders have similar rates as the rest of BC.

The not so good news is that despite the higher average age of the islanders, there is a lower rate of home care and home support clients in the 75 and over age group. Additionally, the rates of home care visits and home support hours for the SGI are lower by 24.7%. Unscheduled emergency department visits per 1,000 population are higher by 30.8% in the SGI compared to Vancouver Island.<sup>8</sup>

## Climate Change Adaptation

Pacific Climate Impacts Consortium’s climate model projections for the CRD region indicate:

- Year-round temperatures will rise.
- Dry spells in the summer will extend.
- Storm activity will become more frequent and intense, with higher winds and more precipitation falling during storm events.
- Sea levels will rise and will be subject to larger storm surge and wave effects, further increasing the risks of sea level rise.<sup>9</sup>

“These changes will not always happen consistently (seasonal and annual variations will occur); however, they will bring added stress to the region’s natural and built environments, and to our social and economic systems. The uncertainty ahead demands that we pay attention to climate change by taking action to reduce our contribution to climate change (called “mitigation”), while also taking action to prepare our communities to be resilient in the face of a changing climate (called “adaptation”).”<sup>10</sup>

The CRD lists the mitigation and adaptation synergies that form part of its Regional Climate Action Strategy in concert with regional partners, shown in this diagram.

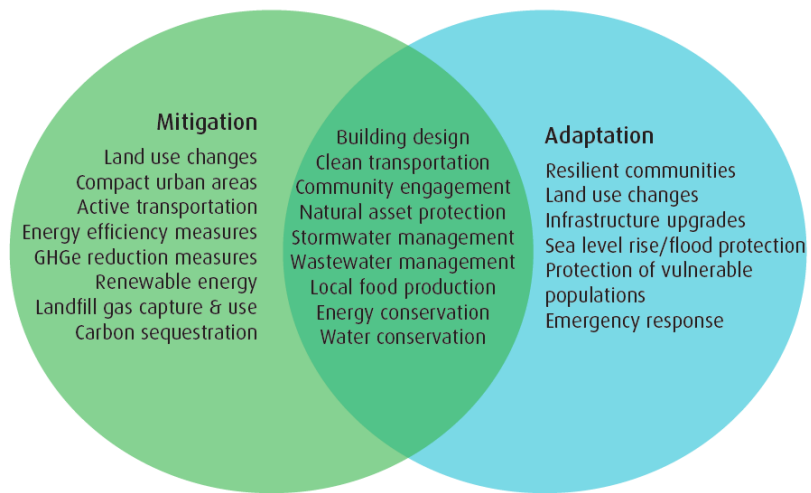


Figure 2: CRD's Regional Climate Action Strategy Mitigation and Adaptation Synergies

<sup>8</sup> Ibid

<sup>9</sup> Taking Action on Climate Change: Capital Regional District - Regional Climate Action Strategy, April 2017

<sup>10</sup> Ibid



## Designing the Future of Mayne Island: The Strategic Plan

While the CRD works at a regional level, the onus is clearly on local communities such as Mayne Island to adopt climate change mitigation and adaptation measures at the local level.

### Food Insecurity

In 2017, The Southern Gulf Islands Community Economic Sustainability Commission initiated the development of the Food and Agricultural Strategy for the Southern Gulf Islands Electoral Area to:

- “Re-establish local food and agriculture as a vital part of the Southern Gulf Islands economy and
- Support and increase the long-term resiliency of the island communities in this unique area.”<sup>11</sup>

The consultants who authored the report recognized and documented a number of issues related to food production and sustainability in the SGI. They proposed a strategy to address many of these. One of the outcomes of this strategy was the creation in 2019 of the Gulf Islands Food Co-op, which is still ramping up. This strategy is still a work in progress, and much is left to be done at a local level to ensure better food security for Mayne Island.

## Designing the Future of Mayne Island Initiative Objectives, Goals and Methodology

While a number of grass-roots initiatives had been attempted in the past to improve one or another of the aspects of the Mayne Island life described above, implementation success was mitigated for one or several of the following issues:

- a community is a complex organization where all the parts are interdependent and in constant motion – there are no silver bullets that singlehandedly can address the socio-economic and environmental concerns of the community;
- the transition from great ideas and principles to actual action on the ground is not easy and fraught with surprises, many stemming from the systemic interconnection between all things;
- start-up and on-going operational funding a not easily accessible;
- time takes its toll – some initiatives take a long time to get off the ground and in the interim, initiators age out or move on, and projects fall by the way-side;
- many of the initiatives were written up by consultants with some community input, but little community ownership. When the consultants completed their mandate, the initiatives were not taken up by the community.

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<sup>11</sup> Southern Gulf Islands Food and Agriculture Strategy, 2017



## Designing the Future of Mayne Island: The Strategic Plan

### Purpose of the Designing the Future Initiative

The *Designing the Future of Mayne Island* initiative has several purposes:

1. To help the Mayne Island community better meet its current and emergent needs in a sustainable and resilient way.
2. To enable a better alignment and dovetailing of the actions of the various on-island organizations for the accomplishment of the strategic plan;
3. To access the multiple funding sources available to kick start implementation - these require a well-defined plan and evidence of broad community support;
4. To deliver a clear signal to the governance structures of which the island is a part, about what the island has decided are its priorities and aspirations, and how it wishes to realize, achieve and implement them.

### Objectives

The Designing the Future of Mayne Island initiative has several objectives

1. To define a community-based strategic plan to actualize the important aspirations of the island residents
  - By grounding the initiative in the hopes and aspirations of the community, the facilitators hoped to capture the “energy for change” needed to overcome the inertia of inaction.
  - By having actual community members doing the actual work of coming up with a strategic plan for the island, we wanted to keep it real, connected and acceptable to the community, otherwise its outcomes would have no hope of getting it implemented.
2. To provide a basis to launch the implementation of this strategic plan;
  - Beyond statements of intention or idealist dreams, we wanted the strategic plan to be concrete, action-based and imminently fundable, which is to say, that the plan needed to be directly usable for fundraising to kick-start implementation.
3. To provide a clear statement of intended direction to the governance organizations that provide goods and services to the island;
  - The aforementioned governance organizations that support and service the island work within the confines of their mandates and priorities which are not necessarily related to the needs and aspirations of Mayne Island.
  - Mechanisms currently in place do not adequately provide for the aspirations of Mayne Island to influence these governance organizations.
4. To deliver a balanced, synergistic and community-endorsed plan of action to the Mayne Island community and funding organizations to foster social well-being and support funding applications;



## Designing the Future of Mayne Island: The Strategic Plan

- Funding organizations increasingly look for community support and synergistic partnerships when they evaluate projects. Such projects need to be well articulated, and they need to mesh with other initiatives or realities of the community.
5. To validate and improve the Designing the Future community engagement and planning process.
- The strategic planning process used in this initiative (See the Methodology section below) was adapted for use in this island community in the expectation that the experience would yield learnings useful for future iterations in this and other communities.

### Goals

The above Objectives gave rise to a number of goals. Most were related to the strategic planning. From an action-learning perspective, there were also some process validation goals.

### Strategic Planning Goals

- To assess and confirm the need to take concerted action to address the island's evolving needs
- To engage the island's non-profits, societies and other organizations at the local level
- To engage the whole community in defining the aspirations guiding the strategic planning and in choosing the Summit participants that would be trusted to do the strategic planning
- To define a "Made on Mayne" community-based strategic plan that reconciles, integrates and dovetails the various actions needed to achieve the islanders' aspirations
- To attract the collaboration and good will of island organizations who work in areas considered by the Summit while maintaining a grass-roots focus that avoids being unduly influenced by any single entity
- To elicit community support for the strategic plan in view of getting it implemented
- To document the strategic plan in a form conducive to obtaining support from third party organizations (governance organizations and funding organizations)

### Process Validations Goals

- To validate the workability of the community engagement tools that were used:
  - i. Surveys (on-line and in-person)
  - ii. Community meetings
  - iii. Printed media
- To validate the Community Referencing method of selecting Summit participants
- To validate the Designing the Future Summit deliberative process itself and extract lessons learned



## Designing the Future of Mayne Island: The Strategic Plan

### Methodology

The strategic planning methodology used in *Designing the Future* was based on a process called *Team Syntegrity*®, developed by Stafford Beer, the so-called “father of management cybernetics”<sup>12</sup>. This methodology was chosen specifically because it was considered well-adapted to the context of need.

#### The Opportunity: A Cybernetic Challenge

One of the challenges of community-based large-scale participation in decision making is to apply a rigorous process in which many voices can be heard and integrated into the decision-making process with the least loss of information and meaning making (Beer, 1994a). There are many voices on Mayne, and as in most communities, there is much inherent complexity.

Mayne Islanders are not a monolithic group. While the average age of the residents is relatively high, there are a number of young families and children, as well as middle aged people and all have a large stake in a desirable future. In terms of occupations and social engagement, there is also much variety. Many are retired and engaged in the community as volunteers. A few others are full time workers but many more are employed in precarious jobs, and often several jobs.

The above discussion on the [Mayne Island Context](#) summarily describes a number of issues which in reality are all intertwined. One can't address seasonal labour shortages without also thinking about affordable housing, water and inter-island transportation. Water, food security and climate change mitigation and adaptation are all intimately intertwined. An aging population, health services and inter-island transit are also different aspects of the same thing. In fact, an island community, any community, has a fabric of intertwined issues, possibilities, worries and aspirations. The systemic nature of community reality must be taken into consideration when addressing any one of these issues.

This complexity makes it a cybernetic<sup>i</sup> as well as a social engineering challenge. This democratic challenge is to make groups sufficiently large to enable them to express and consider all of the important aspects of important issues, to agree on something that is more than a consensus. As Beer aptly put it, a consensus represents “merely a lowest common denominator that robs the group of its whole *raison d'être*”.



Figure 3 Many Voices to Hear and Integrate

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<sup>12</sup> World Organization of Systems and Cybernetics write-up on Stafford Beer, <http://wosc.co/outstanding-contributors/stafford-beer/>



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### The *Team Syntegrity*® Process Model

*Team Syntegrity*® is a large-group process designed to fulfill the above cybernetic challenge (a high variety of viewpoints and low information loss leading to common complementary outcomes) to enable the participants to democratically converge on jointly held and convergent outcomes, resolves, or decisions. Pearson (1994) summarized the *Team Syntegrity*® process as follows:

By following the *Team Syntegrity*® protocol, a set of 30 people who accept to be members with equal status of a group to discuss some subject matter requiring action will create a robust structure of mutually acceptable ideas on that subject matter (under 12 headings) and a robust structure of relationships among themselves with respect to action on such subject matter.

The three process design diagrams presented in [Appendix 1](#) describe the components of the *Team Syntegrity*® process as it was adapted to the Mayne Island context. The following section documents how the process was rolled out on Mayne Island from May to December 2019.

How this process got deployed on Mayne Island and its chronology is documented in [Appendix 2](#).

[Appendix 3](#) provides additional information about specific aspects of the *Designing the Future* process, some of the assumptions that were made, and learnings that came out of it.



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### The Mayne Island Strategic Plan

#### Introduction

The above section on the [Mayne Island Context](#) presents an island that is at a fork in the road. If current trends remain unchanged, the island's population will continue to diminish unabated as the predominant older demographic ages out and needs to move closer to the centers to access the medical and homecare support they need.

There isn't much infrastructure to attract young families. Jobs are precarious making available housing unaffordable. While most of the houses owned by part-timers and non-residents on Mayne Island remain empty most of the year, aq portion of those that are rented out are to short term vacationers, making them inaccessible to lower income families.

Transportation between the Southern Gulf Islands is impeded by the BC Ferries' focus on scheduling the more lucrative runs linking the islands to Victoria and Vancouver. The lack of inter-island transits impedes possible synergies between the Southern Gulf Islands for the local exchange of goods and services. This leads to a drain of island wherewithal to the larger centers, instead of keeping wealth creation activities local.

Local synergies will become increasingly vital as we confront the exigencies of climate change adaptation and food security. With an average of about three days of food in the island food distribution logistics, even small spikes in demand or replenishment delays become critical.

The 600+ aspirations that the community-wide surveys and workshops collected (see [Appendix 7](#)) talk to a future that has leapfrogged many of these roadblocks, touching on affordable housing, health care, seniors car, young families, employment, transportation, climate change and sustainability, water, community resiliency, First Nations reconciliation and multiculturalism, governance, and a few other themes.

The goal of the Designing the Future of Mayne Island Summit was to answer the question: *What will it take to address or actualize these aspirations?* Obviously, it couldn't address everything islanders wish for. But some themes came out stronger than others, and some themes were seen as paramount to others. What is not addressed at this time could be in a later Summit if the community so wishes, within the context of what will have been achieved by that time.

In the following pages, you will find one page summaries of the seven action vectors that compose the strategic plan coming out of this Summit. While each is presented stand alone, they all have touchpoints with the other ones that were acknowledged as part of the teams' deliberations. The last section of this report covering next steps complete the strategic plan.

It comes as no surprise that the underlying theme of these action vectors is sustainability – sustainability in terms of better health outcomes and home care for our aging population, sustainability and resilience against climate change, including food security, sustainability with regard to finding home accommodations for young families and workers to fill the jobs needed to run the island, and in terms of community building, community wellness and job creation.



# Designing the Future of Mayne Island: The Strategic Plan

Brown Team<sup>13</sup>: Confronting the Climate Crisis ... Addressing The Consequences Of Our Everyday Life

## SUMMARY

The establishment of a Mayne Island based not-for-profit that will identify and implement a series of Mayne Island focused strategies aimed at mitigating, adapting to and regenerating homes and businesses in the face of the climate crisis.

## NEEDS ASSESSMENT

The *premise* of this project is that the climate crisis presents a direct and real threat to ongoing human habitation on Mayne Island.

The *purpose* of this project is to realize a series of tangible projects and initiatives that build the capacity and capability of island residents to adapt to the climate crisis in a way that is actionable, self-sufficient and connected with living systems.

The *instrument* for this project will be the establishment of a not-for-profit organization whose mandate will be to provide encouragement, access to resources and other types of tangible support for local climate change adaptation and regeneration.

## PROJECT GOALS

1. To raise the profile of the impacts and local contributions to the climate crisis.
2. To establish the community inter-relationships and connections needed to meet these and other challenges.
3. To define the educational initiatives and connections to educational infrastructure needed to realize the project.
4. To establish national and international connections to other similar communities experiencing similar stresses.
5. To support Mayne Island to reach a net zero for energy and water consumption.
6. To support Mayne Island to become a zero waste community.

7. To support ecosystem regeneration through the enhancement of water and nutrient cycles at the domestic scale,.
8. To create independence and fulfillment in the citizens of Mayne Island through the realization of the goals above.

## OPERATIONAL FOCUS

Through the creation of the not-for-profit *Mayne Island Regeneration Initiative (or better name)* the project will establish active connections to other places and organizations travelling the same road, deliver directly relevant education, provide access to funding, identify business opportunities, stimulate the packaging of services associated with achieving the project's goals, and generally reduce any and all friction associated with realizing these initiatives.

The project will be focused on Mayne Island, and if successful will provide examples for knowledge sharing initiatives on other islands.

## PROJECT DELIVERABLES

The project will unfold in three stages, each of which will be tied to deliverables:

Stage 1: Initiation This stage will focus on the establishment of the *Mayne Island Regeneration Initiative (or better name)* and organizing to deliver against the above goals.

Stage 2: Implementation This stage will focus on confirming and refining relevant projects, and the commencement of a number of pilot projects. Successful projects will then be rolled out at scale.

Stage 3: Rebirth This stage will focus on a reassessment of the *Mayne Island Regeneration Initiative (or better name)* in the face of the climate crisis as it manifests in 2025 with a particular focus on the local impacts.

<sup>13</sup> For ease of reference during the Summit, each team was assigned a colour. Aside from that, the particular colour given to a team was non-significant and random except perhaps to the Green Team.



Magenta Team: Community Care and Support

SUMMARY

Connecting Mayne Island residents who are physically and/or cognitively disabled with government-funded, locally-hired caregivers and day-to-day assistants, allowing them to stay in their homes longer and with dignity, while providing more sustainable, well-paid, year-round employment positions to our island workforce.

NEEDS ASSESSMENT

Mayne Island is unique in its needs for health support, given its inaccessibility and the high percentage of older citizens retiring here. Per the last census, the average age on the island is 65. Current programs that are accessible to residents involve caregivers and assistants being sent from other islands, with unreliable attendance and rigid schedules due to ferry schedules. Many older residents find they must move off-island to be able to access the level of care they need. The last census indicates we have lost 10% of our island population since the previous one.

In the meantime, we have an unreliably employed, underpaid working class of citizens living on the island.

There are multiple existing Government programs and sources of funding available to set-up our own Care Support Group that could hire, pay, schedule and coordinate local assistants and caregivers for those on our island who need it, rather than relying on Vancouver Island Health’s program alone.

PROJECT GOALS

The project seeks to achieve results that are measurable, attainable and within the power of the island community to fully realize.

1. To ensure all Mayne Island residents who are physically and/or cognitively disabled have appropriate access to qualified caregivers and day to day assistants;

2. Eliminate the difficulties and delays faced by persons needing help to obtain it;
3. Create permanent local jobs for qualified residents;
4. Eliminate the loss of island residents due to the inaccessibility of said services.

OPERATIONAL FOCUS

Create a new, or expand an existing, organization dedicated to providing Mayne Island residents who are physically and/or cognitively disabled with a range of services that allow them to stay in their homes longer and with dignity.

This service will include

- Determining the range of services needed and wanted by the target population
- Identifying funding sources and acquiring on-going funding
- Creating a qualified resource personnel pool that can be called on to provide the required services
- Organizing to deliver: Establishing policies and procedures, quality assurance, performance indicators, workflows and authorizations.
- Deploying the service on a gradient scale for controlled growth

PROJECT DELIVERABLES

- Providing help to disabled ten members of the community in the first year.
- Mayne Island needs assessment of elderly and disabled residents;
- Community engagement to create awareness and adhesion;
- Engagement protocols with a variety of funding sources to meet said needs
- Preparing application templates to facilitate the application process;
- Pool of qualified on-island resources to provide said services
- Hiring administrators commensurate with the needs of the community



Cyan Team: Mayne Island Medical, Health and Wellness Improvement

**SUMMARY**

The outcome of the Cyan Team’s research and evaluation is the official/legal creation of the Mayne Island Health & Wellness Association (MIHWA). This Association will collaborate with other Health/Medical groups in order to coordinate and be the instrument of delivery to meet the gaps in the health and wellness needs of the community.

**NEEDS ASSESSMENT**

The Cyan Team conducted an accessibility and community awareness review of alternative medical, health and wellness practitioners and services. It was determined that such services are not well coordinated and linkages to mainstream medicine was not provided. These factors result in a lack of coordination, education and awareness regarding all of the health-related services, in totality, on the Island.

When all of the data, research, discussions with subject matter experts and Cyan Team members is taken into consideration, and the gaps identified and analysed, it becomes evident that health and wellness coordination, outside the mandated responsibilities of the Mayne Island Health Centre, seems to be a pervasive issue which, if rectified, would benefit Mayne Islanders.

(Please see the more extensive Needs Assessment available in the Project Charter for this Outcome Resolve in [Appendix 15](#))

**PROJECT GOALS**

1. Attract and identify a group of interested individuals who would move forward with the creation of the Mayne Island Health & Wellness Association (MIHWA); and
2. Ensure the Board members are comprised of: subject matter experts from the health sector (both mainstream and alternative medicine); a representative from the MIHCA and MIALS Boards; a senior; an

undetermined number of patient advocates from the community.

**OPERATIONAL FOCUS**

1. Officially and legally create the Association;
2. Create policy and procedures;
3. Create a 5/7 year strategic plan;
4. Obtain Government support and funding to source education, awareness, public documents, website designed to enhance the overall health and Wellness of our Community;
5. Design a needs assessment survey based on mainstream and alternative medical services.
6. Conduct an in-depth Gap Analysis and, in consultation with MIHCA and MIALS, create a strategic plan to close the identified gaps;
7. Create a Health and Wellness resource website;
8. For those not on-line, create a printed “Guideline for Health and Wellness”;
9. Explore the creation of a “Health Field Trip” transportation service to Sidney/Victoria of other SGI for coordinated appointments. Possible partnership with the community bus could be researched;
10. Create a working group for the coordination of all health services, holistic services and those involved in the social determinants of health on Mayne Island; and
11. Consider the pros/cons of applying for standing on the Southern Gulf Islands Advisory Committee (Island Health).

**PROJECT DELIVERABLES**

1. Identification of interested and skilled individuals to move forward with the creation of the MIHWA; and
2. The MIHWA Board members will have access to the Cyan Team members as consultants during the creation of the association and development of the strategic design and plan.



Green Team: Food Sustainability Initiative

SUMMARY

Considering the climate crisis, regional food sustainability is paramount to our survival. We will further local food security through the support of local growers, processors, retailers, consumers and landowners.

NEEDS ASSESSMENT

Mayne Island would have 1-3 days of food on store shelves if we should ever be cut off from ferry service. Food sustainability is crucial to our survival.

PROJECT GOALS

Within 5 years, Mayne Island will be part of a regional food network. The first step will be to create local food security through the support of local growers, processors, retailers, consumers, and landowners.

OPERATIONAL FOCUS

Using these five principles, The Food Sustainability Initiative will:

- 1. Guide individuals to take charge: Develop a handout with 10 actions that each islander can take to further food sustainability with links to resources such as square foot gardening, eating to the seasons and Southern Gulf Islands Food Co-op as one existing point of connection with growers and B.C. Food Systems Network.
- 2. Resource the community: Use targeted interviews with a diverse range of skilled and

knowledgeable community members to understand the opportunities and obstacles to food security on Mayne Island.

3. Let the land lead: Use the CRD map of arable land on Mayne Island to guide potential future land and grower matching such as the Young Agrarians.

4. Be guided by precedent: Base the team’s work on other successful food sustainability initiatives, and then consult with community resources to understand if these examples are viable on Mayne Island.

5. Understand history: let the First People’s understanding of the land, it’s forces, flows and watersheds guide future patterns of food production and in habitation.

PROJECT DELIVERABLES

- 1. Develop a handout/pamphlet with 10 actions that each islander can take to further food sustainability with links to resources such as square foot gardening, eating to the seasons and Southern Gulf Islands Food Co-op as one existing point of connection with growers and B.C. Food Systems Network.
- 2. Develop a system to match up farmers with available land using the arable land map of Mayne Island.
- 3. Double the number of individuals or family groups on the southern gulf islands growing and preserving a portion of their annual food needs in small garden patches.



Black Team: Mayne Island Community Spaces Engagement

SUMMARY

This proposal is to design and implement a new service that increases personal and community engagement opportunities for Mayne Islanders, and reduces barriers that keep people excluded and isolated.

NEEDS ASSESSMENT

Life on Mayne Island is rich and vibrant, composed of both informal networks and organized groups and clubs. There are various venues and spaces where events and programs are offered, and skilled and talented leaders providing opportunities for personal and community development.

But for all of the opportunity afforded here, there are just as many barriers to inclusion. Many groups, clubs and venues are- by no fault of their own- exclusive, difficult to access, constrained by insurance policies, or simply unknown. There are also high levels of isolation and exclusion experienced by groups and individuals such as seniors, youth, young families, newcomers, people with disabilities and other vulnerable people. And these groups and individuals are not typically the ones to enjoy the richness and vibrancy we have to offer.

What if Mayne Island could truly realize its image of being inclusive and welcoming to all, by increasing access and breaking down the barriers that limit community programming and participation?

The vision of the Black team is to design and implement a single-access point coordination and engagement service for facilities' programming on Mayne Island.

The mission for this group is to enhance life, by supporting and encouraging personal and community development through the facilitation of community programming and engagement.

PROJECT GOALS

- To develop a new service that provides a single-access point to social, leisure, recreational and educational programming on Mayne Island
- To achieve collaboration among existing groups which provide programming and/or

manage community facilities where programming is available.

- To establish a steering committee to align the content of the services provided to Mayne Islanders' needs and interests
- To navigate insurance providers to ensure blanket coverage for a spectrum of programming relating to the scope in bullet 1
- To increase and streamline membership in existing organizations that provide programming and/or community space, by offering a bundled membership model
- To employ a part-time coordinator to develop partnerships and programs to deliver the mission stated above
- To establish a presence in the community, through a combination of online, physical office space, and active and continuous outreach that provides information and opportunities for engagement

OPERATIONAL FOCUS

The service would have four main functions:

**Outreach and Information Resource** – The service would provide a central and comprehensive hub of information about programs and events relating to its mission.

**Program planning and facilitation-** The service would facilitate programs and events of interest or priority to the Mayne Island Community.

**Insurance coverage for programs and events** An insurance coordination service would save time and energy for both organizations and individuals hosting various programming in existing community venues.

**Mayne Island Passport** – A membership coordination service would streamline and facilitate the purchase of memberships in a variety of organizations for a single fee.

PROJECT DELIVERABLES

- Funding for a 0.5FTE
- A host organization to administer the service
- A steering committee comprised of local knowledge
- Implementation of the four service functions, described above.



## Yellow Team: Housing Matters: Creative and Resourceful Solutions to Mayne Islands Housing Crisis

### SUMMARY

Lobbying local Government to allow for alternative housing options and increased density on private land, motivating landowners to provide long-term rental housing and educating the public on the impact of the current Mayne Island housing crisis.

### NEEDS ASSESSMENT

The need for affordable housing has been made apparent by the struggle of local businesses to maintain staffing, for young families to establish secure and sustainable homes and the challenge faced by anyone wishing to rent a place to live.

### PROJECT GOALS

Achieve results that are measurable, attainable and within the power of the island community to fully realize. These focus on three key subject areas: bylaw enforcement, housing needs education, maximizing habitation of houses that already exist.

### OPERATIONAL FOCUS

#### **Enforcement and Reimagining of Existing Bylaws and Regulations**

This category will have two primary activities:  
*Short Term Rental Regulation:* The strict enforcement of the short-term rental regulations.  
*Landlord and Tenants Rights:* Dissemination of information about tenant and landlord rights and provision of dispute resolution & mediation services.

#### **Education**

This category will have three primary activities:  
*Community Discussion:* to develop a vibrant dialogue around housing issues in the 21st century and the unique ways in which Mayne Island can respond.  
*Outreach:* through targeted outreach activities owners of under-utilized homes will be respectfully invited to provide them to local residents for rent.  
*Consultation:* through consultation with other island communities and government this project will identify and inform elected officials of the unique nature of the housing crisis on Mayne

Island and a range of possible solutions uniquely suited to the local rural context.

It is important to note that the higher purpose of this category is to develop ongoing and island appropriate dialogue around housing issues, rather than becoming an advocacy group for specific pet projects. A communications person would facilitate the flow of information to the community through a variety of online and print media.

#### **Housing Creation**

This category will have four primary activities:  
*Tiny Homes:* the project will seek to advance the cause of tiny homes through advocacy for zoning changes to allow for tiny homes in lieu of full size houses;  
*Shared Housing:* the project will seek to create a network of shared housing solutions such as co-op and cohousing (including seniors seeking assistance and/or extra income through house shares);  
*Secondary Suites:* the project will seek to support the creation of legal, dignified, habitable, safe and secure secondary suites in existing houses;  
*Energy neutral, Affordable, Purpose Built Rental Housing* will work with issues of scale, form and design in keeping with neighbours and the rural island character.

### PROJECT DELIVERABLES

- Public education on the reality of our housing situation;
- Support the Local Trust Committee to help them implement their Mayne Island Housing Regulation and Policy Review Discussion Paper dated October 2019;
- Bylaw enforcement of illegal short-term rental units;
- Outreach to prospective renters and tenants;
- Facilitate caretaking situations for frequently absent or elderly homeowners.
- Create Landlord and Tenant education and mediation services.
- bylaw changes to allow for gray water systems and composting toilets without also requiring a septic field



## Designing the Future of Mayne Island

### Purple Team: Marine foot passenger service linking the Southern Gulf Islands (SGI Link)

#### SUMMARY

An on-demand marine shuttle that augments the Ferry service provided by BCF with an Inter Island passenger connectivity network for residents and tourists that is sustainable, innovative, convenient and pleasant to use.

#### NEEDS ASSESSMENT

Inter (Between) Island connections – provided at present solely by BC Ferries, are lacking in convenience, scheduling and access, island-to-island. This project will address this shortfall, providing an opportunity to enjoy the beauty and variety offered by island life, as well as addressing daily needs of islanders. As well, we want to ensure that the pieces for Intra (On) Island connections are in place to provide the opportunity to explore the depth and breadth of each island’s offerings.

#### PROJECT GOALS

- To connect the Southern Gulf Islands with some form of marine transportation network, beyond that provided by BC Ferries, that is sustainable, innovative, convenient and pleasant to use.
- To provide and/or utilize on island facilities and services that add positively to the user experience.
- To address the daily needs of local islanders with regard to regular health care/pharmacy access and medical support.
- To foster an atmosphere of cooperation between Southern Gulf Islands with regard to both economic opportunity and consensus building.
- To put in place an authority that will nurture the concept once established to become an essential community service for each-and-every island.

#### OPERATIONAL FOCUS

- Provide “on demand” service, initially, to coincide with various Island activities and events.

- Connect the Southern Gulf Islands, either from an island hub such as Mayne Island, or in a circular routing.
- Deliver service for pedestrians, bicyclists, only – dogs welcomed, too!
- Service types and schedules need to give consideration to two distinctive user groups. The initial focus would be on residents of the Islands, supplemented by tourism/recreational users beginning with weekend service from late spring through early fall.
- Consider expanding the service schedule to a twice weekly subsidized service to island residents with regard to health care/pharmacy access and medical support.
- Demand exists for student users wishing to access afterschool programs on Salt Spring Island and return to the participating islands in the early evening during the school year.
- Target audience – tourism/recreational customers on “user pay” basis without need of a subsidy; weekday student user will need to seek subsidized service (Ganges based).
- Lastly, it is suggested that service be tied in or reinforced over the tourism season with regard to “special weekend festivities”, i.e. the Campbell Bay Music Festival on Mayne Island, Lamb Barbeque on Saturna Island, etc.
- Connect individual Southern Gulf Islands from the arrival at the docking facility by ensuing the provision of pedestrian and trail networks on each island, along with the opportunity to rent bicycles and eBikes, scooters and, possibly, eVehicles;
- Ensure that all islands take the time and effort to promote their individual tourism celebrations, in relation to the “special weekend festivals” referenced above. Chambers of Commerce would be asked to be involved in the marketing of the service/events. Service will be Market Solution driven.



## The Way Forward

The seven action vectors proposed by the Summit are detailed in the appendices in the form of project charters that are as detailed as the various teams could take them given available time.

These proposals are sufficiently well articulated to ask the Mayne Island community if they meet the community's aspirations adequately and if we should, as a collective, proceed with them. This is therefore the first of several next steps.

### Broad-based Community Support Survey

As of January 1, 2020, the Mayne Island community were asked to complete an online survey designed to inform people about what the Summit outcomes are, and to obtain feedback on each of the seven action vectors. The survey was open for the full month of January. 130 members of the community completed this survey which amounts to a 14% rate of response.

All of the proposals attracted unequivocal support from the Mayne Island community, ranging from 75% to 92% in favour. Also, 42 persons signed up to support the rollout of these seven proposals.

[Appendix 20](#) provides more detail on the survey responses for each proposal as well as the nature of the objections that were registered.

### Closing the Loop with Island Organizations

The May 23<sup>rd</sup>, 2019 workshop with most of the island's volunteer organizations generated the impetus to launch the Summit. The development of each of the seven action vectors as part of the strategic plan was done without their influence, strictly on the basis of the community aspirations and the participants' individual knowledge and wisdom, representing themselves as members of the community. All of the proposed action vectors have touch points with one or several of the community organizations, so it is now time to close that loop before these action vectors go forward. The matrix shown in [Appendix 21](#) relates each of the seven vectors to the island organizations – at least, that is our best stab at it. Each action vector has touch points with an average two to three organizations.

There is clearly an opportunity here for synergy and collaboration. So the next step for us will be to reach out to these organizations to offer our collaboration, and at the same time, we extend our invitation to them extend an expression of interest. Please connect via this email address: [designingthefuturemi@gmail.com](mailto:designingthefuturemi@gmail.com).

### Partnering With the SGI Community Resource Center

The SGI Community Resource Center has established a foothold on Mayne Island to provide a number of community services that have been proven on Pender Island and ready for deployment to the other SGI islands.



## Designing the Future of Mayne Island

Several of the action vectors envision services that are similar to those offered by the CRC including programs and services to the community not already provided by community organizations, coordination of community events and venues, needs identification for programs and services to residents, distance education and training for employment as well as for general interest, volunteer support, grant writing. Discussions have already started to enable this collaboration.

### Action Vector Workshops

Each of the action vectors calls for accessing specialized expertise to finalize the plans and roll them out. There is a lot of expertise on the island, and the hope is that it will manifest itself via the aforementioned community support survey. Further, the community feedback survey and December 2019 and January 2020 Open Houses allowed a number of members of the community to sign-up to proposed action vectors they particularly care about. Workshops will be organized to roll these action vectors forward with community members and island organizations.

### Partnering with Our Governance Organizations

Our elected representatives from each of the following levels of governance have expressed interest in the Design the Future of Mayne Island initiative and have offered expressions of support. We will meet with each to advocate for roll out support and to explore how the Mayne Island aspirations as they translate into this strategic plan can be dovetailed with each of these organizations' planning and budgeting.

- The CRD
- Island's Trust
- Provincial Government
- Federal Government

### Community Council

Community-wide initiatives such as the ones proposed here require community-based accountability and guidance. It also requires champions who make it their business to facilitate progress and remove road-blocks.

We propose the creation of a Community Council to offer this guidance and support.

### Community Portal For On-going Community Engagement

A web-based portal was created to support the role out of the Summit. Now that this completed, we intend to rework the web-site to support the implementation roll-out.



## Acknowledgements

Many members of the Mayne Island community have enabled this initiative to happen and be a success, and it would be impossible to name them all. But at the risk of forgetting some, these need to be highlighted:

### Summit Participants

The two dozen community members who stepped up to participate in this Summit have made a significant contribution to the future of Mayne Island. Collectively, they volunteered more than 1000 personal hours to be invested into this endeavour. These are outstanding people. Their names are listed in [Appendix 8](#).

### Our Funding Sponsors

- The Mayne Island Community Chamber of Commerce
- The Mayne Island Lions Club
- The SGI - Community Economic Sustainability Commission of the CRD

### Our Community Supporters

These include all the organizations and persons who attended the May 23<sup>rd</sup> ([Appendix 4](#)) and June 13<sup>th</sup> ([Appendix 5](#)) workshops, as well as those who stepped up to act as the Steering Committee ([Appendix 6](#))

Thank you also to the over 197 persons who brainstormed their aspirations for the future in the summer of 2019 and thereby gave their guidance to the whole process. Thank you to the 130 members of the community who gave their feedback on the proposed action vectors that resulted from the Summit, as well as the 83 residents and friends of the island who attended the January 18<sup>th</sup> 2020 Open House.

Further, thank you to Alea Printing, publishers of the MayneLiner, for technical help and providing spaces for community updates.

Thank you to the SGI Community Resource Center, which handled the financial accounting of sponsor funding and expense tracking.

### The Designing the Future Organizing and Facilitation Team

Designing and rolling the Designing the Future Summit required extraordinary effort from an extraordinary team. Kudos for a job well done and for the learnings that have resulted.

- Deborah Goldman
- Brian Crumblehulme
- Jean-Daniel Cusin



## Appendices

1. [Designing the Future of Mayne Island Process Diagrams](#)
  - a. [Systematic Design Diagram \(One of two\)](#)
  - b. [Systematic Design Diagram \(Two of two\)](#)
  - c. [\*Design the Future\* Process Design Diagram](#)
2. [Designing the Future of Mayne Island Deployment and Chronology](#)
3. [Designing the Future Process Notes](#)
4. [May 23rd Sharing by Island Organizations Achievements Past and Planned](#)
5. [June 13<sup>th</sup> Younger Generation Workshop Participants](#)
6. [Designing the Future Steering Committee](#)
7. [Mayne Islander Aspirations for the Future of Mayne Island](#)
8. [List of the Summit Participants](#)
9. [List of the December 5<sup>th</sup> 2019 Summit Completion Celebration Attendees](#)
10. [Designing the Future Summit Participant Briefing Notes](#)
11. [Endorsed Topics at the End of the Topic Jostle](#)
12. [Unendorsed and Demoted Topics](#)
13. [Brown Team Project Charter: Confronting the Climate Crises](#)
14. [Magenta Team Project Charter: Community Care and Support](#)
15. [Cyan Team Project Charter: Mayne Island Medical, Health and Wellness Improvement](#)
16. [Green Team Project Charter: Food Sustainability Initiative](#)
17. [Black Team Project Charter: Mayne Island Community Spaces Engagement](#)
18. [Yellow Team Project Charter: Housing Matters](#)
19. [Purple Team Project Charter: Marine Foot Passenger Service](#)
20. [Community Feedback Survey Responses](#)
21. [Affinity Map Joining the Summit Action Vectors and the Island's Organizations and Societies](#)



## Designing the Future of Mayne Island

### Appendix 1: Designing the Future of Mayne Island Process Diagrams

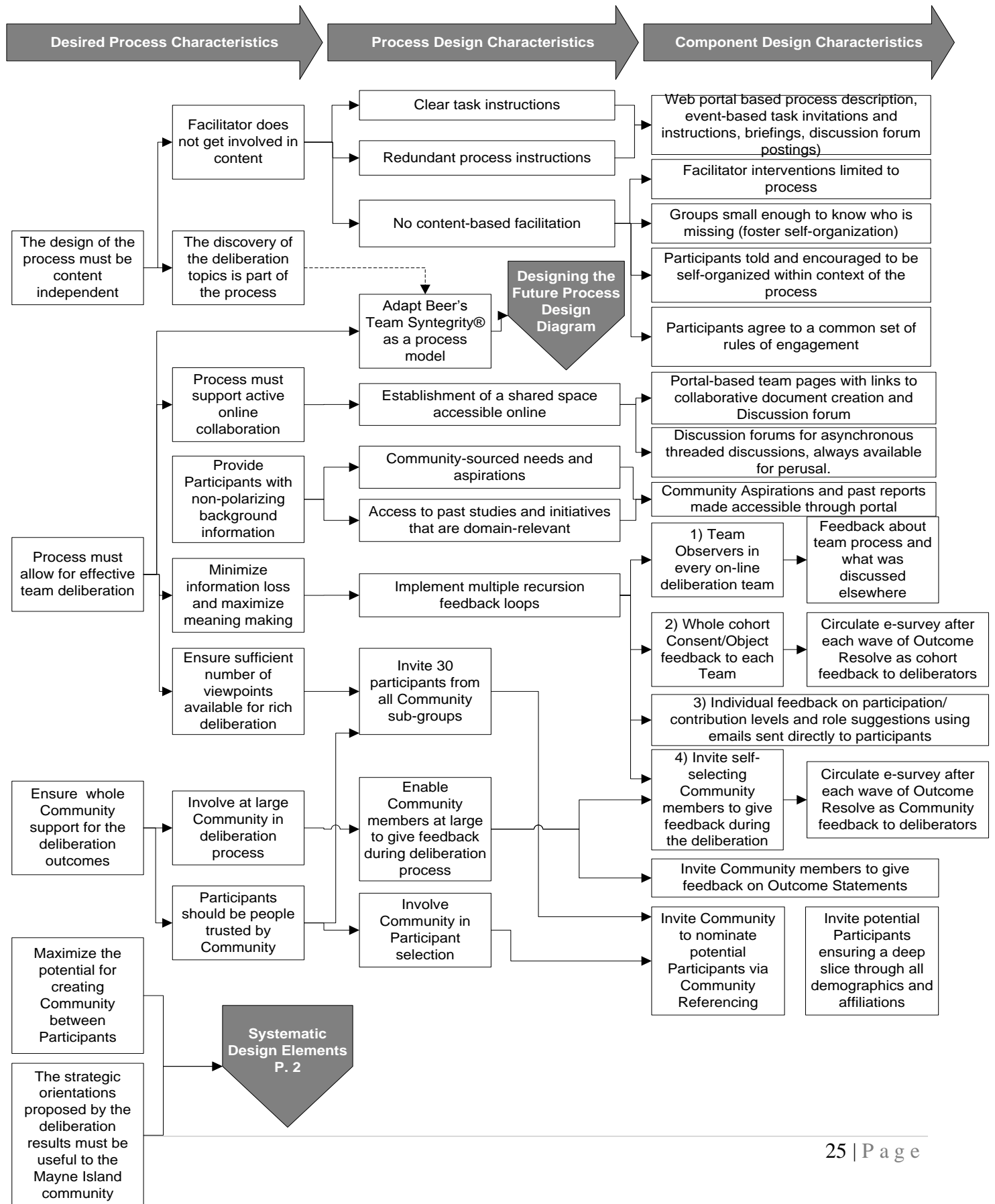
The following three diagrams relate the needed design elements for an effective community-based to the detailed design of the Designing the Future of Mayne Island community engagement process and the Summit itself.

The first two are complementary, each detailing a number of design elements, and flow into the third, which illustrates the more important components of the Team Syntegrity process.



# Designing the Future of Mayne Island

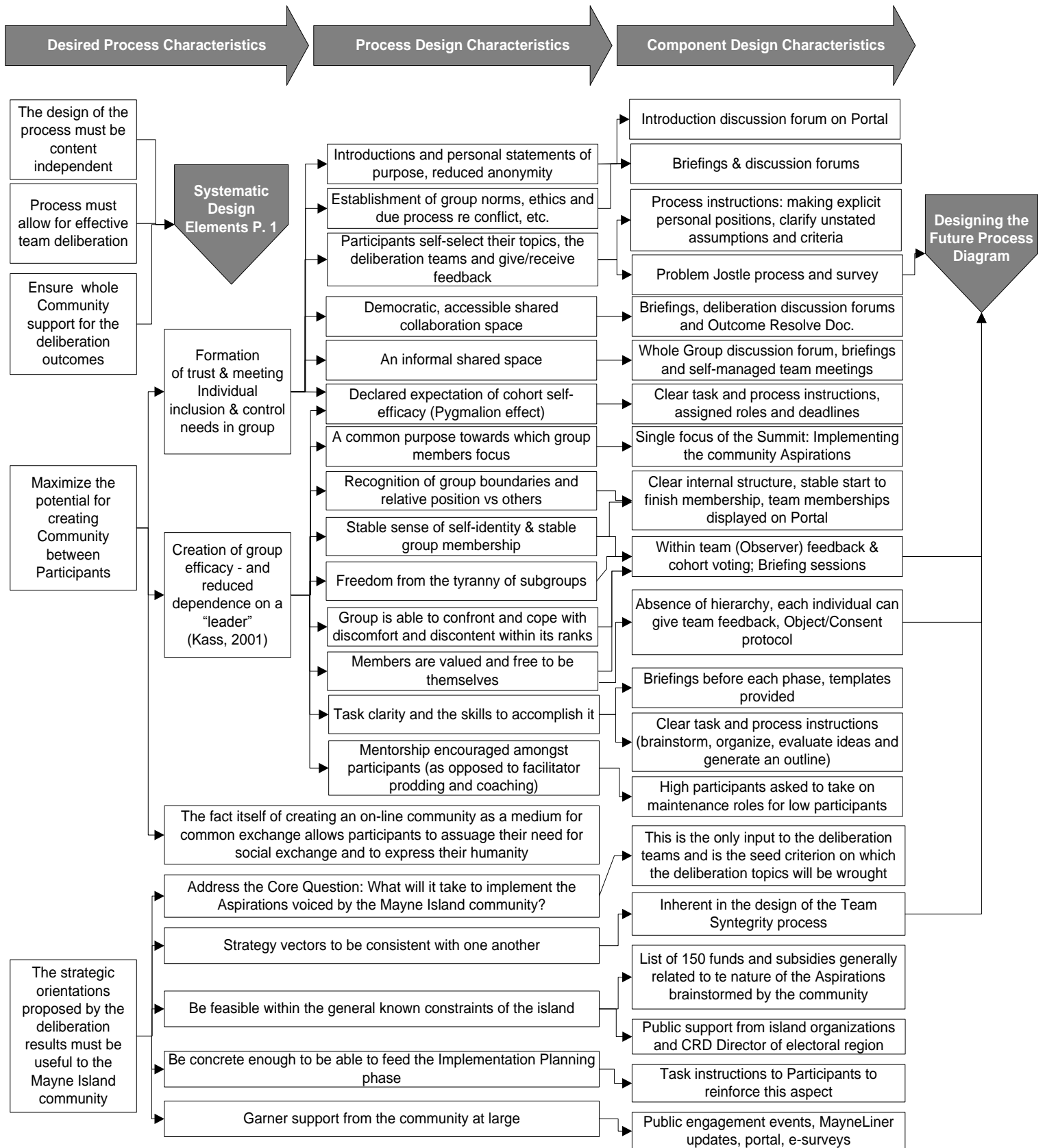
## Appendix 1a: Systematic Design Diagram (One of Two)





# Designing the Future of Mayne Island

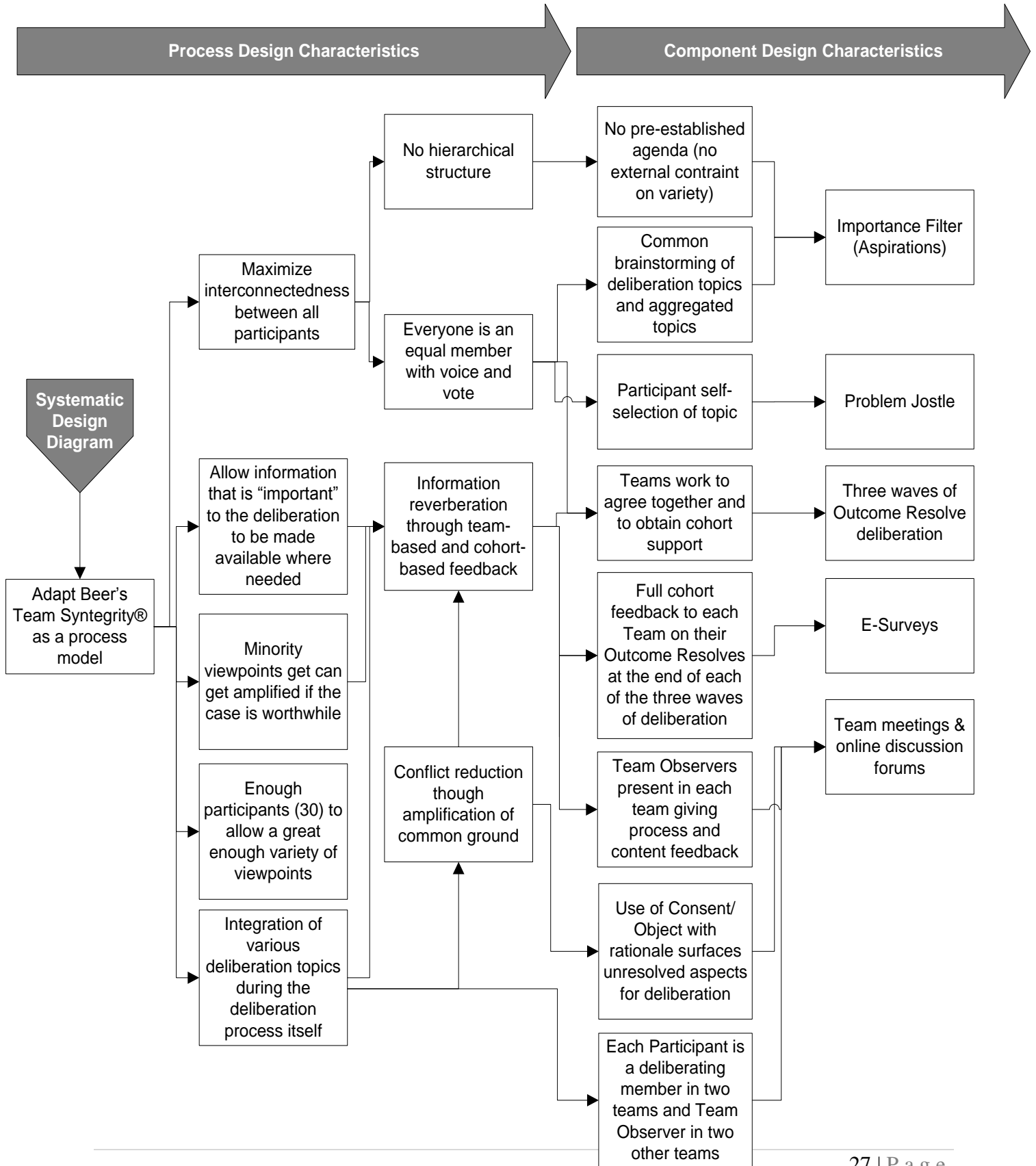
## Appendix 1b: Systematic Design Diagram (Two of Two)





# Designing the Future of Mayne Island

## Appendix 1c: Design the Future Process Design Diagram





Appendix 2: Designing the Future of Mayne Island Deployment and Chronology

This appendix provides a chronological overview of how the process was rolled out on Mayne Island.

Chronology	Process Description
May 23, 2019	<ul style="list-style-type: none"> <li>• The leadership of all the island’s Societies, Non-profit organizations and Commissions are invited to share what their organizations have achieved over the past while, and what they are planning for the next year. What they shared is shown in <a href="#">Appendix 4</a>.</li> <li>• The attendees are also asked what are their aspirations for Mayne Island over the next five years. Over a hundred are collected. See <a href="#">Appendix 7</a> for a themed collection of all the aspirations collected on May 23<sup>rd</sup> as well as subsequently.</li> <li>• Most of the 36 attendees agree that it would be worthwhile to take these aspirational ideas further, and that we should be sure to have a wider representation of younger residents. Hence the plan for June 13th.</li> <li>• Most sign up to be part of the Designing the Future Steering Committee. Please see <a href="#">Appendix 6</a> for the list of these persons.</li> <li>• The Mayne Island Community Chamber of Commerce sponsors \$200 toward the event, which is greatly appreciated.</li> </ul>
June 13, 2019	<ul style="list-style-type: none"> <li>• A group of 21 younger Mayne Island residents (see <a href="#">Appendix 5</a>) come together to voice their aspirations for Mayne Island and to gauge the group’s interest to take this forward. Virtually all are in agreement.</li> <li>• Seven sign up to be part of the Designing the Future Steering Committee.</li> </ul>
June 20, 2019	<ul style="list-style-type: none"> <li>• The Designing the Future Steering Committee is convened to review the Summit process design and validate next steps.</li> </ul>
July 8, 2019	<ul style="list-style-type: none"> <li>• The Mayne Island Lion’s Club Executive votes to graciously sponsor the <i>Design the Future of Mayne Island initiative</i> to the tune of \$400. This significant gift is a heart warming vote of confidence.</li> </ul>
July 9, 2019	<ul style="list-style-type: none"> <li>• SGI Director David Howe and the Community Economic Sustainability Commission vote to fund the <i>Design the Future of Mayne Island initiative</i> to the tune of \$5,500 - enough to see it through to the end of the Summit in December 2019. With our appreciation.</li> </ul>
July 18, 2019	<ul style="list-style-type: none"> <li>• Mayne Island Community “Aspirations” survey closes after being open for a month. The survey asked “What are your aspirations for Mayne Island over the next five years” and who the respondent recommends be invited to be a participant in the Summit. Up to 30 participants are sought. The persons most often recommended will be invited.</li> </ul>



## Designing the Future of Mayne Island

	<ul style="list-style-type: none"> <li>From June 29 to July 18, 197 Surveys were completed, yielding 405 for a total of 645 aspirations when added to the May 23<sup>rd</sup> and June 13<sup>th</sup> workshops. Several themes are recurrent. The compilation is in <a href="#">Appendix 7</a>.</li> </ul>
August 5, 2019	<ul style="list-style-type: none"> <li>The compilation of the survey responses is completed, the “Aspirations” are themed.</li> <li>The persons most often recommended in the survey to be Summit participants are invited on behalf of the community. See <a href="#">Appendix 8</a> for the list of Summit participants. (Frequency of recommendation, and number of community involvements as stated by the recommender were mathematically calculated to present a non-biased selection. The following factors were also selected for representation: full-time/part-time residents, and age which at times implied employed/parenting.)</li> </ul>
August 14, 2019	<ul style="list-style-type: none"> <li>The Designing the Future of Mayne Island Team Portal website is deployed</li> <li>All Summit Participants who have confirmed their participation are sent a Summit Briefing document (<a href="#">Appendix 10</a>)</li> </ul>
August 21, 2019	<ul style="list-style-type: none"> <li>Formal launch of the Designing the Future of Mayne Island Summit.</li> <li>The participants prepared and prioritized a number of proposals in answer to the question “What will it take to realize the aspirations of the Mayne Island community?”</li> <li>This yielded ten Topics which will be developed over the Fall to form the strategic plan.</li> <li>An e-survey is used to ask Participants which topics they would prefer to work on.</li> </ul>
August 30, 2019	<p>Participants are assigned to topics on the basis of their preferences and in such a way to ensure each team has a foothold in each of the other teams by way of the four team roles<sup>14</sup> assigned to each participant:</p> <ul style="list-style-type: none"> <li>○ Two Deliberator Roles: Works with other Deliberators on the Team to produce an Outcome Resolve</li> <li>○ Two Observer Roles: Gives feedback about the Team's process (is it working, why? why not?) and what is happening in other Teams that is of interest</li> </ul>
September 18, 2019	<ul style="list-style-type: none"> <li>First Outcome Iteration Briefing - the Topic Teams will develop their assigned Topic in three iterations. This is the launch of the first iteration.</li> <li>The Topic Teams self-organize to collaborate either on-line or in person meetings.</li> <li>Each iteration lasts about a month and includes a round of feedback on the previous iteration’s Outcome (what the Team has developed so far with regard to their assigned Topic).</li> </ul>

<sup>14</sup> See the section below on [Participant Roles](#)



## Designing the Future of Mayne Island

September 26, 2019	<ul style="list-style-type: none"> <li>The Topic Teams have finalized their respective Topic mission (Title and Description: what they hope to achieve). Work now begins on their first draft Outcome Resolve, which describes how they plan to accomplish their mission.</li> </ul>
October 2, 2019	<ul style="list-style-type: none"> <li>The Topic Teams have completed their first draft Outcome Resolve.</li> <li>Each participant then gives Consent/Object<sup>15</sup> feedback to each Team to help the team improve their Outcome Resolve in the second round.</li> <li>We also decide to focus our energies on seven out of the initial ten Topics that had been selected.</li> </ul>
October 16, 2019	<ul style="list-style-type: none"> <li>In-person briefing of the whole group to launch the second round of deliberation.</li> </ul>
November 3, 2019	<ul style="list-style-type: none"> <li>The second round of deliberations ends, and is followed by another feedback cycle which will involve all the participants. This feedback allows each Team to advance their Outcome Resolve in a third and final round.</li> </ul>
November 13, 2019	<ul style="list-style-type: none"> <li>In-person briefing of the whole group to launch the third and final round of deliberation.</li> </ul>
November 27, 2019	<ul style="list-style-type: none"> <li>Each Team completes their third and final draft Outcome Resolve, ending the third round of deliberations. The Teams have completed their mission. A feedback cycle starts to give each participant a chance to provide final input.</li> </ul>
December 5, 2019	<ul style="list-style-type: none"> <li>Whole team celebration of completing the Summit. All the organizations and individuals who sponsored and encouraged the Summit to go forward at the beginning have been invited. Our MLA, Adam Olsen speaks to the importance of such community-based initiatives and pledges his support. See the list of celebration attendees in <a href="#">Appendix 9</a>).</li> </ul>
December 31, 2019	<ul style="list-style-type: none"> <li>Draft Summit report readied</li> <li>E-survey open to the whole Mayne Island Community is launched to obtain feedback and support for the Summit outcomes</li> <li>January edition of Mayneliner appears in mailboxes including an invitation to islanders to complete said survey.</li> </ul>

<sup>15</sup> See the section below on [Feedback and Decision Making](#)



### Appendix 3: Designing the Future Process Notes

The following process notes provide additional information about specific aspects of the *Designing the Future* process, some of the assumptions that were made, and learnings that came out of it.

#### Community Referencing: Choosing The Right Summit Participants

The Summit participants were selected by the Mayne Island community using a *community referencing* system, also known as *snowball sampling* (Palys, 2003). M. Emery (1996) described this approach as “a referral process for identifying and selecting participants that results in a genuine microcosm of the larger community or region” (p. 157).

The process basically involves asking the people in the community to nominate persons whom they could trust to do a good job. The people who are recommended the most often are invited to participate because they tend to be natural opinion leaders and to be trusted by the community.

The community membership was asked to respond to an online survey asking for their aspirations for the future of Mayne Island as well as who they would recommend to participate in the Summit.

The use of the community referencing approach was justified by the need to ensure that the assembled team would generate conclusions that would be valid, useable, and trusted and supported by the community.

The most frequently nominated persons were invited by email to participate. The process ensured that we had a deep cross section of island demographics and interest groups. (Frequency of recommendation, and number of community involvements as stated by the recommender were mathematically calculated to present a non-biased selection. The following factors were also selected for representation: full-time/part-time residents, and age which at times implied employed/parenting.)

Information on the project, the process, and the participants’ expected involvement was made available and clarified.

#### The Topic Jostle Phase: The Making of the Summit Agenda

At the start of the Summit, we had over 600 community aspirations for the future of the island ([See Appendix 7](#)) as input. The focus of the event was to determine what it would take to actualize these aspirations into reality.

As expected, virtually none of these aspirations could actually be worked on directly. As typical brainstormed ideas go, these ideas were not articulated in a way that they could be directly implemented. Many of these ideas were ideals, others issues or needs with no proposals for resolution.



## Designing the Future of Mayne Island

The purpose of the Topic Jostle phase of the Summit is to extract strong proposals from these brainstormed aspirations – proposals that can address many of these aspirations in synergy and that can provide focus to the ensuing deliberation phases.

Participants were asked (see [Appendix 10](#)) to review the aspirations before the Summit launch event and come prepared with two or three proposals that would

- be inspiring/compelling/intriguing
- be a complete sentence, with a subject and a verb, etc.
- not just be an ideal - it should be concrete, debatable, measurable.

During the half day Topic Jostle phase, we asked participants to submit their proposals to the group by writing them on flip chart sheets posted to the wall with a title and short description keeping an eye on a wall where all the Aspirations had been posted to make sure we were hitting the important ideas.

Participants were asked to sign their name on any proposal they considered worthwhile and that they wanted to see progress to next steps. Proposals with less than five such endorsements were set aside.

Once we had about three dozen proposals, we looked to see if there was overlap between some which would suggest a possible consolidation.

The participants were each given a number of coloured dots. Each participant then allocated these dots among the topic proposals they considered would best meet the island's aspirations. Given the number of Summit participants, the ten topic proposals that had the most dots were retained, while the others were set aside.

Please see [Appendix 11](#) for the list of all the retained topics as they came out of the Topic Jostle phase. These topics became the agenda of the Summit going forward.

The topics that did not make it either because they were not sufficiently endorsed or demoted by the “dotocracy” vote at listed in [Appendix 12](#).

### Process Adaptations for a Community Context

Beer designed the Team Syntegrity® process to be delivered in the form of a retreat where participants would be isolated and fully focused on the event, in person. This is costly both in terms of logistics and accommodations, but also the impacts on participant schedules and personal lives. Whereas this is a routine demand made on employees in a corporate context, it would be hardly possible to ask community volunteers to do this.

Beer proposed several accommodations to support several teams working in tandem to ensure that information flowed where it was needed and nothing significant was lost.



## Designing the Future of Mayne Island

Porting the process to a community context offered both constraints and opportunities.

*Summit Schedule:* Instead of scheduling the Summit over 3-4 days, we scheduled it over 3-4 months which would give participants time to absorb the work within their normal lives. It would also give participants more time to think about their topics, as opposed to having to rush to meet a tight schedule. Every phase was introduced by a three hour whole group in-person plenary briefing session, then teams were expected to self-organize to meet virtually or in person to flesh out their topics in deliberation.

Feedback from participants was that the scheduled in-person times were highly beneficial as the teams otherwise found it hard to align schedules for meetings. Feedback was also that the Summit would take less time overall – 3-4 months was too long.

*Participant Roles:* Participant roles in a Team Syntegrity® event are constrained.

Each participant is a member four teams, two as a Deliberator, and two as an Observer. This allows each participant to bring forward to any of the four teams s/he is meeting with context and relevant information from three other teams. As a result, every team is connected to every other team so significant ideas, touch points, areas of conflict, new information can flow, or reverberate, throughout the teams readily.

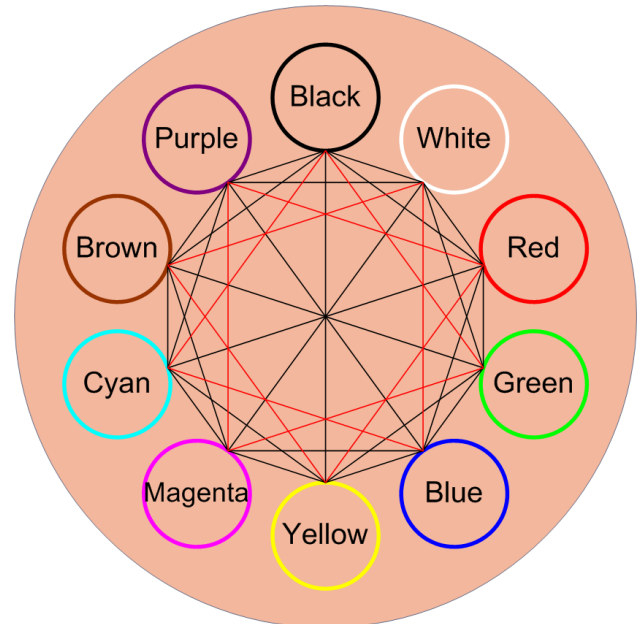


Figure 4 All the Teams are interconnected through the Deliberator (black) and Observer roles (red) = reverberation of ideas and feedback.

In the team’s Deliberator role, a participant is one of five members responsible to the rest of the Summit participants and the Mayne Island Community to propose a strong, elegant, compelling, feasible, actionable and fundable proposal address the team’s focus.

In the Observer role, the participant has two intents. One is to bring forward information encountered in other team discussions that are relevant to the team being observed. This can include asking for a reality check, for instance, when the team may be going off on a tangent that is dissonant with the thinking going on elsewhere.

The other Observer focus is to give process-related feedback to the team on how it is doing with regard to conflict management, decision making, getting the work done, etc.

These multiple participant roles means that most teams cannot meet at the same time without many of the participants having schedule conflicts. In a classic Team Syntegrity design, only two teams can meet at the same time. Given a more extended schedule in our *Designing the Future* event, that constraint was relaxed somewhat.



## Designing the Future of Mayne Island

A further constraint is participant preferences to work on certain topics over others. Every effort was made to assign participants to topics they expressed the most interest in, based on a topic preferences survey at the end of the Topic Jostle phase.

### Drafting Outcome Resolves

After the teams were constituted, we held a briefing session to introduce the first phase of deliberation. In this the teams were to make their assigned topic their own by fine tuning the topic title and short description. And then, they were to flesh out what they propose be done about the topic with the objective of meeting as many of the related island aspirations as possible. The document they produced was that team's Outcome Resolve.

From a facilitation perspective, one team member of each team was assigned the job of Team Lead. The Leads were then asked to convene their respective teams to start work in small teams. One of their first jobs was to nominate a Scribe for the team, and to find another Lead in the team were they not inclined to continue with that role. Only team members with Deliberator roles could be either the Lead or the Scribe.

In hind sight, it was clear that not all the nominated Leads had equal ability or time availability to get their respective teams off to a good start. It could have been useful instead to pull the teams during an in-person plenary session to walk them through these initial steps of deciding on roles, how they were going to collaborate together, etc.

At the end of the first phase of deliberation, which typically lasted 15 days or so, each Team was to have a draft Outcome Resolve. It often was a fledgling beginning, but it was sufficient to present back to the whole group of participants for their feedback.

In the second round of Outcome Resolve deliberation and drafting, the teams were to integrate the feedback and take their Outcome Resolves further, ending with another round of feedback. The original intent was, at that point, to publish these drafts to the Mayne Island community at large, but we ran out of time to organize this and it was not done.

The second round was followed by a third and final round, which yielded the final Outcome Resolves presented in the present report. At that time, each team was asked to format and detail their Outcome Resolve in the format of a project charter. This was to ensure their Outcome Resolves had legs – were detailed enough to be taken forward, and covered most of the aspects of the topic which would be needed for further action.

These Outcome Resolves are the result of over 1000 hours of deliberation by the Summit teams and are the proposals which are then taken to the Mayne Island community.

As proposals, they are by no means final nor implemented. It is anticipated, they will likely go through additional rounds of reflection as they are detailed and wrought into execution and implementation by current or anticipated community organizations.



## Designing the Future of Mayne Island

### Feedback and Decision Making

Throughout the Summit, there were several times where a decision had to be made. Certainly, at the end of each of the three rounds of Outcome Resolve deliberation, each participant had to decide if s/he supported each of the teams' Outcome Resolve.

Instead of using majority votes which end up killing the variety of minority perspectives, or consensus decision making, which gives each participant a potential veto on each decision, we used consent-based decision making.

In consent-based decision making or feedback, *Consent* means “All good, no major issue here”. It is a thumbs up. It does not mean everything is perfect, but it does mean it is good enough.

Alternatively, an *Objection* can be used when what is being proposed raises a really significant issue. In fact, the objection need to be of paramount or overriding concern. For example, what is proposed could violate deeply held values. Or it could be putting the objector in an untenable situation. The point of an Objection is that it carries too much power to be arbitrary or whimsical. Further, an Objection must be articulated in sufficient detail to allow the proponent of the decision to modify the proposition in such a way as to annul the objection. Thus, an Objection allows the proponent to become aware of new facts, new situational variety that will enrich the proposition and the ultimate decision. The Objection doesn't veto the decision – it makes it better. When an objection is raised and well-articulated, it no longer is owned by the objector. Rather, it is owned by the team, and the team works to resolve it.

This approach will not, in itself, guarantee that episodes of “tyranny by the majority” will not occur, but at least minority viewpoints will have an excellent chance of being heard.

### Summit Participation

The participants interacted in a number of ways.

- Every month from August to November, there was a three hour in-person briefing session which were used to brief the participants on the next phase. Eventually, these sessions also allowed the participants to do some team work.
- Many of the teams chose to meet in person, although this was difficult for part-time residents. The option also existed to meet using teleconferencing, using Skype or Zoom. It seems that meeting in person was the most favoured mode of team work.
- Each team had its own Google-based discussion forum where the members could carry on threaded discussions. There also was a whole-group discussion forum used for full group advisements, especially from the facilitators. Whenever a participant posted a message to a forum, all the other members of the said forum would get an email of the post as well. Replies to the email would also get posted.
- The Design the Future Portal website (<https://portal.dtfmi.ca/>) was where the latest draft Outcome Resolves could be accessed, as well as links to the discussion forums. The Portal also gave access to briefing materials, background information, etc.



## Designing the Future of Mayne Island

Many participants complained that the number of emails generated by the discussion forum posts was overwhelming. As it turns out, a rather large proportion of these posts and subsequent emails were about when and where the teams could meet. This suggests that were these things worked out ahead of time, perhaps at the first Outcome Resolve Briefing, team meeting scheduling would have engendered less friction, and it would have been clear from the start which participants simply did not have the capacity for the work load.

In the end, we lost 6 participants who had life events that precluded continuing with the Summit. In a community setting, especially where participants are donating so much of their time, this is not surprising. Perhaps this planning for back-up participants to fill in for those who must leave.



Appendix 4: May 23<sup>rd</sup> Sharing by Island Organizations Achievements Past and Planned

<b>Organization and Representative</b>	<b>Achievements of the Recent Past</b>	<b>Plans for the Future</b>
<b>Arts on Mayne/Arts on Mayne (Southern Gulf Islands Arts Council on Mayne) (Mary Griffin)</b>	Organisational restructuring and financial management	1) A physical space to call home 2) Unified and vibrant Arts Community
<b>Association of Mayne Island Boaters (Louis Vallée)</b>	Purposes: 1) Promote facilities, services and conditions for boating activities 2) Protect existing services and facilities as related to boaters 3) Promote safety education and training 4) Free courses to members	1) Input on improving docking facilities at Miners Bay 2) Assisting in the planning and execution of a new facility at Anson Road in Horton Bay 3) Hope to steer Mayners and boaters in the direction of Resilience on Mayne
<b>Community Garden (Mary Griffin)</b>	1) Liaison with Food Bank 2) Working on organization 3) Established organic garden completely dependent on rain water	1) Improving member participation for common good, including completion of odious tasks 2) More cohesion on joint projects with other groups
<b>Dance on Mayne (Vicki Turay)</b>	1) Weekly country dance sessions with live music, open to all (this is our 14th year) 2) Two major community events annually (Robie Burns and a Ball)	To continue and grow the weekly dances with more participants and callers
<b>Home Hardware (Brian Dearden)</b>	Take money & provide stuff and services!	Become an Island destination
<b>Japanese Gardens (Ingrid Marsh)</b>	1) Designing and maintaining the gardens 2) Constant electrical, water and equipment repairs and maintenance 3) Xmas lights show over 2+ weeks 4) Hosting the Honouring a Life evening 5) Honouring Japanese presence on the island - helped with book on Japanese kilns	1) Replacing volunteers as aging and movement of members off island 2) Hosting Quilt Show 2020 3) Working on article for tourist magazine - already have worldwide coverage of gardens



Appendix 4: May 23<sup>rd</sup> Sharing by Island Organizations Achievements Past and Planned (con't)

<p><b>Lions Club (Allen Slade)</b></p>	<ol style="list-style-type: none"> <li>1) Served community</li> <li>2) Maintained membership</li> <li>3) Spearheaded volunteer fair</li> <li>4) Fund raising source for island groups</li> <li>5) Scholarships</li> </ol>	<ol style="list-style-type: none"> <li>1) Involvement with youth</li> <li>2) Review member demographics</li> <li>3) Systems - procedures - budget</li> <li>4) Social media</li> <li>5) Regularly review purpose</li> </ol>
<p><b>Lunch Bunch by MIALS/MIHCA (Bonnie Horsfall)</b></p>	<p>Targeting Seniors at risk to help the retain community and social connections in a fun &amp; supportive environment</p>	<ol style="list-style-type: none"> <li>1) Expand the program to meet the growing social and emotional needs of seniors living on Mayne Island</li> <li>2) Funding and volunteers are essential!</li> </ol>
<p><b>Mayne Island Agricultural Society (Trish Hoff)</b></p>	<ol style="list-style-type: none"> <li>1) Got a registered purchase agreement in place to buy the property next to the Thrift Shop</li> <li>2) Implemented a proper accounting system for the Society</li> <li>3) Submitted an application to the CRA for Charitable Status</li> <li>4) Revised constitution &amp; bylaws</li> <li>5) Continued development of Strategic Plan</li> <li>6) Update Museum - Developed the "Indigenous Peoples' Project"</li> <li>7) Completed planned maintenance projects at the Hall</li> </ol>	<ol style="list-style-type: none"> <li>1) Launch fund raising program</li> <li>2) Complete "Indigenous Peoples' Project"</li> <li>3) Seedy Saturday and Apple Festival events</li> <li>4) Fall Fair</li> <li>5) Increase the number of educational events</li> <li>6) Increase our membership and volunteer base: youth and younger islanders</li> </ol>
<p><b>Mayne Island Assisted Living Society (Jody Waldie)</b></p>	<p>Supporting quality of life and the ability to remain in their home of choice for Mayne Islanders experiencing health/aging challenges</p>	<p>To guarantee the continuation of MIALS essential services given growing need and facing volunteers aging out, no government funding and on-going financial needs</p>
<p><b>Mayne Island Chamber of Commerce (Brian Dearden)</b></p>	<ol style="list-style-type: none"> <li>1) Tourist Info Centre</li> <li>2) Rumble strips - paint road crosswalk</li> <li>3) Hot chocolate - Xmas fire</li> <li>4) Spaghetti dinner in the Fall, annually</li> <li>5) Tour des Îles funding</li> <li>6) Welcome bags</li> <li>7) Media requests</li> </ol>	<ol style="list-style-type: none"> <li>1) Housing</li> <li>2) Camp ground</li> <li>3) Electric vehicle chargers</li> <li>4) Signage</li> <li>5) Sidewalks, trail</li> <li>6) Parking</li> <li>7) Shop local campaign</li> <li>8) Toilets</li> </ol>
<p><b>Mayne Island Community Bus (Richard de Armond)</b></p>	<ol style="list-style-type: none"> <li>1) Increased reliability and ridership</li> <li>2) Larger bus</li> </ol>	<p>Secure funding for full-time driver(s)</p>



Appendix 4: May 23<sup>rd</sup> Sharing by Island Organizations Achievements Past and Planned (con't)

<p><b>Mayne Island Conservancy (Michael Dunn)</b></p>	<p>1) Restoration work in all our protected spaces 2) Wetland restoration 3) Public engagement &amp; education re: the natural world 4) Partnerships in other island organizations</p>	<p>1) Restoration of natural areas and wetlands 2) Public engagement and education 3) Relationships with First Nations 4) Expansion of our eelgrass and kelp mapping to other island communities 5) Climate adaptation strategy</p>
<p><b>Mayne Island Early Childhood Society (Meagan Feduck &amp; Bénédicte O'Day)</b></p>	<p>We have opened a day care and increased the profile and sustainability of the organization (provided staff training, set-up a website, obtained legacy funding)</p>	<p>Increase support &amp; programming (especially childcare) for young families and kids with an emphasis on space, staffing needs, and leveraging opportunities.</p>
<p><b>Mayne Island Emergency Program (Gerrie Wise)</b></p>	<p>1) Duty Officer roster filled 2) Evacuation Plan 3) Functioning Emergency Operations Center 4) Stocked Reception Center 5) Emergency Lodging supplies 6) 9 new Neighbourhood Contacts</p>	<p>1) Recruit &amp; train Emergency Program Coordinator and Deputy Neighbourhood Co-ordinator 2) Functioning Communications team &amp; equipment 3) Online neighbourhood map - Facebook and online 4) Paid on-island Emergency program staff supported by and supporting volunteers 5) Business continuity</p>
<p><b>Mayne Island Food Bank Society (Evan Mitchell)</b></p>	<p>1) Twice monthly food hamper distribution 2) Increased operational budget from \$7K per year to \$56K in three years, plus 27K 3) Created a business plan 4) Moved from a church cupboard concept to an independent registered society</p>	<p>1) Move to new premises in Old School House 2) Enlarge hamper program 3) Develop "Community Kitchen" concept 4) Begin food recovery program "zero waste" 5) Start community meals programs 6) Hire a co-ordinator "staff"</p>
<p><b>Mayne Island Health Center Association (Malcolm Inglis)</b></p>	<p>1) Support Seniors' Lunch Program 2) Community outreach: First Aid training, mindfulness 3) Advocacy with Island Health</p>	<p>Increased, stable support for the physical, mental and social wellbeing of all islanders</p>
<p><b>Mayne Island Housing Society (Catharina Purss)</b></p>	<p>1) Formed society - 7 directors 2) Signed up 91 members 3) Survey of renters on Island 4) Community engagement meetings (20 orgs) 5) Received two CRD grants 6) Hired consultant 7) Advertised for land 8) Developed financial plan 9) Networked with government ministries</p>	<p>1) Develop website 2) Obtain charity status 3) Complete process: land acquisition 4) Start community fundraising 5) Obtain government funding 6) Complete process: zoning/subdivision 7) Design the homes</p>



Designing the Future of Mayne Island

Appendix 4: May 23<sup>rd</sup> Sharing by Island Organizations Achievements Past and Planned (con't)

<p><b>Mayne Island Improvement District (Doug Hill)</b></p>	<p>1) Maintenance on Health Center building including some new flooring 2) Maintain heliport 3) Completion of some outstanding items from fire hall build 4) Use of the fire hall for community non-profit functions for meetings 5) New fire rescue pickup (vehicle)</p>	<p>1) Additional flooring upgrades in health centre 2) Pursuit of remaining fire hall building outstanding items 3) Continue required maintenance of heliport, health centre, fire hall and associated firefighting apparatus 4) Training volunteers on-going</p>
<p><b>Mayne Island Integrated Water Systems Society (Bill Warning)</b></p>	<p>1) Continue to raise awareness of water issues 2) Ensure water operators remain certified for all Southern Gulf Islands</p>	<p>1) Hold two seminars for operators and well owners 2) Address any new issues arising 3) Recruit new operators</p>
<p><b>Mayne Island Lending Library (Eleanor Cocker &amp; Marilyn Winterbottom)</b></p>	<p>1) Survey, Strategic Plan and Mission Statement completed 2) 5,450+ visits to the library 3) 10,000+ items borrowed 4) 69 programs; 700 participants: adults and children 5) Continued focus on reconciliation (acknowledgement window) 6) 16 <u>new</u> volunteers</p>	<p>1) More in-service for volunteers 2) Reconfiguration of front desk (possible) 3) Book purchasing and safety policies written 4) Office upgrade/organization 5) More community connections</p>
<p><b>Mayne Island Music Society (Kathy Warning)</b></p>	<p>1) Band Shell completion 2) A few music events</p>	<p>1) Bring in more music 2) Coordinating events &amp; working/sharing together!</p>
<p><b>Mayne Island Parks and Recreation Commission (Bill Duggan)</b></p>	<p>1) Strides in developing Cotton Park 2) More professionalism 3) More (&amp; younger) volunteers 4) More transparency</p>	<p>1) Having a new Regulatory bylaw 2) Procurement policy 3) Master Plan update 4) Recruit volunteers 5) Park development</p>
<p><b>Mayne Island Path and Trails Association (Helen O'Brien &amp; Irene Barrett)</b></p>	<p>1) Completed pathway portion of Village Bay - Miners Bay pathway at the Hoff property "Norwegian Wood Trail" 2) Communication with CRD concerning Village Bay road trail right of way</p>	<p>1) Work with CRD encouraging the completion of the CRD pathway from Village Bay to Miners Bay 2) Develop another trail for public use on private land 3) Identify private land owners willing to allow a trail on their property 4) Organize work parties for trail 5) Create an island-wise trail network 6) Recruit membership and volunteers</p>



Appendix 4: May 23<sup>rd</sup> Sharing by Island Organizations Achievements Past and Planned (con't)

<p><b>Mayne Island Reads (John Aiken)</b></p>	<p>Increased knowledge of First Nations, Inuit and Metis topics</p>	<p>1) Continue to educate community on Indigenous issues 2) Going into 5th reading challenge 3) Continue work with school with acknowledging National Indigenous Peoples' Day</p>
<p><b>Mayne Island Recycling Society (Deb Foote)</b></p>	<p>1) Secured funding to 2023 2) New programs: light fixtures &amp; bulbs; fabric 3) Streamlined container sorting 4) Boosted membership 5) Convinced product care/Encorp to provide transportation 6) Established legacy fund using accumulated donations</p>	<p>1) Increase participation in community events 2) Including school education programs 3) build community involvement in trial programs 4) establish website 5) Build self-sufficiency beyond 2023</p>
<p><b>Mayne Island Volunteer Firefighters Association (Bill Jamieson)</b></p>	<p>1) Mother's Day breakfast 2) Halloween celebration 3) Helping Hand moving service 4) Old School renovation 5) Confirmed move with MI Food Bank 6) Applied for grants with MI Food Bank</p>	<p>1) Develop relationship with new Scouts organization on Mayne 2) Move MI Food Bank into Old School hall 3) Provide space for MI Assisted Living 4) Collaborate with Lions 5) Collaborate with any other groups with a proposal</p>
<p><b>School District 64 (Janelle Lawson)</b></p>	<p>Provide excellent educational delivery to the children of Mayne Island</p>	<p>1) Provide quality public education to a growing and flourishing young population on Mayne Island 2) We would like to see full classrooms that enable sustainability for the school in the long term</p>
<p><b>St-Mary Magdalene Church (Rev. Blair Haggart)</b></p>	<p>1) Continuing to be established on Mayne 2) Greater involvement in MIHS 3) Established Day Camp for Youth 4) Made significant connections with groups on Mayne to have a deeper link with the church (Legion, Conservancy, Lions)</p>	<p>1) Parish visioning for deeper connection with the community 2) Working with Diocese on "Transforming Future" initiatives - financial/ministry campaign 3) Program Speaker Series on important global issues 4) Developing initiatives for creating "Communities of Hope" 5) Creating "care giver" support group for persons with Dementia</p>



## Designing the Future of Mayne Island

### Appendix 5: June 13<sup>th</sup> Younger Generation Workshop Participants

Amanda Gunn, Amy Dearden, Andrew Gerbrandt, Ash Geortz, Christie Meers, Claire Gendron, Dove Lang, Drew Fernyhough, Janelle Lawson, Jennifer Beavington, Jeylan Bishop, Justine Apostolopoulos, Kat Fernyhough, Kim Fairall, Lee Beavington, Meg Iredale, Selena Flood, Steph McBurney, Tara Walker, Vania Williams, Wayne Walker.



# Designing the Future of Mayne Island

## Appendix 6: *Designing the Future Steering Committee*

The Steering Committee met in the early days to help guide the planning of community engagement and the Summit itself.

Member	Main Affiliation
Jennifer Beavington	Younger generation workshop participant
Jeylan Bishop	SGI Community Resource Centre
Brian Crumblehulme	Design the Future Organizing Committee
Jean-Daniel Cusin	Design the Future Organizing Committee
Selena Flood	Younger generation workshop participant
Deb Foote	Mayne Island Recycling
Ash Geortz	Younger generation workshop participant
Deborah Goldman	Design the Future Organizing Committee
Mary Griffin	Community Garden
Malcolm Inglis	Mayne Island Health Center Association

Member	Main Affiliation
Janelle Lawson	School District 64
Steph McBurney	Younger generation workshop participant
Christie Meers	Younger generation workshop participant
Bénédicte O'Day	Mayne Island Daycare
Catharina Purss	Mayne Island Housing Society
Allen Slade	Lions Club
Deborah Strong	Arts on Mayne (Southern Gulf Islands Arts Council on Mayne)
Vicki Turay	Dance Club
Bill Warning	Mayne Island Integrated Water Systems Society
Gerrie Wise	Mayne Island Emergency Program



## Designing the Future of Mayne Island

### Appendix 7: Mayne Islander Aspirations for the Future of Mayne Island

The pages that follow display the aspirations for the future submitted during the May 23<sup>rd</sup> and June 13<sup>th</sup> Workshops and by the community at large via an online survey. 645 aspirations were collected and themed by the Facilitators.

These aspirations were used during the Summit as a backdrop to inspire and ensure the Topic Jostle proposals did map out to what the islanders considered important.











# Designing the Future of Mayne Island

## Designing the Future of Mayne Island 2019: Aspirations Regarding Sustainability & Conservation

Support development of services and support businesses that employ residents and reduce money that leaks out of community through use of off island goods and services

Economic sustainability: local vs tourist economy; farmer resources; food sustainability; financial protection - housing

How do we educate new home owners to conservation need of Mayne Island?

Encourage the reduction of fossil fuels & new business ventures such as electric cars and bicycle rentals

Sustainable community - housing, economics, self-reliance

Develop incentives to reduce plastic use or penalize for using plastic

Balance of the preservation of resources & MODEST development

To grow responsibly protecting or natural environment

Self sustainable community ie food production, energy transportation etc

Long term resource and economic sustainability  
Controlled growth

Waste-free establishments

Environmental Stewardship

Gentle, careful eco-development

conserving natural features/ assets

Resilience & sustainability

Full sustainability in a state of emergency

Self-sufficiency - off-grid power

Protect more land for conservation and public use

Moving toward a locally grown food supply chain on island

Peaceful and sustainable clean environment

Maintain our island culture, respect for people and the environment

keep development under control, preserving habitat, maintain safety of islanders in light of growth of traffic (police presence)

Ever-increasing community health & wellness awareness - physical, mental, social, environmental

To increase resources to our community members to allow for sustainable and safe living for all ages

Economically thriving community with a narrowing of the distance between poor and wealthy

Maintain an open, welcoming diverse community while preserving the beauty of the island

Sustainability - environmental, water, housing/care/rental, employment



## Designing the Future of Mayne Island 2019: Aspirations Regarding Transportation

The gulf islands would benefit greatly from a consistent ferry/water taxi to connect all islands together with ease. Would be huge for tourism & quality of life

Better internal transportation, so families without a vehicle and tourists can travel within the island and bring more revenue to our businesses

Better inter Island transport, so we can travel between and within communities without needing a vehicle

Encourage car-free living via building multimode trails and expanding the bus service

Car-share exploration (each neighbourhood?)

Support road safety for cyclists and pedestrians & drivers WITHOUT cutting down the trees!

Better bike lanes, side trails

Car-share exploration (each neighbourhood?)

Bike/walk path along major roadways

Solution to the school zone speeding

Electric car cab company

Better ferry service

Better roads and trails for moving around

Bike trails besides all major roads

Broaden shoulders on the roads

Improved roadways

Charging stations (EV)

More frequent ferry service

Safe bicycle/pedestrian lanes

more reasonable ferry fares

Short term improved road safety for cyclists, walkers and motorists,

moving toward a car free island

Creating a safer pedestrian environment on main roads

Ride share programs (volunteer/paid drivers, all hours of day)

Returning the BC Ferries back into the government in the rightful role of a highways resource to facilitate growth and promote interisland community building

Business concern for potential growth is connected to ferry service - level of support from BC Ferries

Road safety- add proper shoulders to VB road and Fernhill. Increased traffic: getting scary out there!

Resident ferry rates and preferred loading for people who work and have medical appointments










# Designing the Future of Mayne Island

## Designing the Future of Mayne Island 2019: Aspirations

	<p>Adequate, useful, safe dock at Miner's Bay</p> <p>Marine services development</p> <p>More destination experience i.e: Boating facility</p> <p>Breakwater in Miners Bay</p>	 <p><b>Docks</b></p>
<b>Inter-island Relations</b>	<p>The gulf islands would benefit greatly from a consistent ferry/water taxi to connect all islands together with ease. Would be huge for tourism &amp; quality of life.</p> <p>Develop more inter-island initiatives and modes of inter-island transportation</p> <p>Develop a regional funding approach</p> <p>More inter-island interaction</p> <p>Regional leadership for the circular economy</p>	
<b>Status Quo</b>	<p>If it isn't broken, don't fix it.</p> <p>Celebrate the gifts presently on the island</p> <p>Keeping unique rural nature of Mayne Island</p> <p>Keep the quality of life that is Mayne</p> <p>Keep things as is</p> <p>laid-back rural lifestyle maintained</p>	 <p>Little population growth</p> <p>preserve its history</p> <p>Retains its rural nature and encourages community involvement</p> <p>We keep the unique character of the island that makes it Mayne Island</p>

## Designing the Future of Mayne Island 2019: Aspirations

	<p>Creating education opportunities - where people can grow here</p> <p>Have enough kids in the school to ensure its existence is never in question</p> <p>More family friendly events/support, recreation and education opportunities</p> <p>Youth/skills development to keep them here gainfully employed</p> <p>Extra-curricular/recreation programs and opportunities for kids</p> <p>How do we educate new home owners to conservation need of Mayne Island?</p> <p>How do we educate visitors?</p> <p>Education opportunities to bring needed skills to the community</p> <p>Use the school for "adult" education</p>	 <p><b>Education</b></p>
<b>Senior's Care</b>	<p>Improved, stable support for the physical, mental and social well being of seniors and young families</p> <p>Intergenerational community - how do we promote that?</p> <p>Multigage center that would pool resources funding for public housing, seniors and daycare with agricultural space for growing food</p> <p>Seniors housing and facilities for seniors</p> <p>Supportive environment for seniors</p> <p>To complete the first Mayne Island affordable housing development for seniors and families which is aesthetically attractive and eco friendly Older seniors' home</p>	









Appendix 8: List of the Summit Participants

These are the names of the persons who were most often recommended by the Mayne Island community to be the Summit participants, and who confirmed their participation.

Allan Slade	John Glover
Annette Witteman	Justine Apostolopoulos *
Brad Holman	Kat Ferneyhough
Brian* & Colleen Dearden	Kim Fairall
Christie Meers	Matthew Woodruff
Chuck Zuckerman	Meaghan Feduck
Claire Gendron *	Meg Iredale
Deb Foote	Nicolle Rittemann *
Gail Noonan	Stephanie McBurney
Gary Andrishak	Wayne Walker
Janelle Lawson	Terrill Welch
Jessica Easton *	
Jeylan Bishop *	

\* These participants were unable to stay on to the end of the Summit and were not replaced.



Appendix 9: List of the December 5th 2019 Summit Completion Celebration Attendees

Gary Andrishak	DtFMI Summit Participant	Malcolm Inglis	MICS, MIHCA
Irene Barrett	MIPATA	Ariel Jones	M.I. Naturopathic Clinic
Nigel Barrett	MIPATA	Dove Lang	
Jeylan Bishop	DtFMI Summit Participant	Ben Mabblerly	CRD
Ann Blackmore		Stephanie	
Brian C.	Mayne Country Dancers	McBurney	DtFMI Summit Participant
David Colussi		Bill McCance	MICC
Jean-Daniel		Christie Meers	DtFMI Summit Participant
Cusin	DtFMI Summit Participant	Evan Mitchell	M.I. Food Bank
Herb Davies		Gail Noonan	DtFMI Summit Participant
Kim Fairall	DtFMI Summit Participant	Helen O'Brien	MIPATA
Tina Farmilo		Adam Olsen	MLA: Province of BC
Meaghan		Laura Parker	Office of Adam Olsen
Feduck	DtFMI Summit Participant	Cathy Purss	Emergency Preparedness
Drew		Allen Slade	DtFMI Summit Participant
Ferneyhough	Envision	Louis Vallée	M.I. Boaters Association
Kat		Wayne Walker	DtFMI Summit Participant
Ferneyhough	DtFMI Summit Participant	Ron Weeks	Gulf Isl. Legion, Mayne CC
Deb Foote	DtFMI Summit Participant	Terrill Welch	DtFMI Summit Participant
Andrew		Bev Whitney	
Gerbrandt	MI Volunteer Fire Fighters	Annette	
John Glover	DtFMI Summit Participant	Whitteman	DtFMI Summit Participant
Thomi Glover	Maynestay	Marilyn	
Deborah		Winterbottom	M.I. Library
Goldman	DtFMI Summit Participant	Chuck	
Mary Griffin	Arts on Mayne/Comm. Garden	Zuckerman	BCWF, DtFMI Summit Participant
Jon Hoff	MI Agricultural Society		
Trish Hoff	MI Agricultural Society		



# Pre-Summit Instructions

## Purpose

- To lay the groundwork for the Summit Launch day (August 21st)
- To prepare you as a Summit Participant to engage with other Participants effectively right from the start

## Tasks

1. Please introduce yourself and interact with other Participants who have introduced themselves on the [Team Portal Home](#) page *Whole Group Conversations* discussion forum.
2. On the Pre-Summit Briefing page, Review the Community Aspirations document. These are the aspirations the Mayne Island community has brainstormed in response to the question What are your aspirations for Mayne Island over the next five years?

As you flip through the pages, on a scratch pad, make notes about

- key words that you resonate with, or
  - ideas that make you nod in agreement
  - connections or synergy between ideas that somehow connect
  - exciting ideas evoked by these aspirations
3. Then, using your notes as inspiration, prepare two or three proposals that suggest how we can turn these aspirations into reality. The question is: What will it take to realize the aspirations of the Mayne Island community?
  4. A good proposal idea will
    - be inspiring/compelling/intriguing
    - be a complete sentence, with a subject and a verb, etc.
    - not just be an ideal - it should be concrete, debatable, measurable.

An example of a proposal that needs more work (taken from a different context): *“All children should have access to good food”*. A better version of this could be *“In our district, all school children between the ages of 5 to 10 will have free access to a breakfast meal starting next September.”*

## Deliverables

When the Summit launches on August 21st, bring your 2-3 proposals with you.

The significant outcome of that day is a number of topics chosen and prioritized among the proposals submitted by the Participants.



## Reference Materials

Below the Aspirations document on the [Pre-Summit Briefing page](#), you will find a number of documents of interest to you as part of your briefing. The more you invest in preparing yourself now, the easier you will find contributing wholesome ideas to the Summit.

*Thank you for reflecting and working with the team on the future of Mayne Island!*



Appendix 11: Endorsed Topics at the End of the Topic Jostle

These are the topics that were endorsed by the Summit participants and selected for further consideration and deliberation. The proposed topic title and short description appear on the left column. The right column shows the comments and suggestions the participants added to these topic descriptions to enrich the original proposal.

Note that none of these topic proposals were considered final: they only served to orient and focus the deliberation in subsequent phases of the Summit. These phases were necessary to think these proposals through, to debate them, understand community impacts, develop synergies between topics, resolve conflicts and develop an implementation action plan.

Eventually, we dropped three of the topics listed because they were considered less important or strategic than the others. We had to reduce the number of topics in play because of a drop off in the number of participants.

Topic Title	Topic Comments & Discussion (In no particular order)
<p><b>Establish a multi-purpose community centre</b>            that would serve a variety of clientele including:            - early childhood development            - seniors days center            - day care            - recreation for after school, evening &amp; weekend sports            - tourism            - landlord/tenant matching            - etc.</p>	<ul style="list-style-type: none"> <li>- Create multigenerational earth-friendly building</li> <li>- a building allowing for the connection of seniors and wee youth is a no-brainer in this community and it benefits everyone</li> <li>- Portable on school grounds</li> <li>- already three potential buildings for this - don't need a new one: school, community centre, Ag Hall</li> <li>- Get the school designated as a "Community School"</li> <li>- to allow community use (of school) during the summer</li> <li>- can be funded by grants and private donations</li> </ul>
<p><b>Petition the CRD for more funding</b></p>	<p>Reasoning:            1) We pay for our fire protection            2) We pay for our water districts            3) We pay for 22% of the CRD's revenue for the SGI            4) We receive 6% of expenditures            5) We are in a deficit position of \$1,207,346. for 2019</p> <p>Note: there are background materials on this topic which will be made available to the Team that works on this topic.</p>
<p><b>Community Loan Program</b>            Private donations to fund mortgages, business loans, etc.</p>	<ul style="list-style-type: none"> <li>- Exists on Galiano</li> </ul>
<p><b>Create an affordable housing mandate</b></p>	<ul style="list-style-type: none"> <li>- Community loan programs?</li> <li>- Bulk buy building supplies/Building plans</li> <li>- need to flesh this one out in Topic Teams</li> </ul>



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<p>through new by-laws, incentives &amp; community endorsement to encourage private landowners to supply long-term affordable rentals</p>	<ul style="list-style-type: none"> <li>- affordable housing by ensuring diverse housing such as dedicated purpose-built rental housing; multi individual &amp; family housing; facilitate approved options in principle</li> <li>- I believe there is a need for a tenancy advocacy board.</li> <li>- Dwellings could be tiny homes and lane houses</li> <li>- Potential partners : Mayne Island Housing Society; Community Resource Center</li> <li>- neighbours must be allowed full opportunity to be heard</li> <li>- Islands Trust is already doing this</li> <li>- encourage non-resident property owners to rent their homes rather than leave empty</li> <li>- Related: community loans for those who wish to purchase</li> </ul>
<p><b>Create an employment commission</b> to support those seeking sustainable employment, job training, and help volunteer organizations convert volunteer positions into jobs by finding funding.</p>	<ul style="list-style-type: none"> <li>- work with the CRC and subsequently, Work BC</li> <li>- find funding (CRD)</li> <li>- improve job quality (jobs with benefits)</li> <li>- Facebook site</li> </ul>
<p><b>Become a test site for eco-technologies</b></p>	<ul style="list-style-type: none"> <li>- Water and energy positive - goal: within five years all homes on Mayne Island</li> <li>- New building require rainwater catchment</li> <li>- Rainwater usage expansion</li> <li>- to be successful, this proposal requires a "soup to nuts" solution from supply to implementation</li> <li>- To be successful, this proposal assumes</li> <li>- that all the work is done by locals (i.e.: businesses are developed)</li> <li>- that the difficulty/friction/complexity (of implementation) is reduced through a streamlined procurement to delivery process</li> <li>- that costs are reduced through bulk buying</li> <li>- that incentives from government are accessed to reduce costs further</li> <li>- that this proposal increases resilience in the face of climate change</li> <li>- I like the concrete ideas and local involvement of this proposal. Also the timeline (5 years)</li> <li>- the BC Energy Step Code (<a href="https://energystepcode.ca/">https://energystepcode.ca/</a>) is already driving building performance. Training on implementation is essential.</li> <li>- Establish/amend by-laws to require that all new building have rainwater catchment and to allow rainwater to be used to flush toilets</li> <li>- will require amendments to the Official Community Plan (Islands Trust), and the Building Code. Requires endorsement from the CRD</li> <li>- A network of those who can execute is also necessary (to implement).</li> <li>- Enlist grants, private companies, universities, prov. &amp; fed government to test technologies such as solar/wind/tidal power grids, technology used for growing crops i.e. solar greenhouses using desalination plants for watering - food sustainability</li> <li>- test fleet of electric cars to help transition to renewable energies</li> </ul>
<p><b>Develop a team to assist seniors, and</b></p>	<ul style="list-style-type: none"> <li>- "Choice in Supports for Independent Living" (CSIL) is a preexisting BC program that we can utilize.</li> <li>This will:</li> <li>- provide regular, well-paying employment year round</li> </ul>



<p>others with severe disabilities, in applying for government funding to pay local community members to help them with day to day life.</p>	<ul style="list-style-type: none"> <li>- prolong seniors' ability to stay on Mayne</li> <li>- foster intergenerational connections</li> <li>- alleviate loneliness/disconnection from community</li> <li>- include funding of live-in caregivers, helping with housing crisis</li> </ul> <p>This can be part of a Seniors Day Center with on site paid care-employee(s)          Need to help with mental health and disability too          Could the Community Center be further developed / repurposed to fulfill this need?</p>
<p>Improve testing, diagnostic &amp; health care service delivery on island</p>	<ul style="list-style-type: none"> <li>- To also include physiotherapy, diagnostics, pain management, mental health acute care</li> <li>- Maternal primary health care too!</li> <li>- Healthlink</li> <li>- A doctor on site five days a week</li> <li>- technology; video conferencing, apps, etc.</li> <li>- enlarge the scope</li> </ul>
<p>Within ten years Mayne Island will be a regional hub for a place sourced food culture &amp; economy</p>	<p>This proposal assumes:</p> <ul style="list-style-type: none"> <li>- That a robust food economy can be a catalyst for community evolution/transformation</li> <li>- That Mayne has significant underutilized resources in the form of fallow farmland, a need for viable employment and a long history of agriculture</li> <li>- That food stability is a fundamental issue of concern within the context of climate change</li> </ul> <p>Ferry functionality would need to be addressed          Find a commodity that processors need that can be grown here          Establish a central food safe kitchen for small scale processors</p> <ul style="list-style-type: none"> <li>- Food bank (Old Schoolhouse) and Community Center both have a commercial kitchen (Community Center needs to loosen liability restrictions)</li> <li>- Rent for usage could be a percent of product or a percent of sales (Do farmers want this?)</li> <li>- Product could be marketed under a Mayne Island brand</li> </ul> <p>Create a Mayne Island Brand          Build on history of Mayne Island agriculture          Loan guarantee program for new business ventures</p>
<p>We shall transform integrated transportation services to include inter-island and on-island so access to the island stops being a constraint to on-island business, living and employment.</p>	<p>(Note from JDC: This Topic title is my synthesis of a number of proposals which were grouped together under a cover sheet entitled "Ferry Consolidation". Once the various teams are formed, the team that gets this topic will need to decide if this topic statement is good, or whether it should be modified). Here are the notes contained on the sheets of the group's proposals:</p> <p>Establish a regular, reliable ferry service for pedestrians and bicyclists connecting all the Southern Gulf Islands</p> <ul style="list-style-type: none"> <li>- a regular, reliable ferry</li> <li>- would be of great benefit to promoting our interconnectivity and general pleasure</li> <li>- start with inter-island communication and participation</li> </ul> <p>Connecting the SGI through an affordable inter-island ferry</p> <ul style="list-style-type: none"> <li>- This allows an open path to share knowledge, activities and</li> </ul>



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	<p>resources, and allows us to be stronger as a community whole.</p> <ul style="list-style-type: none"> <li>- Could be a small barge like foot passenger boat connecting Pender-Saturna-Mayne-Galiano-Saltspring w/bus services</li> <li>- Pilot project? Would need all islands to band together for completion - no one island can do this alone: Community Building!</li> <li>- Keep it to the SGI's</li> </ul> <p>Provide a compelling business case for returning BC Ferries back into officially part of the highway system (Ministry of Transport)</p> <ul style="list-style-type: none"> <li>- Return to inter-island travel paid for by the gas tax as does the rest of BC</li> <li>- the successful functioning of the ferry system affects many aspects of business, food security, etc.</li> <li>- establish a rate for island residents - if you're on the voter's list you get a special rate</li> <li>- Experience card for mainlanders</li> </ul> <p>Create/Improve/Provide safe roads, pathways, zones for pedestrians &amp; cyclists</p> <ul style="list-style-type: none"> <li>- Highly visual playground (at school) zone</li> <li>- Widen roads at crucial areas, i.e. hills and high traffic areas</li> <li>- Repairing damaged roads</li> <li>- pathways across private property would make car-less traffic possible</li> <li>- "No Passing Cyclists" signs in low visibility areas</li> </ul> <p>Expedite the building &amp; improvement of boat launches, storage and docks for all kinds of water craft</p> <ul style="list-style-type: none"> <li>- inter-island ferry</li> <li>- Transient visitors</li> <li>- Service vessels</li> <li>- CRD are procrastinators par excellence and need a unified lobby, not just the boating community.</li> </ul> <ul style="list-style-type: none"> <li>- For locals' community enrichment, not as a tourist attraction</li> <li>- "sometimes the future is the past": free inter-island travel funded by the gas tax we also pay</li> </ul>
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Appendix 12: Unendorsed and Demoted Topics

These are topic proposals that came out of the Topic Jostle phase lacking the minimum of five participant endorsements. The endorsements act as a first filter to ensure that proposed topics have a minimum breadth to be seriously considered as a topic for deliberation. These proposals did not make the cut. However, they were reviewed to see if some of the ideas put forth could be used to enrich topic proposals that had sufficient endorsements.

This list also includes topics that did get enough endorsements but less “dotocracy” votes to make the final list of topic proposals retained for further deliberation ([Appendix 11](#)).

Topic Title	Topic Comments & Discussion (In no particular order)
<p><b>Set-up an artist in-residence program</b>            Mayne Island could benefit from an Artists-In-Residence Program, whereby off-island artists/artisans skilled in painting, sculpture, basket making, etc. would live on-island for a specified time and demonstrate their talents with classes and exhibitions, hopefully inspiring local equivalents. The Saturday Market in Miners Bay could be a beneficiary of this knowledge transfer.</p>	<ul style="list-style-type: none"> <li>○ Envision Gallery is already working on this for 2020</li> <li>○ Witnessed this in Dawson City. It enlivens the the whole community. It can also be structured to pay for itself.</li> <li>○ Multiculturalism beyond the arts.</li> <li>○ Music included</li> <li>○ Permaculture/healing arts included</li> </ul>
<p><b>Research and develop a response to expected direction for climate change</b></p> <ul style="list-style-type: none"> <li>● Life without fossil fuels</li> <li>● Water supply</li> <li>● Extreme heat &amp; cold</li> <li>● Storms</li> </ul>	<ul style="list-style-type: none"> <li>○ This is a very broad topic</li> <li>○ Research and develop visual story of what specific climate change we might anticipate in the next 20 years</li> </ul>
<p><b>Set concrete steps to support diversity of population demographics</b></p> <ul style="list-style-type: none"> <li>● Coast Salish Nation beyond reconciliation - ask for ideas through participation</li> <li>● Youth</li> <li>● foot bike lane, etc</li> </ul>	<ul style="list-style-type: none"> <li>○ Include people with disabilities</li> <li>○ Accessibility plan?</li> <li>○ This could be like a recourse centre (School, community centre, Ag Hall?) that offers free youth programming and cultural (arts, programs)</li> <li>○ Note: Old Dogwood Society for Arts and Ecology - Claire &amp; Kian’s non-profit - is working on this.</li> </ul>



<p>Establish a Mayne Island equivalent to the Hornby Island Cardboard House</p>	<ul style="list-style-type: none"> <li>○ For years Hornby has enjoyed a dual purpose business - The Cardboard House - set in an idyllic fruit tree meadow. It is a coffee house/bakery from morning to mid-afternoon. The kitchen, complete new staff. Converts to a pizzeria in the early evening, with accompanying live music presentations. Great fun!</li> <li>○ I like the idea of a multi-purpose establishment.</li> </ul>
<p>To develop a business resource center focused on providing practical support for new business.</p>	<ul style="list-style-type: none"> <li>○ This proposal is intended to provide access to             <ul style="list-style-type: none"> <li>• Mentorship</li> <li>• Funding</li> <li>• Expertise (Bookeeping, lawyers, grant writers, etc.)</li> <li>• Space (Esp. startup incubator space)</li> </ul> </li> <li>○ Isn't this the CRC? (Yes, but we are new - Jeylan)</li> </ul>
<p>Develop a “Civic Support” Mayne Island office to increase the success of public and private enterprises</p>	<ul style="list-style-type: none"> <li>○ Employment centre and training</li> <li>○ Grant-writing</li> <li>○ Admin support to societies</li> <li>○ Offices for rent</li> <li>○ Worker’s co-op (consulting)</li> </ul>
<p>Create an affordable housing unit complex similar to the Galiano Paige Drive model</p>	<ul style="list-style-type: none"> <li>○ Single and double living units in a close environment that fosters multi-age community.</li> </ul>
<p>Expand the Chamber of Commerce Welcome Wagon basket to include a knowledge and awareness “In-Island Orientation Training Program” so visitors &amp; new owners can understand island life.</p>	
<p>Conduct an audit of social services to identify gaps and plan for future access</p>	<ul style="list-style-type: none"> <li>○ Many social services are not currently equitably accessed here.</li> </ul>
<p>Biodegradable dog bags in park trails</p>	<ul style="list-style-type: none"> <li>○ Public “bear proof” garbage cans</li> <li>○ Maybe the MIPRC can take this on as a group connected to the CRD</li> </ul>
<p>Hand Sanitizing Stations in Business and public areas</p>	<ul style="list-style-type: none"> <li>○</li> </ul>



<p>Establish a by-law regarding clear-cutting</p>	<ul style="list-style-type: none"> <li>○ Institute a requirement to plan “X” number of trees for every acre cleared</li> <li>○ Will help reduce invasive species</li> </ul>
<p>Research and report the condition of our water table</p>	<ul style="list-style-type: none"> <li>○ 40% of Mayne residents are moderately high to highly in danger of losing their potable drinking water</li> <li>○ Do a well inventory of usage and monthly recovery rates</li> <li>○ Do an analysis of “old” vs”new” water availability in the table</li> <li>○ Encourage appropriate water use</li> <li>○ Encourage recovery and storage of rain water</li> <li>○ Investigate the possibility of the desalinization of ocean water</li> <li>○ Monitor the water usage of all residences and businesses</li> </ul> <p>Without water there is no life</p>
<p>Speed bumps in front of school and a roundabout (to slow traffic) at the intersection of Felix Jack and Fernhill.</p>	
<p>Alternative Housing Ventures - Create a registry of people willing to share housing, host people on their land.</p>	<ul style="list-style-type: none"> <li>○ This would require dealing with various levels of government for zoning, building codes and also issues of liability.</li> <li>○ Tax incentive for land/house owner?</li> </ul>



Appendix 13: Brown Team Project Charter: Confronting the Climate Crises

<b>Team Colour</b>	<b>Brown!</b>
<b>Topic Title</b>	<b>Confronting The Climate Crisis ... Addressing The Consequences Of Our Everyday Life</b>
<b>Short Description</b>	The establishment of a Mayne Island based not-for-profit that will identify and implement a series of Mayne Island focused strategies aimed at mitigating, adapting to and regenerating homes and businesses in the face of the climate crisis.

<b>Project Scope</b>	
<b>Need Assessment</b>	<p>The <i>premise</i> of this project is that the climate crisis presents a direct and real threat to ongoing human habitation on Mayne Island.</p> <p>The <i>purpose</i> of this project is to realize a series of tangible projects and initiatives that build the capacity and capability of island residents to adapt to the climate crisis in a way that is actionable, self-sufficient and connected with living systems.</p> <p>The <i>instrument</i> for this project will be the establishment of a not-for-profit organization whose mandate will be to provide encouragement, access to resources and other types of tangible support for local climate change adaptation and regeneration.</p> <p><i>Success</i> will be defined by the real and measurable results achieved.</p>
<b>Project Goals</b>	<p>The project goals are:</p> <ol style="list-style-type: none"> <li>1. To raise the profile of the impacts and local contributions to the climate crisis.</li> <li>2. To establish the community inter-relationships and connections needed to meet these and other challenges.</li> <li>3. To define the educational initiatives and connections to educational infrastructure needed to realize the project.</li> <li>4. To establish national and international connections to other similar communities experiencing similar stresses so that mutual exchange and learning is possible.</li> <li>5. To support Mayne Island to reach a net zero for energy and water consumption.</li> <li>6. To support Mayne Island to become a zero waste community.</li> <li>7. To support ecosystem regeneration through the enhancement of water and nutrient cycles at the domestic scale, (thus avoiding deforestation and monocultures at a larger scale).</li> <li>8. To create independence and fulfillment in the citizens of Mayne Island through the realization of the goals above.</li> <li>9. To establish a well funded not-for-profit organization whose explicit mandate will be to advance the goals above.</li> </ol>
<b>Product/Service Description</b>	Through the creation of the not-for-profit <i>Mayne Island Regeneration Initiative (or better name)</i> the project will establish active connections to other places and



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	<p>organizations travelling the same road, deliver directly relevant education, provide access to funding, identify business opportunities, stimulate the packaging of services associated with achieving the project's goals, and generally reduce any and all friction associated with realizing these initiatives.</p> <p>The project will be focused on Mayne Island, and if successful will provide examples for knowledge sharing initiatives on other islands.</p>
<b>In Scope/Out of Scope</b>	<p>In Scope:</p> <ul style="list-style-type: none"> <li>• Energy, water and materials use in buildings and on sites</li> <li>• Educational needs</li> <li>• Business opportunities</li> <li>• Direct funding connections for tangible initiatives</li> <li>• Partnerships with and between existing Southern Gulf Island groups</li> <li>• Connections with other people and other places in similar circumstances</li> <li>• Optimism</li> </ul> <p>Out of Scope:</p> <ul style="list-style-type: none"> <li>• Transportation</li> <li>• Embodied carbon</li> <li>• Farm scale food systems</li> <li>• Unproven technologies</li> <li>• Complaining</li> </ul>
<b>Critical Success Factors</b>	<p>Things that can be directly measured:</p> <ul style="list-style-type: none"> <li>• Residents, homes and businesses participating</li> <li>• Funding sought and secured</li> <li>• Net water use</li> <li>• Net energy use</li> <li>• Net waste</li> </ul> <p>Things that can't be directly measured but that should nonetheless be tracked:</p> <ul style="list-style-type: none"> <li>• Inter-relationships between new and existing groups</li> <li>• Practical invention</li> <li>• New businesses</li> <li>• Unique responses grounded in the place</li> <li>• Surprising positive outcomes (this is often the sign of whole system regeneration)</li> <li>• Joy and biophilic connection with living things (ie, the source of regeneration)</li> </ul>
<b>Project Assumptions</b>	<ol style="list-style-type: none"> <li>1. That the community will thrive as a result of this initiative.</li> <li>2. That these activities will create financial, community, and ecosystem health and profit.</li> <li>3. That a mindset of seeking partnerships.. on and off the island are critical to project success.</li> <li>4. That the work and benefits are available to all because the climate crisis affects all of us together.</li> </ol>
<b>Project Constraints</b>	To be completed.



## Designing the Future of Mayne Island

<b>Project Deliverables</b>	<p>The project will unfold in three stages, each of which will be tied to deliverables:</p> <p><u>Stage 1: Initiation (duration 18 months)</u>  This stage will focus on the establishment of the <i>Mayne Island Regeneration Initiative (or better name)</i>, the hiring of a full time Executive Director, the establishment of a suite of partnerships, clarification of the foundational values and direction of the organization, the preliminary identification of relevant projects, the establishment of a communications strategy (including a web site) and the securing of three years of operational funding.</p> <p><u>Stage 2: Implementation (3 years)</u>  This stage will focus on confirming and refining relevant projects, and the commencement of a number of pilot projects. Successful projects will then be rolled out at scale, and project funding sought as needed. Ongoing operational funding streams will be secured, and appropriate staff be hired.</p> <p><u>Stage 3: Rebirth (18 months)</u>  This stage will focus on a reassessment of the <i>Mayne Island Regeneration Initiative (or better name)</i> in the face of the climate crisis as it manifests in 2025 with a particular focus on the local impacts. Consideration will include all aspects of context including island inhabitation, funding considerations, other agencies doing similar work, community needs and project successes.</p>
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<b>Requirements</b> Funding, the right people in the right roles, general community support.
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<p><b>General Approach</b></p> <p>The grounding premise of the approach is that there will be a role for everyone who wants to participate in this project, because this is a crisis that affects us all.</p> <p>The project will adopt the following principles to guide action:</p> <ol style="list-style-type: none"> <li>1. The project will contemplate Mayne Island as a whole system which is a part of the larger whole defined by the Salish Sea.</li> <li>2. Building on what already works, the project will prioritize initiatives that take into account multiple aspects, or whole systems, allowing a domino effect of benefit to manifest.</li> <li>3. The project will prioritize reciprocal relationships of mutual benefit that contribute to community, financial and ecosystem health.</li> <li>4. The project will work with Mayne Island's unique essence, which is currently understood as a place in which new (or perhaps old) ways of working with the living world are encouraged, developed, and shared with the community of the Salish Sea.</li> <li>5. The project will respect all existing systems and initiatives however small or large, as having an important role to play within the context of this existential crisis.</li> <li>6. The project will prioritize initiatives that have the greatest ability to be effective to improve system health in a holistic way.</li> <li>7. The project will seek to develop the latent capacity and capability in all participants of the system to improve through evolution (rather than death and replacement), so that everyone who participates in this project leaves it stronger.</li> </ol> <p>Thanks goes to Carol Sanford, and the Carol Sanford Institute for providing the source for the structure above (<a href="https://theregenerativebusinesssummit.com/regeneration/">https://theregenerativebusinesssummit.com/regeneration/</a>)</p>
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## Designing the Future of Mayne Island

In addition, the approach will have the following characteristics:

- utilization of the not-for-profit model
- a tactic of co-creation (as opposed to command and control)
- consultation with community members active in the subject areas
- consultation with community groups active in the subject areas
- consultation with subject matter experts including relevant businesses, professionals, and government officials
- reference to precedent of similar activities from other relevant jurisdictions

Of important note is the intention to model the *Mayne Island Regeneration Initiative (or better name)* on the locally successful example of the Mayne Island Conservancy (<https://mayneconservancy.ca/>) which we understand to have a complementary mandate. \_

### High-Level Milestones and Timeline

Milestone/Task	Estimated Completion Date
<b>Pre-Project Planning</b>	
Identification of Board For Not-For-Profit	Spring 2020
Identification of Funding Sources	Spring 2020
Identification of Community and Government Support	Spring 2020
<b>Stage 1: Initiation</b>	
Confirm premise for the <i>Mayne Island Regeneration Initiative</i>	Summer 2020
Confirm purpose for the <i>Mayne Island Regeneration Initiative</i>	Summer 2020
Confirm guiding principles for the <i>Mayne Island Regeneration Initiative</i>	Summer 2020
Secure initial funding	Autumn 2020
Establish the <i>Mayne Island Regeneration Initiative</i> as a Not-For-Profit	Autumn 2020
Formalize Board and Membership	Autumn 2020
Hire Executive Director	Autumn 2020
Consultation with other on island groups and initiatives	Autumn 2020
Conduct Board and Staff Workshop	Autumn 2020
Establish and formalize priorities	Winter 2020
Identify pilot projects and key initiatives	Winter 2020
Establish communications strategy	Spring 2021
Identify likely partners	Spring 2021
<b>Stage 2: Implementation</b>	
Secure ongoing funding	2021
Establish infrastructure for pilot project implementation	2021
Execute pilot projects	2021-2022
Analyze completed pilot projects for lessons learned	2022
Modify pilot project strategies as appropriate	2022
Hire staff as appropriate	Ongoing
Establish partnerships as appropriate	Ongoing
Execute projects at scale	2023-2024

To be developed once group agrees on format and direction.

### High Level Roles



# Designing the Future of Mayne Island

Role	Project Responsibility	Skills Required	FTE For Yr 2020	Recommended Source
Board Member 1	TBC	The Trades	0.1	Island Community
Board Member 2	TBC	The Trades	0.1	Island Community
Board Member 3	TBC	The Professions	0.1	Island Community
Board Member 4	TBC	MBA or Equivalent	0.1	Island Community
Board Member 5	TBC	Fundraising	0.1	Island Community
Executive Director	TBC	Project Management	0.5	South Coast
Total			1.0	

High Level Budget			
Cost Type	FY 2020	FY 2021	Total
Pre-Project Planning	\$5,000*		\$5,000
Stage 1: Initiation	\$75,000	\$75,000	\$150,000
Stage 2: Operation	\$0	\$100,000	\$100,000
<b>Total Budget</b>	<b>\$80,000</b>	<b>\$175,000</b>	<b>\$255,000</b>

\*Note that if the project is supported by the community, funding for Pre-Project Planning phase has already been secured through private donation.

Communications Strategy
To be developed once group agrees on format and direction.

Change Management Strategy
To be developed once group agrees on format and direction.



Appendix 14: Magenta Team Project Charter: Community Care and Support

<b>Team Colour</b>	<b>Magenta Team</b>
<b>Topic Title</b>	<b>Community Care and Support</b>
<b>Short Description</b>	Connecting Mayne Island residents who are physically and/or cognitively disabled with government-funded, locally-hired caregivers and day-to-day assistants, allowing them to stay in their homes longer and with dignity, while providing more sustainable, well-paid, year-round employment positions to our island workforce.

<b>Project Scope</b>	
<b>Need Assessment and Opportunity</b>	<p>Mayne Island is unique in its needs for health support, given its inaccessibility and the high percentage of older citizens retiring here. Per the last census, the average age on the island is 65. Current programs that are accessible to residents involve caregivers and assistants being sent from other islands, with unreliable attendance and rigid schedules due to ferry schedules. Many older residents find they must move off-island to be able to access the level of care they need. The last census indicates we have lost 10% of our island population since the previous one.</p> <p>In the meantime, we have an unreliably employed, underpaid working class of citizens living on the island.</p> <p>There are multiple existing Government programs and sources of funding available to set-up our own Care Support Group that could hire, pay, schedule and coordinate local assistants and caregivers for those on our island who need it, rather than relying on Vancouver Island Health's program alone.</p>
<b>Project Goals</b>	<p>The project seeks to achieve results that are measurable, attainable and within the power of the island community to fully realize.</p> <ol style="list-style-type: none"> <li>1. To ensure all Mayne Island residents who are physically and/or cognitively disabled have appropriate access to qualified caregivers and day to day assistants;</li> <li>2. Eliminate the difficulties faced by persons needing help to obtain it, and reduce the delays in getting it;</li> <li>3. Create permanent local jobs for qualified residents.</li> <li>4. Eliminate the loss of island residents due to the inaccessibility of said services.</li> </ol>
<b>Product/Service Description</b>	Create a new, or expand an existing, organization dedicated to providing Mayne Island residents who are physically and/or cognitively disabled with a range of services that allow them to stay in their homes longer and with dignity.



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	<p>This service will include</p> <ul style="list-style-type: none"> <li>• Determining the range of services needed and wanted by the target population</li> <li>• Identifying funding sources and acquiring on-going funding</li> <li>• Creating a qualified resource personnel pool that can be called on to provide the required services</li> <li>• Organizing to deliver: Establishing policies and procedures, quality assurance, performance indicators, workflows and authorizations.</li> <li>• Deploying the service on a gradient scale for controlled growth             <ul style="list-style-type: none"> <li>○ Number of clients</li> <li>○ Number of services provided</li> <li>○ Size of resource pool</li> </ul> </li> </ul>
<b>In Scope/Out of Scope</b>	<p>In Scope</p> <ul style="list-style-type: none"> <li>• Providing services to elderly and disabled persons to support day to day living for clients without the financial resources to fund themselves.</li> <li>• Providing the administration to enable the services for clients.             <ul style="list-style-type: none"> <li>○ Preparing applications</li> <li>○ Bookkeeping, hiring, performance evaluation, etc.</li> <li>○ Funding application</li> </ul> </li> </ul> <p>Out of scope</p> <ul style="list-style-type: none"> <li>• Prescribing and delivering medical interventions</li> <li>• Providing building maintenance services</li> </ul>
<b>Critical Success Factors</b>	Partnership with the Mayne Island Assisted Living Society, The Mayne Island Health Centre Association and/or any such organization focused on care will be critical for project success.
<b>Project Assumptions</b>	<ul style="list-style-type: none"> <li>• Mayne Island Assisted Living endorses this program and makes it happen (otherwise, we need to find or create an incorporated non-profit to take this forward).</li> </ul>
<b>Project Deliverables</b>	<ul style="list-style-type: none"> <li>• Providing help to disabled ten members of the community in the first year.</li> <li>• Mayne Island needs assessment of elderly and disabled residents;</li> <li>• Community engagement to create awareness and adhesion;</li> <li>• Engagement protocols with a variety of funding sources to meet said needs</li> <li>• Preparing application templates to facilitate the application process;</li> <li>• Pool of qualified on-island resources to provide said services</li> <li>• Hiring administrators commensurate with the needs of the community.</li> </ul>

### Requirements



## Designing the Future of Mayne Island

Services provided through this program will include (but are not limited to)

- Housekeeping
- Meal preparation
- Transportation
- Errands
- Assistance with hygiene, dressing, etc.
- House and property risk assessment and maintenance
- Health monitoring (blood pressure, monitoring the condition of extremities)
- Client advocacy

### General Approach

The project seeks to achieve results that are measurable, attainable and within the power of the island community to fully realize. These include three key subject areas which will be elaborated on below:

1. Research: Confirm needs assessment and finalize deployment plans
2. Co-ordinate: Organize to deliver and deploy
3. Outreach: Identify the target clientele and staff to deliver

### Research

Several initiatives to simplify the lives of elderly and disabled islanders have been started without coming to full fruition - but the studies undertaken to bolster those initiatives are likely full of valuable information for developing a healthy plan to provide better care to island residents. As listed in our first outcome resolve, this category involves an in-depth study of the needs of island residents who may need support, and previous projects and studies that contain further data on the subject.

1. Research and gather all previous plans, programs, assessments and surveys around residents personal health and well being needs
2. Survey groups, programs and residents and create an assessment of the information
3. Research established funding sources and gather information on additional funding sources
4. Determine our Outreach and Inreach requirements and establish intake methods that will be safe and comfortable for the potential users
5. Gather information on the need for support group programs throughout the community

### Coordinate: Care Support Group

This category involves more direct action - either connecting with an incorporated, non-profit society, or forming one, with at least 5 members, who would voluntarily act as the intake, application writers, hiring and scheduling committee for disabled patrons and their caregivers and/or assistants. Our current assumption is that the Mayne Island Assisted Living non-profit will be taking this program on.

### Outreach

This category will have two primary activities:

1. Finding those in need: Because there is a negative stigma associated with disability - many people who would have a much greater quality of life with assistance will not reach out for help themselves. Some may feel it would be undignified or deny them their autonomy. By making consistent connections with other organizations on island and advertising the benefits of the program (not just to those who need help, but to those that would receive employment) and framing the program as more of a win-win



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scenario would hopefully destigmatize the idea of asking for help, while potentially making family members of disabled residents aware of the programs available as well.

2. Hiring local assistants: Most areas of help are less health related than they are too difficult to manage without risking injury - housekeeping, gardening, cooking, etc - work that does not require much specialized training. By gathering an immediate pool of reserve assistants and a list of their abilities/specialties in these day-to-day tasks and making it known to the community at large that these sorts of positions can be made available more readily the more people enroll in the program, the more strengthened the network would become.

This project seeks to support both our residents with health challenges and our residents with unreliable income, while also promoting intergenerational connections, alleviating extreme isolation, providing sustainable employment, and fostering greater bonds within our community - all the while utilizing existing government programs for funding, and therefore bringing economic growth to the island simultaneously. Ultimately, we wish to improve the quality of life of the whole community.

### High-Level Milestones and Timeline

Milestone/Task	Estimated Completion Date
MIALS formally accepts to take on this objective and program.	January 2020
Formation of a MIALS committee support group to take this forward.	January 2020
Identify three applicants who have a high probability of success of receiving funding from the Choices In Support For Independent Living program (BC program).	January 2020
Create three applications for the CSIL program, and derive a template for reuse.	March 2020
Develop selection criteria for the hiring of persons in the various assistance roles.	March 2020
Interview and select provisional candidates and develop a roles/resource matrix	April 2020
Develop an application process to ensure successful applications based on the results of the first three applications <ul style="list-style-type: none"> <li>• Advocate</li> <li>• Needs assessment</li> <li>• Referral</li> <li>• Application</li> <li>• Follow-up</li> </ul>	April 2020

### High Level Roles

Role	Project Responsibility	Skills Required	FTE For Yr 2020	Recommended Source
MIALS Support Group Committee Member (5 persons)	Steering & governance	Non-profit & business admin & community support expertise	0.75	Existing MIALS members & Coordinator



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Program Administrator	Operation Management	Business administration	0.5	Mayne Island resident community
Bookkeeper/Accountant	Bookkeeping/payroll/taxes & remittances	CPA/CMA	0.5	MIALS volunteer
Accredited Health Care Assistant	Periodic client health monitoring	TBD	0.25	Mayne Island resident community
Cook/Food Prep Assistant	Assisting clients in nutritional needs	Food-Safe certification	1.0	Mayne Island resident community
Client Care Team Members	Housekeeping, property mtce, etc.	TBD	3.0	Mayne Island resident community
Total			6.0	

### Notes:

- All hired resources in contact with program clients will require a Criminal Record Check.

High Level Budget			
Cost Type	FY 2020	FY 2021	Total
Administration*	\$21K	\$42K	\$63K
All other costs covered by CSIL or other programs	\$216K	\$432K	\$648K
<b>Total Budget</b>			

\* Funding for community capacity building will be found to cover these administrative costs.

Risk Management Strategy
<p><u>Risk areas</u></p> <ul style="list-style-type: none"> <li>Funding from the first targeted program, CSIL, may not be forthcoming.</li> <li>It may become difficult to hire enough caregivers/assistants locally to meet the needs of the program over time.</li> <li>Risks related to work safety</li> </ul> <p><u>High-level risk management process</u></p> <ul style="list-style-type: none"> <li>Additional funding programs will be sought.</li> <li>Client situation risk assessment as part of the application process.</li> </ul> <p><u>Risk decision makers</u></p> <ul style="list-style-type: none"> <li>MIALS Care Support Group Committee and Program Administrator</li> </ul>

Measuring Success
<ul style="list-style-type: none"> <li>Ten clients signed up and getting the support they need within the first year, and 30 the second year.</li> <li>Maintaining a resource matrix of 10 persons as caregivers and assistants the first year, and 30 by the end of the second year.</li> </ul>



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- Improvement of client quality of life measured against baseline measurement at the time of application, and assessed six and twelve months into the program.



Appendix 15: Cyan Team Project Charter: Mayne Island Medical, Health and Wellness Improvement

<b>Team Colour</b>	<b>Cyan</b>
<b>Topic Title</b>	<b>Mayne Island Medical, Health and Wellness Improvement Project</b>
<b>Short Description</b>	<p>The Cyan Team reviewed Mayne Islander’s access to “On Island” medical, health and wellness sector services with the goal to identify gaps and develop a strategic plan designed to improve and adequately meet the health and wellness needs of the community.</p> <p>The Cyan Team is a multi-dimensional group of individuals comprised of individuals in the health sector, caregiver, advocate, users of the system and health sector governance experts. Deliberations and deep-dive discussions resulted in this Outcome Resolve and recommendations noted herein.</p> <p>The outcome of the Cyan Team’s research and evaluation is the official/legal creation of the Mayne Island Health &amp; Wellness Association (MIHWA). This Association will collaborate with other Health/Medical groups in order to coordinate and be the instrument of delivery to meet the gaps in the health and wellness needs of the community.</p>

<b>Project Scope</b>	
<b>Need Assessment/ Gap analysis</b>	<p>Currently, medical services are provided to Mayne Islanders and visiting tourists by the Mayne Island Health Clinic. This is comprised by a Physician and a Nurse Practitioner. Funding for health services is a complicated arrangement between Island Health, the CRD and the Ministry of Health. The clinical staff are fee for service contracted individuals. Governance for the clinic is provided by the Mayne Island Health Centre Association (MIHCA). While providing an excellent service, the medical clinic focuses on “mainstream” medical services.</p> <p>The Cyan Team conducted an accessibility and community awareness review of alternative medical, health and wellness practitioners and services. It was determined that such services are not well coordinated and linkages to mainstream medicine was not provided. These factors result in a lack of coordination, education and awareness regarding all of the health-related services, in totality, on the Island.</p>



The MIHCA Board conducted a “*Mayne Island Health Survey*” in 2007 and again in 2016/17 (attached are the 2016/17 survey results). The survey respondents numbered 335 which is average for a population of approximately 1200 residents. However, the age group of 20-45 was not well represented in the results.

While the largest sector of Mayne Island’s population are seniors 65 years or older, the demographics in the past 3 years has been trending to a younger population and an increase in school age youth. Obstetrics and Midwifery are not provided on Island and is an obvious concern. Consequently, the MIHCA survey results are possibly misrepresenting the current demographics of 2019/20. This potential gap should be addressed with the completion of a current survey which is also inclusive of all health-related practitioners and services, not just mainstream medicine.

As previously stated, Mayne Island has a higher than average senior population over the age of 65. This factor results in lifestyle and age related illnesses such as: arthritis; high blood pressure; diabetes; hearing; vision; obesity; mental health and risk of injuries related to falls. These factors were raised as a concern and, according to the survey, was a predominant usage of the health sector. Preventions and alternative health services can help prevent and mitigate these conditions upon onset. An increased coordination of medical and alternative medical services could possibly benefit the affected population and thereby reduce the reliance and wait-time issues found in the mainstream medical system.

The survey indicated that mental health challenges such as stress, anxiety and depression were predominant in 49% of the Island’s population. Moreover, the majority of those respondents were persons living alone. These persons at risk could benefit from a more coordinated health and wellness service. Organizations such as the Mayne Island Assisted Living Service (MIALS) are an excellent service, but there are no indications that a robust coordination of all available services, traditional and alternative, is available for those marginal persons of society at risk.

An analysis of the survey data indicated that while 79% of the Island population utilized the Mayne Island Health Centre for medical issues in 2016/17, only 16% sought alternative medical



	<p>assistance. Interestingly, this percentage was unchanged from the 2007 survey, notwithstanding the fact that the predominance of alternative medicine has increased exponentially in the general Canadian population over the past decade. The Cyan Team perceives this to be a lack of education, awareness and understanding at the Island level.</p> <p>Another interesting fact which further indicates a gap in health and wellness coordination is that 76% of seniors reported that senior housing was a concern for their health, 33% wanted a drop-in centre developed while 17% supported the weekly lunch program. Moreover, 23% reported their “health care needs” included such non-medical issues as access to trades, blue box pickup, more access to labs or services (transportation), pharmacy and education. In other words, seniors comprehend the nexus between daily living skills and services as an impact on their overall health. The Ontario Hospital Association determined that 80% of a persons health care costs will likely be spent in the last 2 years of a persons life (obviously there are exceptions). This factor adds credibility and urgency to address seniors health, and their social determinates of wellbeing, on a priority basis.</p> <p>The 2016 MIHCA Survey resulted in 70 comments regarding other services that were perceived as priorities. They included increased access to physicians, pharmacists, on island diagnostics and dentists. Unfortunately, such increases in services are unrealistic given the current state of the Federal and Provincial healthcare budgets, combined with ever-increasing usage of the system. The issue is simply one of economics and supply and demand. However, options outside mainstream medicine was also identified as a priority, including naturopathic physicians and in-home support services which, by extension, reduces the impact of publicly funded extended long-term care because people could remain in their homes longer, with dignity, as they age. The survey suggests that a better understanding of the Social Determinants of Health can be more broadly understood and coordinated for the benefit of Mayne Islanders.</p> <p>Another trend which is raised pervasively in public consultations, Cyan Team discussions as well as the MIHCA survey, is transportation for medical purposes. In 2016/17, MAILES coordinated transportation 441 times, which is in addition to an unknown budget (assumed to be significant) allocated for the BC Ferries Travel Assistance Program (TAP). Coordination</p>
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	<p>of travel for off island services, either in an organized group setting or through dedicated guaranteed loading improvements at BC Ferries, is certainly a gap in service which needs to be addressed.</p> <p>When all of the data, research, discussions with subject matter experts and Cyan Team members is taken into consideration, and the gaps identified and analysed, it becomes evident that health and wellness coordination, outside the mandated responsibilities of the Mayne Island Health Centre, seems to be a pervasive issue which, if rectified, would benefit Mayne Islanders.</p> <p>It is extremely important that the reader fully understands that this determination is NOT a business/operational review, nor criticism of the MIHCA nor MIALS. In fact, they do an excellent job within their mandated services. However, increased coordination of all existing health sector providers and looking at health holistically, can only improve the health and wellness services to Mayne Islanders.</p> <p>As a result of the forgoing, and in an attempt to address the obvious gaps and needs of the community, the Cyan Team has determined that a new association should be created. The Mayne Island Health &amp; Wellness Association (MIHWA) would coordinate all health and wellness on the island; mainstream and alternative. It would evaluate all health and wellness related needs including the social determinants of health. The goal of MIHWA would be increased awareness, education and advocacy for change, designed to improve the holistic health and wellness of Islanders.</p> <p><u>Note:</u> The MIHWA would <i>not</i> have any governance or operational/reporting authority over the MIHCA nor MIALS. Moreover, it is hoped that both of these organizations would appoint a Board member to sit as an MIHWA Board member, thereby reducing redundancy while and improving coordination and positive change moving forward.</p>
<b>Project Goals</b>	<ol style="list-style-type: none"> <li>1. Attract and identify a group of interested individuals who would move forward with the creation of the Mayne Island Health &amp; Wellness Association (MIHWA); and</li> <li>2. Ensure the Board members are comprised of: subject matter experts from the health sector (both mainstream and alternative medicine); a representative from the</li> </ol>



	<p>MIHCA and MIALS Boards; a senior; an undetermined number of patient advocates from the community.</p>
<p><b>Product/Service Description</b></p>	<p>Creation of the Mayne Island Health &amp; Wellness Association (MIHWA)</p>
<p><b>General Approach and SCOPE</b></p>	<p><b><u>DTFMI Cyan Vision</u></b></p> <ol style="list-style-type: none"> <li>1. Creation of the MIHWA as indicated in the Project Goals section of this report.</li> </ol> <p><b><u>MIWHA Proposed Rollout</u></b></p> <p>Once the Board has been identified and preliminary steps of creation has been conducted, the Cyan Team (as determined by research, subject matter expert deliberations and community feedback) would envision and advise that the following steps be taken by the MIHWA representatives:</p> <ol style="list-style-type: none"> <li>1. Officially and legally create the Association;</li> <li>2. Create policy and procedures;</li> <li>3. Create a 5/7 year strategic plan;</li> <li>4. Obtain Government support and funding to source education, awareness, public documents, website designed to enhance the overall health and Wellness of our Community;</li> <li>5. Design a needs assessment survey based on mainstream and alternative medical services. This is required as the demographics and needs of the Island have changed since 2016/17. Additionally, it will serve as a baseline for evaluation of the MIHWA progress in the future;</li> <li>6. Conduct an in-depth Gap Analysis and, in consultation with MIHCA and MIALS, create a strategic plan to address the identified gaps;</li> <li>7. Create a Health and Wellness resource website;</li> <li>8. For those not on-line, create a printed “Guideline for Health and Wellness”;</li> <li>9. Explore the creation of a “Health Field Trip” transportation service to Sidney/Victoria of other SGI for coordinated appointments. Possible partnership with the community bus could be researched;</li> <li>10. Create a working group for the coordination of all health services, holistic services and those involved in the social determinants of health on Mayne Island; and</li> </ol>



	<p>11. Consider the pros/cons of applying for standing on the Southern Gulf Islands Advisory Committee (Island Health).</p> <p>The SCOPE of the project (what is in/out) will be determined by the results of the needs assessment survey. There will be a system developed by the MIHWA to prioritize a reasonable approach to those results, which have yet to be shown. The DTFMI Cyan Team is not able to project the level of the scope of this project and wishes not to limit future potential. The SCOPE will also be determined by the level of support and funding. (ie. Health and Wellness Facility, Health and Wellness Programs, Holistic Pharmacy, etc. Health Care Provider Recruiting, etc.)</p>
<p><b>Critical Success Factors</b></p>	<p><u>Critical Success Factors:</u></p> <ol style="list-style-type: none"> <li>1. CRD, Provincial and Federal Health Care Funding and Support.</li> <li>2. Identification and dedication of interest and skills based MIHWA Board members;</li> <li>3. Increased coordination and access to medical, alternative health and diagnostics services, less wait times and reduced or coordinated off island travel; and</li> <li>4. Website design and creation.</li> </ol>
<p><b>Project Assumptions</b></p>	<ol style="list-style-type: none"> <li>1. The demographics of the Island are changing and need to be identified related to the future health care needs of its citizens;</li> <li>2. The current Provincial Health Care Budget is not sustainable in the future based on the changing demographics and required services;</li> <li>3. The MIHCA and MIALS are doing an excellent job within their scope of responsibilities;</li> <li>4. Mayne Islanders and tourists alike deserve the best health and wellness services available, while taking into account the uniqueness and realities on living/visiting a South Gulf Island;</li> <li>5. People want to be healthy and prefer to age at home; and</li> <li>6. People are becoming interested and amenable to utilizing alternative and holistic health care services.</li> </ol>
<p><b>Project Constraints</b></p>	<ol style="list-style-type: none"> <li>1. Lack of Government support and funding;</li> <li>2. Lack of support from existing health care agencies;</li> </ol>



	<ol style="list-style-type: none"> <li>3. Ability to attract an interested Board of skilled persons; and</li> <li>4. Volunteer burnout.</li> </ol>
<b>Project Deliverables</b>	<ol style="list-style-type: none"> <li>1. Identification of interested and skilled individuals to move forward with the creation of the MIHWA; and</li> <li>2. The MIHWA Board members will have access to the Cyan Team members as consultants during the creation of the association and development of the strategic design and plan.</li> </ol>

<b>High-Level Milestones and Timeline</b>	
<b>Pre-Project Planning</b>	<b>Date:</b>
Creation of Working Group to identify interested MIHWA participants and potential Board Members.	January 15 <sup>th</sup> , 2020
Invitation to MIHCA and MIALS to assign a Board member to the MIHWA.	February 15 <sup>th</sup> , 2020
<b>Stage 1: Initiation</b>	<b>Date:</b>
Identification of skilled and interested MIHWA Board members. Official/legal creation of the MIHWA.	March 31 <sup>st</sup> , 2020
<b>Stage 2: Implementation</b>	<b>Date:</b>
Turn over of project to the newly created MIHWA Board.	April 1 <sup>st</sup> , 2020

<b>Communications Strategy</b>
The communication strategy will be key to attract skilled and interested Board members as well as to educate the public regarding the rationale and benefit of



creating the MIHWA. Moreover, it must ensure that the project is not perceived as being in conflict or competition with the MIHCA or MIALS.

Communication can be addressed in town hall meetings, public events and articles/interviews in the Mayneliner.

### **Risk Management Strategy**

#### **Risk Areas:**

Public misconception that the MIHWA is replacing the MIHCA or MIALS. Further, there is a risk that the project we create is perceived as MIHCA or MIALS are not performing as expected. This is obviously NOT the case and the communication strategy must proactively address this potential perception.

### **Measuring Success**

1. Official/legal creation of the Mayne Island Health & Wellness Association.



Appendix 16: Green Team Project Charter: Food Sustainability Initiative

<b>Team Colour</b>	<b>Green</b>
<b>Topic Title</b>	<b>Food Sustainability Initiative</b>
<b>Short Description</b>	Considering the climate crisis, regional food sustainability is paramount to our survival. We will further local food security through the support of local growers, processors, retailers, consumers and landowners.

<b>Project Scope</b>	
<b>Need Assessment</b>	Mayne Island would have 1-3 days of food on store shelves if we should ever be cut off from ferry service. Food sustainability is crucial to our survival.
<b>Project Goals</b>	Within 5 years, Mayne Island will be part of a regional food network. The first step will be to create local food security through the support of local growers, processors, retailers, consumers, and landowners.
<b>Product/Service Description</b>	<p>Using these five principles, The Food Sustainability Initiative will:</p> <ol style="list-style-type: none"> <li>1. Guide individuals to take charge: Develop a handout with 10 actions that each islander can take to further food sustainability with links to resources such as square foot gardening, eating to the seasons and Southern Gulf Islands Food Co-op as one existing point of connection with growers and B.C. Food Systems Network.</li> <li>2. Resource the community: Use targeted interviews with a diverse range of skilled and knowledgeable community members to understand the opportunities and obstacles to food security on Mayne Island.</li> <li>3. Let the land lead: Use the CRD map of arable land on Mayne Island to guide potential future land and grower matching such as the Young Agrarians.</li> <li>4. Be guided by precedent: Base the team’s work on other successful food sustainability initiatives, and then consult with community resources to understand if these examples are viable on Mayne Island.</li> <li>5. Understand history: let the First People’s understanding of the land, it’s forces, flows and watersheds guide future patterns of food production and in habitation.</li> </ol>



<p><b>In Scope/Out of Scope</b></p>	<p>In Scope</p> <ul style="list-style-type: none"> <li>• Individual, family and small to larger farm food systems.</li> </ul> <p>Out of Scope</p> <ul style="list-style-type: none"> <li>• Weather</li> <li>• Commercial farming practices with chemicals and practices that require significant reliance on fossil fuel dependent equipment.</li> </ul>
<p><b>Critical Success Factors</b></p>	<p>Critical Success Factors</p> <ul style="list-style-type: none"> <li>• % of people growing their own food?</li> <li>• # of days worth of food the island has on hand</li> <li>• Regional Network for sustainable food supply.</li> </ul>
<p><b>Project Assumptions</b></p>	<ul style="list-style-type: none"> <li>• The loss of affordable, adequate, on-demand food supplies due to the global climate crisis is the primary assumption.</li> <li>• The scope of the project is broad ranging from encouraging home gardening to developing inter-island food networks</li> <li>• Stakeholders would include both consumers and producers of food as well as those involved in transportation, distribution and retail.</li> </ul>
<p><b>Project Constraints</b></p>	<ol style="list-style-type: none"> <li>1. Lack of funding to coordinate and develop deliverables.</li> <li>2. Apathy of citizens to want to expand their local food system due to current affordable import food system meeting needs.</li> </ol>
<p><b>Project Deliverables</b></p>	<ol style="list-style-type: none"> <li>1. Develop a handout/pamphlet with 10 actions that each islander can take to further food sustainability with links to resources such as square foot gardening, eating to the seasons and Southern Gulf Islands Food Co-op as one existing point of connection with growers and B.C. Food Systems Network.</li> <li>2. Develop a system to match up farmers with available land using the arable land map of Mayne Island.</li> <li>3. Double the number of individuals or family groups on the southern gulf islands growing and preserving a portion of their annual food needs in small garden patches.</li> </ol>

<p><b>Requirements</b></p>
<p>The pamphlet must be written in accessible language that will provide relevant information for a wide audience from the novice gardener to commercial farmers.</p>



Using the principles of letting the land lead, being guided by precedent and resourcing the community to create an environment where sustainable food growth is viewed as feasible.

An annual budget of \$80,000 (\$50,000 part-time staffing coordinator \$20,000 shared office rental and material development and printing costs) for staffing, office and materials to coordinate and lead this project forward.

**General Approach**

- Resource the community: Use targeted interviews with a diverse range of skilled and knowledgeable community members to understand the opportunities and obstacles to food security on Mayne Island.
- Use the CRD map of arable land on Mayne Island to guide potential future land and grower matching such as the Young Agrarians.

<b>High-Level Milestones and Timeline</b>	
<b>Pre-Project Planning</b>	
Create a list of people to interview	Spring 2020
Determine the interview questions and format	Spring 2020
Determine pamphlet and online format	Spring/Summer 2020
<b>Stage 1: Initiation</b>	
Secure initial funding	
Conduct interviews	Summer 2020
Process the interviews for relevant information	Autumn 2020
Consultation with other on island groups and initiatives	Autumn 2020
<b>Stage 2: Implementation</b>	
Establish registry of growers and available land	Autumn 2020
Facilitate agreement between growers and landowners	Autumn 2020
Write text of the pamphlet	Autumn/Winter 2020
Incorporate graphic design and visuals	Winter/Spring 2021
Print and distribute pamphlet	Spring 2021

<b>High Level Roles</b>				
<b>Role</b>	<b>Project Responsibility</b>	<b>Skills Required</b>	<b>FTE For Yr 2020</b>	<b>Recommended Source</b>
Coordinator	Coordinate and move project forward	Diplomacy, organizational skills, clowning	.50	Local



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Writer	pamphlet	Communication skills, literacy	.50	Local
Graphic Designer	Pamphlet visuals	Graphic skills and computer literacy	.50	Local
Total			1.5	

High Level Budget			
Cost Type	FY 2020	FY 2021	Total
Wages	\$50000	\$50000	\$100000
Office rental	\$12000	\$12000	\$24000
Material and printing	\$8000	\$4000	\$12000
(pamphlet costs in first year)			
<b>Subtotal</b>	\$80,000	\$76,000	\$125,200
<b>Total Budget</b>			\$281,200

Measuring Success
<ul style="list-style-type: none"> <li>• % of people growing their own food</li> <li>• # of days worth of food the island has on hand</li> <li>• Ratio of locally grown food versus off-island imported food consumed on island.</li> </ul>



Appendix 17: Black Team Project Charter: Mayne Island Community Spaces Engagement

<b>Team Colour</b>	<b>Black</b>
<b>Topic Title</b>	<b>Mayne Island Community Spaces Engagement</b>
<b>Short Description</b>	This proposal is to design and implement a new service that increases personal and community engagement opportunities for Mayne Islanders, and reduces barriers that keep people excluded and isolated.

<b>Project Scope</b>	
<b>Need Assessment</b>	<p>Life on Mayne Island is rich and vibrant, composed of both informal networks and organized groups and clubs. There are various venues and spaces where events and programs are offered, and skilled and talented leaders providing opportunities for personal and community development.</p> <p>But for all of the opportunity afforded here, there are just as many barriers to inclusion. Many groups, clubs and venues are- by no fault of their own- exclusive, difficult to access, constrained by insurance policies, or simply unknown. There are also high levels of isolation and exclusion experienced by groups and individuals such as seniors, youth, young families, newcomers, people with disabilities and other vulnerable people. And these groups and individuals are not typically the ones to enjoy the richness and vibrancy we have to offer.</p> <p><b>What if Mayne Island could truly realize its image of being inclusive and welcoming to all, by increasing access and breaking down the barriers that limit community programming and participation?</b></p> <p>The vision of the Black team is to design and implement a single-access point coordination and engagement service for facilities' programming on Mayne Island. The service would coordinate programming, insurance coverage, membership requirements, and communications to maximize the potential for all Mayne Islanders to enjoy the programs and facilities that increase personal wellbeing and interdependence. The impact of this service is a more sustainable network for future living in our community.</p> <p>The <b>mission</b> for this group is to <b>enhance</b> life, by <b>supporting</b> and <b>encouraging</b> personal and community development</p>



	through the facilitation of community programming and engagement.
<b>Project Goals</b>	<ul style="list-style-type: none"> <li>• To develop a new service that provides a single-access point to social, leisure, recreational and educational programming on Mayne Island</li> <li>• To achieve collaboration among existing groups which provide programming and/or manage community facilities where programming is available.</li> <li>• To establish a steering committee to facilitate the content of the services provided to align with Mayne Islanders’ needs and interests</li> <li>• To navigate insurance providers to ensure blanket coverage for a spectrum of programming relating to the scope in bullet 1</li> <li>• To increase and streamline membership in existing organizations that provide programming and/or community space, by offering a bundled membership model</li> <li>• To employ a part-time coordinator to develop partnerships and programs to deliver the <b>mission</b> stated above</li> <li>• To establish a presence in the community, through a combination of online, physical office space, and active and continuous outreach) that provides information and opportunities for engagement</li> </ul>
<b>Product/Service Description</b>	<p><b>The service would have four main functions:</b></p> <ol style="list-style-type: none"> <li>1. <b>Outreach and Information Resource</b> – The service would provide a central and comprehensive hub of information about programs and events relating to its <b>mission</b>. A calendar maintenance service would improve collaboration among existing bodies providing information. Information, policies and contacts for booking or participating in various venues or programs would be included.  An outreach service would coordinate needs assessment, resource and referral, and communications functions. For example, the service’s coordinator may attend or facilitate meetings of existing groups to ensure information exchange and keep abreast of local issues pertaining to island recreational and educational life.</li> <li>2. <b>Program planning and facilitation-</b> The service would facilitate programs and events of interest or priority to the Mayne</li> </ol>



	<p>Island Community. Some aspirations that came to light through the Designing the Future process include the need for programming in areas of intergenerational engagement, youth programming, local food security and climate change education, to name a few.</p> <p><b>3. Insurance coverage for programs and events</b> – An insurance coordination service would save time and energy for both organizations and individuals hosting various programming in existing community venues. There is evidence that the Capital Regional District may also be addressing this issue, however this service would be well-positioned to facilitate insurance coverage as well as other administrative functions of programming. A yoga teacher or guest lecturer, for example, could rely on the service to coordinate this, saving time and energy to focus on the content of their programs.</p> <p><b>4. Mayne Island Passport</b> – A membership coordination service would streamline and facilitate the purchase of memberships in a variety of organizations for a single fee. Individuals who purchase an annual “passport” would receive membership status in all participating organizations, and the service would pass the membership information and fees to organizations on a regular basis. A small administration fee for the passport would also ensure a modest income for the service covering the administrative burden. Passport members would then enjoy universal access and information about programming hosted by each of the participating organizations, as well as the many other benefits that membership in each organization affords.</p>
<p><b>In Scope/Out of Scope</b></p>	<p>In scope:</p> <ul style="list-style-type: none"> <li>• Recreation, leisure, social, and educational engagement opportunities including programming and events</li> <li>• Existing and future organizations, individuals and venues with programming aspirations</li> </ul> <p>Out of scope:</p> <ul style="list-style-type: none"> <li>• Developing new facilities such as the lighthouse or a neighborhood house</li> <li>• Special interest groups or clubs that may have more complex structures and/or regulations, such as the Lion’s Club, Tennis Club, or other organizations.</li> </ul>



	<ul style="list-style-type: none"><li>• Programs under legislative jurisdiction, licensing, or social service funding such as those provided by the Ministries of Health, Child and Family Development, and Education</li></ul>
<b>Critical Success Factors</b>	<ul style="list-style-type: none"><li>• Establishment of ongoing operational funding for the service, in the form of a 0.5 FTE community coordinator</li><li>• Buy-in from a significant number of existing groups and community facilities' organizations.</li><li>• Effective HR administration, oversight, and guidance to ensure the relevancy of the service being provided</li><li>• Uptake in the service by the community</li></ul>
<b>Project Assumptions</b>	It is assumed that an organization such as the Community Resource Centre will be positioned to administer the service. Another assumption is that existing community organizations would understand the benefit of the service and choose to participate as member organizations.
<b>Project Constraints</b>	To be completed
<b>Project Deliverables</b>	<ul style="list-style-type: none"><li>• Funding for a 0.5FTE</li><li>• A host organization to administer the service</li><li>• A steering committee comprised of local knowledge</li><li>• Implementation of the four service functions, described above</li></ul>



Appendix 18: Yellow Team Project Charter: Housing Matters

<b>Team Colour</b>	<b>Yellow</b>
<b>Topic Title</b>	<b>Housing Matters: Creative and Resourceful Solutions to Mayne Islands Housing Crisis</b>
<b>Short Description</b>	Lobbying local Government to allow for alternative housing options and increased density on private land, motivating landowners to provide long-term rental housing and educating the public on the impact of the current Mayne Island housing crisis.

<b>Document Change Control</b>			
<b>Revision Number</b>	<b>Date of Issue</b>	<b>Author (s)</b>	<b>Brief Description of Change</b>
1.	Tues Nov 26	Annette	Just adding in some ideas in orange
2	Tues Nov 26	Gail	John's ideas, formatting, additional ideas(red)
3	Wed.Nov.27	Deborah	Feedback on 3 <sup>rd</sup> OR

<b>Project Scope</b>	
<b>Need Assessment</b>	The need for affordable housing has been made apparent by the struggle of local businesses to maintain staffing, for young families to establish secure and sustainable homes and the challenge faced by anyone wishing to rent a place to live.
<b>Project Goals</b>	The project seeks to achieve results that are measurable, attainable and within the power of the island community to fully realize. These focus on three key subject areas: bylaw enforcement, housing needs education, maximizing habitation of houses that already exist through tenant homeowner matching, housing creation considering energy neutrality and affordability.
<b>Product/Service Description</b>	<b>Enforcement and Reimagining of Existing Bylaws and Regulations</b> This category will have two primary activities as follows: <i>Short Term Rental Regulation:</i> The first step will be the convening of a community forum in partnership with the regulating authority, and consultation with other small island communities facing similar issues. Through advocacy and partnership with the CRD it is imagined that a framework for strict enforcement of the short-term rental regulations will be established.



	<p><i>Landlord and Tenants Rights:</i> through partnership with the CRD or other relevant government organization information on the rights of both landlords and tenants will be provided to the community along with access to organizations that are able to resolve disputes with authority to enforce decisions. Access to a funded mediation service for landlords and tenants may also be provided.</p> <p><b>Education</b>  This category will have three primary activities:  <i>Community Discussion:</i> through the services of a community liaison person a film and speaker series would focus on both the housing crisis and housing context globally. This series would seek to develop a vibrant dialogue around housing issues in the 21st century and the unique ways in which Mayne Island can respond.  <i>Outreach:</i> through targeted outreach activities owners of under-utilized homes will be respectfully invited to provide them to local residents for rent.  <i>Consultation:</i> through consultation with other island communities and government this project will identify and inform elected officials of the unique nature of the housing crisis on Mayne Island and a range of possible solutions uniquely suited to the local rural context.</p> <p>It is important to note that the higher purpose of this category is to develop ongoing and island appropriate dialogue around housing issues, rather than becoming an advocacy group for specific pet projects. A communications person would facilitate the flow of information to the community through a variety of online and print media.</p> <p><b>Housing Creation</b>  This category will have four primary activities:  <i>Tiny Homes:</i> the project will seek to advance the cause of tiny homes through advocacy for zoning changes to allow for tiny homes in lieu of full size houses on bare land, including alternates for water infrastructure (such as allowances for composting toilets and water collection). In addition, the project will focus on providing access to “best practices” for tiny home creation so that all tiny homes meet minimum standards for safe, comfortable and affordable housing.  <i>Shared Housing:</i> the project will seek to create a network of shared housing solutions such as co-op and cohousing (including seniors seeking assistance and/or extra income through house shares), by providing both a network for connecting renters and owners, but also support infrastructure</p>
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	<p>(including dispute resolution) so that the rights and responsibilities for each group are clearly defined.</p> <p><i>Secondary Suites:</i> the project will seek to support the creation of legal, dignified, habitable, safe and secure secondary suites in existing houses through access to lenders, contractors, designers and project managers so that homeowners have full service professional support when they choose to create secondary suites in their homes. Advocacy for changes in zoning regulations will also be undertaken in tandem with these activities.</p> <p><i>Energy neutral, Affordable, Purpose Built Rental Housing</i> will work with issues of scale, form and design in keeping with neighbours and the rural island character. Water scarcity and the limits of the ecosystem to absorb septic waste will be of primary consideration. Help from government agencies such as BC Housing as well as private sector developers may be sought.</p>
<b>scope/Out of scope</b>	<p>In Scope Bylaws, Official community Plan, maintaining the rural nature of the island including density. Water issues.</p> <p>Out of Scope Housing market prices</p>
<b>Critical Success Factors</b>	<p>These focus on four key subject areas that would address both short term and long term needs. Short term: housing needs education, bylaw enforcement and alternate forms of rental accommodation. Long term: creation of multi-unit rental housing.</p>
<b>Project Assumptions</b>	<p>Adequate housing benefits the whole community so everyone is a stakeholder. We assume that the changes will be made in bylaws, Building Code, Official Community Plan to allow for densification for full time residents and alternate building practices on appropriate land, to support housing needs for local businesses.</p>
<b>Project Constraints</b>	<p>Water, sewage, garbage disposal, current bylaw constraints and land availability.</p>
<b>Project Deliverables</b>	<ul style="list-style-type: none"> <li>• Public education on the reality of our housing situation.</li> <li>• Providing information to support the local Trust Committee to help them implement their Mayne Island Housing Regulation and Policy Review Discussion Paper dated October 2019.</li> </ul>



	<ul style="list-style-type: none"> <li>• Bylaw enforcement of illegal short-term rental units including entire houses rented as Airbnb.</li> <li>• Facilitate outreach for prospective renters and tenants.</li> <li>• Facilitate caretaking situations for frequently absent or elderly homeowners.</li> <li>• Create Landlord and Tenant education and mediation services</li> <li>• bylaw changes to allow for gray water systems and composting toilets without also requiring a septic field.</li> </ul>
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<b>Requirements</b>
<p>The minimum requirements that must be in place when the project is complete are restructured regulations within all levels of government that will allow for greater flexibility in housing so that a homogeneous population can thrive on the island. A diverse spectrum of needs ranging from young families in need of stable housing, seniors who require assistance to stay in their homes to the seasonal influx of workers for the summer months will have to be accommodated in order for this project to be considered a success.</p>

<b>General Approach</b>
<p>Consultation with housing groups, Islands Trust, CRD and the community at large including the Sustainability Initiative coming out of the summit process.</p>

<b>High-Level Milestones and Timeline</b>	
Milestone/Task	Estimated Completion Date
Find a home for this project in existing/forming Mayne Island Group or Organization	January 31 <sup>st</sup> 2020
See a tenant/renter facilitator roll implemented on Mayne	February 29 <sup>th</sup> 2020
See the Islands Trust Mayne bylaws amended/ expanded for the purposes described	September 30 <sup>th</sup> 2020
Bylaw enforcement of short-term illegal rentals including Airbnb within a year.	January 2021
50% or more of existing housing should be occupied fulltime	2024



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<b>High Level Roles</b>				
<b>Role</b>	<b>Project Responsibility</b>	<b>Skills Required</b>	<b>FTE For Yr 2020</b>	<b>Recommended Source</b>
Communications coordinator	Co-ordinate print and online media	Print and online literacy, clear and inclusive communication skills	.25	Within the community
Community liaison person	Outreach and education	Diplomatic and communication skills.	.25	On or off island
Committee leader	Managing a committee within an existing organization See through the proposed changes.	Focused and efficient leadership/effective in communication/self-motivated	.25 FTS or volunteer	An existing or newly created group going forward such as Mayne Island Housing Society or housing focus group or amalgamate within a Mayne Island sustainability focus group.
Tenant and Landlord matching/conflict resolution mediator			.25 FTS 2020,	
<b>Total</b>			<b>1 FTE</b>	

<b>High Level Budget</b>			
<b>Cost Type</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Total</b>
Space rental	\$12,000	\$12,000	\$24,000
Office equipment/supplies	\$5000	\$200	\$5200
wages	\$50,000 (.50 FTE)	\$100,000	\$150,000
<b>Subtotals</b>	\$67,000	\$112,200	\$179,200
		<b>Total Budget</b>	<b>\$358,400</b>

**Communications Strategy**  
Initially the general community will be the key audience that will need to be informed via community meetings and Designing the Future outreach.



Communication strategy will be the responsibility of the organization that takes up this initiative.

**Change Management Strategy**

Change management strategy will be the responsibility of the organization that takes up this initiative.

**Risk Management Strategy**

Risk areas

- Refusal of the community to acknowledge the severity of the crisis.
- Resistance to suggested solutions such as rental of underutilized vacation homes.

Critical stakeholder risk tolerances and thresholds

This would need to be determined through consultation with the community.

Risk management objectives

It is key that the community not become polarized into opposing camps of renters versus owners, workers versus retired, part-time versus fulltime islanders. The overall housing environment of the island impacts the entire community.

High-level risk management process

Clear and constant communication is key to quelling the rumour mill that will foment fear and resistance within the community.

Risk decision makers

Communications director for web and print  
Community Liaison person

**Measuring Success**

- Housing availability to sustain local businesses, school population.
- Workforce available for businesses.
- Increased homogeneity of the population to create a thriving and diverse community.
- Bylaw changes to promote inovative house construction concepts such as gray water systems and allowing composting toilets without also needing a septic system.



Appendix 19: Purple Team Project Charter: Marine foot passenger service

<b>Team Colour</b>	<b>Purple</b>
<b>Topic Title</b>	<b>Marine foot passenger service linking the Southern Gulf Islands (SGI Link)</b>
<b>Short Description</b>	An on-demand marine shuttle that augments the Ferry service provided by BCF with an inter-island passenger connectivity network for residents and tourists, alike that is sustainable, innovative, convenient and pleasant to use.

<b>Project Scope</b>	
<b>Needs Assessment</b>	Despite the fact that Southern Gulf Islands are in close proximity all share a common, yet distinctive, lifestyle it is a concern of many island residents and tourists, alike, that Inter (Between) Island connections – provided at present solely by BC Ferries, are lacking in convenience, scheduling and access, island-to-island. This project will address this shortfall, providing an opportunity to enjoy the beauty and variety offered by island life, as well as addressing daily needs of islanders. Second, is an effort to ensure that the pieces for Intra (On) Island connections are in place to provide the opportunity to explore the depth and breadth of each island’s offerings.
<b>Project Goals</b>	<ul style="list-style-type: none"> <li>• To connect the Southern Gulf Islands with some form of marine transportation network, beyond that provided by BC Ferries, that is sustainable, innovative, convenient and pleasant to use.</li> <li>• To provide and/or utilize on island facilities and services that add positively to the user experience.</li> <li>• To address the daily needs of local islanders with regard to regular health care/pharmacy access and medical support.</li> <li>• To foster an atmosphere of cooperation between Southern Gulf Islands with regard to both economic opportunity and consensus building re: Inter Island participation.</li> <li>• To put in place an authority that will nurture the concept once established to become an essential community service for each-and-every island.</li> </ul>
<b>Product/Service Description</b>	<ul style="list-style-type: none"> <li>• Inter (Between) Island:               <ul style="list-style-type: none"> <li>• Provide “on demand” service, initially, to coincide with various Island activities and events.</li> <li>• Connect the Southern Gulf Islands, either from an island hub such as Mayne Island, or in a circular routing. Ports around Plumper Sound (Horton Bay,</li> </ul> </li> </ul>



	<p>Lyall harbour and Port Browning) are in close proximity and would be a natural all weather circuit. Galiano Island could be linked via Sturdies Bay to Miners Bay on Mayne and on to Ganges on Salt Spring Island.</p> <ul style="list-style-type: none"> <li>• Deliver service for pedestrians, bicyclists, only – dogs welcomed, too! Perhaps, the prospect of transporting kayaks, paddle boards, etc. to allow the exploration of adjacent islands, would be an added attraction.</li> <li>• Service types and schedules need to give consideration to two distinctive user groups. The initial focus would be on residents of the Islands, supplemented by tourism/recreational users who will, beginning with weekend service from late spring through early fall.</li> <li>• Consider expanding the service schedule to a twice weekly subsidized service to island residents with regard to health care/pharmacy access and medical support.</li> <li>• Demand exists for student users wishing to access afterschool programs on Salt Spring Island and return to the participating islands in the early evening during the school year. Potentially a schedule run with frequency to be decided based upon school curriculum.</li> <li>• Target audience – tourism/recreational customers on “user pay” basis without need of a subsidy; weekday student user will need to seek subsidized service (Ganges based).</li> <li>• Lastly, it is suggested that service be tied in or reinforced over the tourism season with regard to “special weekend festivities”, i.e. the Campbell Bay Music Festival on Mayne Island, Lamb Barbeque on Saturna Island, etc.</li> </ul> <ul style="list-style-type: none"> <li>• Intra (On) Island:             <ul style="list-style-type: none"> <li>• Connect individual Southern Gulf Islands from the arrival at the docking facility by ensuring the provision of pedestrian and trail networks on each island, along with the opportunity to rent bicycles and eBikes, scooters and, possibly, eVehicles.</li> <li>• Ensure that all islands take the time and effort to promote their individual tourism celebrations, in relation to the “special weekend festivals” referenced above. Chambers of Commerce would</li> </ul> </li> </ul>
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	<p>be asked to be involved in the marketing of the service/events. Service will be Market Solution driven.</p>
<p><b>In Scope/Out of Scope</b></p>	<p>In scope:</p> <p>Socialize the concept of Inter and Intra Island Connectivity by meeting with a series of stakeholders to better recognise past efforts and future opportunities, to include:</p> <ul style="list-style-type: none"> <li>• The relevant list of “Mayne Island Organizations”, as identified at the May 23, 2019 “Get Together”;</li> <li>• Expand the list to include representatives from the other Southern Gulf Islands.</li> <li>• BC Ferries with regard to competing/complimentary service.</li> <li>• Gulf Island Water Taxi re: the prospect of expanding existing service.</li> <li>• Capital Regional District, re: safe Dock facilities.</li> <li>• SGI Economic Sustainability Commission re: an understanding and appreciation of their recent activities.</li> <li>• Tour Des Iles, Salt Spring Island (<a href="http://www.tourdesiles.ca">www.tourdesiles.ca</a>).</li> <li>• Relevant Institutions/Representatives (see Attachment1), to include:             <ul style="list-style-type: none"> <li>▪ Federal Government of Canada – Elizabeth May, MP</li> <li>▪ Provincial Government of British Columbia – Adam Olsen, MLA</li> <li>▪ Capital Region District (CRD) – Dave Howe, Director, Justine Starke, Mgr. Service Delivery</li> <li>▪ Southern Gulf Island Trust, Jeanine Dodds, David Maude, Mayne Island Trustees</li> <li>▪ Mayne Island Community Resource Centre (CRC) Deborah Goldman (to see where overlaps exist)</li> <li>▪ Potential service providers on Mayne (Brian Dearden / Boat and e-Bikes)</li> <li>▪ Existing community groups on Plumper Sound route (Community Bus)</li> </ul> </li> </ul>
<p><b>Critical Success Factors</b></p>	<ul style="list-style-type: none"> <li>• Cost – service that is out of reach to the largest number of residents and recreational tourists and is, thus, considered elitist, will miss the mark of relevance as a needed public service.</li> </ul>



	<ul style="list-style-type: none"> <li>• Service availability – at least initially, Inter Island service should be confined to weekends, holiday and special island events. The exception to this may be regular “extra” trips connecting the Southern Gulf Island to students wishing to participate in “after school” programs on Salt Spring Island.</li> </ul>
<b>Project Assumptions</b>	<ul style="list-style-type: none"> <li>• Beyond the prospect for subsidized service between Salt Spring and participating Southern Gulf Islands for after school service, it is anticipated that Inter Island service resulting from this initiative would be “user pay.” Thus, the prospect of FTEs or other associated costs would, at least, at this initial point would be considered moot.</li> <li>• An alternative business model, however, could feature some form of smart phone app that pairs boat owners with recreation/tourists seeking Inter Island transit. In this scenario, the cost of the trip would be negotiated between service provider and service purchaser.</li> <li>• Either way, some form of Inter/Intra Island Authority would likely need to be established to oversee growing pains and follow through as the service matures.</li> <li>• It is understood that School District 64 currently spends in excess of \$1m annually on school bus (boat) service that does not fully serve the needs of the Islands. SD64 is calling for a reconfiguration of its transportation service, so the timing could benefit this initiative.</li> </ul>
<b>Project Constraints</b>	<ul style="list-style-type: none"> <li>• The key constraint is the task of moving this initiative from concept to realization of service connectivity. Given either the Profit or Volunteer scenario, it will more likely than not require an authority to “see it through”. Island life is replete with “great ideas that worked until they didn’t.” Availability of suitable boats and licensed operators are vital to the success of the project. Success will depend on keeping costs affordable.</li> </ul>
<b>Project Deliverables</b>	<ul style="list-style-type: none"> <li>• Market Identification Report (December 2019)</li> <li>• Inter (Between) Island Events to be Connected (see Attachment 2); Calendar of events Spring through Autumn (January 2020)</li> <li>• Intra (On) Island Facilities Report (February 2020)</li> <li>• Initial Meeting(s) Summary Report – (by end of March 2020)</li> <li>• Financial Recommended Strategy Moving Forward – Profit vs. Subsidies (April 2020)</li> <li>• Demonstration/Test Case – (May 2020)</li> </ul>



## Designing the Future of Mayne Island

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### Requirements

- Conversation with level of Governments (CRD, Provincial and Federal)
- Determination and costing of service providers

### General Approach

- Demonstration Test Case
  - Perhaps simple Mayne Island to Saturna Island test run (May 2020)

### High-Level Milestones and Timeline

Supporting these events as part of the Inter-Island

- Campbell Bay Music Festival / Mayne Island
- Saturna Lamb BBQ / Saturna Island
- The Literary Festival / Galiano Island
- Art Off the Fence / Pender Island
- Apple Festival / Salt Spring Island

### High Level Roles

Role	Project Responsibility	Skills Required	FTE For Yr 2020	Recommended Source
	Marine Transport	Commercial License	TBD	Local Operator
	Local Community Bus	Appropriate D/L	TBD	Local Service Provider
	Rental Bikes/Vehicles	Business facility	TBD	On-Island Business opportunity
Total				

### High Level Budget

Cost Type	FY 2020	FY 2021	Total
Marketing in conjunction with Chamber of Commerce	\$1000	\$1500	\$2500
Initial travel costs for 2 people	\$250		
<b>Total Budget</b>	TBD		

### Communications Strategy



- It is key that the goals and objectives for the Inter/Intra Island Connectivity initiative be clearly described to residents of each of the four participating Southern Gulf Island and on Salt Spring Island, as well. A brochure describing the service would be provided for each participating Island along with frequent social media. Beyond that, crossover messaging might be undertaken with external stakeholders to include CRD, BC Ferries and the organizers of various special events on the Islands throughout 2020.
- To inform recreational tourists and local island residents, alike, that a passenger-only service to complement the BC Ferries will, be presented on a trial basis through the spring, summer and autumn of 2020.
- That travel *between and on* the Southern Gulf Islands can be innovative, adventuresome, sustainable and cost effective; that the enjoyment factor of living on or exploring the Islands can be synergistic when easy island connections are offered.
- That Intra Island connections can, in addition, provide needed services to islanders with regard to health care/pharmacy access and medical support.
- Target Audiences
  - Island residents, re: health/pharmacy and health care support; Seniors and child/daycare support
  - School age children attending Ganges High School
  - Off -island/EcoTourists seeking to leave a lighter footprint on Mother Earth (future prospect of eBoat service)
  - Service providers/business community

<b>Change Management Strategy</b>
<ul style="list-style-type: none"> <li>• The initiative, once the seed is planted will, no doubt, evolve with others taking ownership of the process.</li> <li>• If there is too much reliance on volunteerism, burnout is a real possible consequence of this initiative.</li> </ul>

<b>Risk Management Strategy</b>
<p><u>Risk areas</u></p> <p>The greatest possible risks to project success include:</p> <ul style="list-style-type: none"> <li>• Lack of suitable docking facilities on an island-by-island basis.</li> <li>• Inability to arrive at a cost structure that meets acceptable thresholds re: user pay.</li> </ul>



- Prospect of attempting “too much, too soon!” The initial test case for 2020 might be something as simple as connecting Mayne Island to Saturna Island, on respective festival dates.
- Scheduling that initial test run to avoid high profile weekend activities from conflicting, i.e. Campbell Bay Music Festival vs. Tour Des Iles.

Critical stakeholder risk tolerances and thresholds

If the project fails for whatever reason, the footprint of damage will be light with a possible opportunity to integrate into an alternative DTFMI project.

**Measuring Success**

- Routes connected, Inter (*between*) island, on an island-by-island basis.
- Maturation of Intra (*on*) Island facilities and services in pursuit of an “goods and services” strategy that would contribute to economic opportunity.
- Ability of high school students living on the Southern Gulf Islands to participate in after school activities on Salt Spring Island in the knowledge that they can catch a boat home “after dinner”.



Appendix 20: Community Feedback Survey Responses

The Community Feedback Survey allowed the Mayne Island community to take position regarding each of the seven proposals which came out of the Designing the Future of Mayne Island Summit. The survey was accessible over the month of January 2020. 130 persons responded, corresponding to a 14% rate of response for the island.

Respondents were asked whether or not they supported the aim of each proposal, and whether positive or not, to also justify their position. Among the nays two categories emerged: those who did not support the proposal at all, and others who did support it, but had misgivings about an aspect of the proposed rollout. In the response bar graphs shown below for each proposal, the middle yellow segment represents the latter. The green segment are all those in favour, and the red, those not in favour.

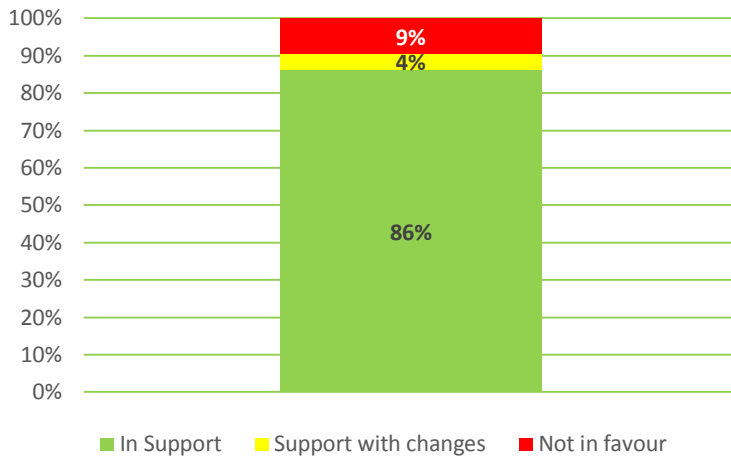
There is value in the “not in favour” responses because their comments inform us about how to build consensus as we rollout these seven proposals.

In the following pages, each graph shows the community responses for one of the proposals as well as a summary of the objections provided. Because of the level of community support, none of these objections are show stoppers. These objections are considered opportunities to examine additional aspects of each proposal as it is rolled out.

Summit Proposal Support	Summary of Objections								
<p style="text-align: center;"><b>Confronting the Climate Crisis (Brown Team)</b></p> <table border="1"> <caption>Support Data for Confronting the Climate Crisis (Brown Team)</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>In Support</td> <td>74%</td> </tr> <tr> <td>Support with changes</td> <td>6%</td> </tr> <tr> <td>Not in favour</td> <td>20%</td> </tr> </tbody> </table> <p>Legend: ■ In Support ■ Support with changes ■ Not in favour</p>	Category	Percentage	In Support	74%	Support with changes	6%	Not in favour	20%	<ul style="list-style-type: none"> <li>• Climate change cannot be addressed at the local level</li> <li>• We already have enough non-profits on the island</li> <li>• Resistance to having paid staff</li> <li>• Not necessary to act</li> </ul>
Category	Percentage								
In Support	74%								
Support with changes	6%								
Not in favour	20%								

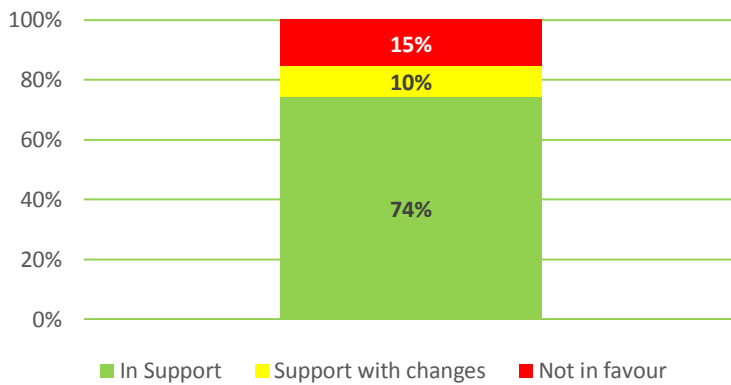


### In-home Care (Magenta Team)



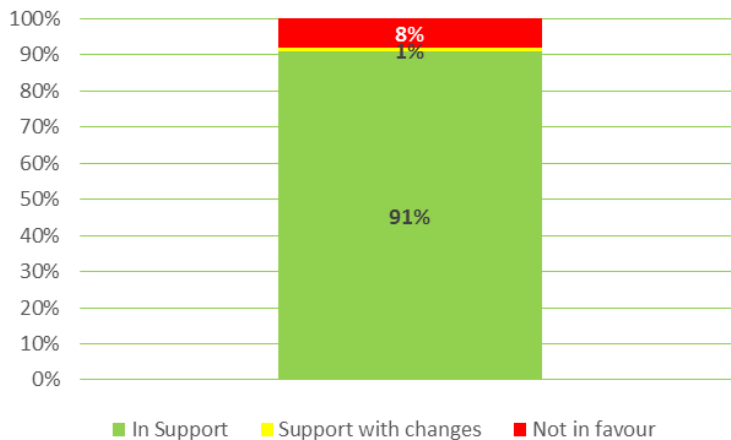
- Relying on grant money is not a reliable source of funding
- Need to work with existing island organizations
- Need to do a cost/benefit analysis of hiring an outside firm instead
- Limited resources is part of island living

### Health & Wellness (Cyan Team)



- No need to create another island organization; work with existing ones
- Possible interference from Island Health and the Province
- Will fragment the funding to other island groups
- The costs have been underestimated/too large a goal for this island

### Food Sustainability (Green Team)



- Island living has its limitations, get used to it
- Seems redundant - we buy food locally and grow our own
- The budget is not realistic



<h3>Community Building (Black Team)</h3> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>In Support</td> <td>70%</td> </tr> <tr> <td>Support with changes</td> <td>7%</td> </tr> <tr> <td>Not in favour</td> <td>23%</td> </tr> </tbody> </table>	Category	Percentage	In Support	70%	Support with changes	7%	Not in favour	23%	<ul style="list-style-type: none"> <li>• We are a small welcoming island, no need for this</li> <li>• There are already enough groups on island</li> <li>• Island organizations won't relinquish control to this one</li> </ul>
Category	Percentage								
In Support	70%								
Support with changes	7%								
Not in favour	23%								
<h3>Housing Matters (Yellow Team)</h3> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>In Support</td> <td>78%</td> </tr> <tr> <td>Support with changes</td> <td>7%</td> </tr> <tr> <td>Not in favour</td> <td>15%</td> </tr> </tbody> </table>	Category	Percentage	In Support	78%	Support with changes	7%	Not in favour	15%	<ul style="list-style-type: none"> <li>• Other island organizations are working in this area</li> <li>• Do not want to increase population density and ecological footprint</li> <li>• STVR are good for the economy</li> <li>• Budget not realistic</li> </ul>
Category	Percentage								
In Support	78%								
Support with changes	7%								
Not in favour	15%								
<h3>Inter-Island Connectivity (Purple Team)</h3> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>In Support</td> <td>72%</td> </tr> <tr> <td>Support with changes</td> <td>3%</td> </tr> <tr> <td>Not in favour</td> <td>25%</td> </tr> </tbody> </table>	Category	Percentage	In Support	72%	Support with changes	3%	Not in favour	25%	<ul style="list-style-type: none"> <li>• Not up to the community to take this on</li> <li>• Not "on-demand": Focus on setting transportation schedules that increase ridership on fewer runs.</li> <li>• Not a viable for feasible project</li> <li>• The demand for this is insufficient</li> </ul>
Category	Percentage								
In Support	72%								
Support with changes	3%								
Not in favour	25%								



## Designing the Future of Mayne Island

### Appendix 21: Affinity Map Joining the Summit Action Vectors and the Island's Organizations and Societies

The next two pages list the Mayne Island organizations including societies, non-profits, association and Commissions in a matrix that explores potential touchpoints of collaboration with each of these organizations to the seven action vectors of the *Designing the Future of Mayne Island* strategic plan.



Designing the Future of Mayne Island

Mayne Island (MI) Organizations	Black Team MI Community Spaces Engagement	Brown Team Confronting the Climate Crises	Cyan Team Mayne Island Medical and Health Evaluation and Improvement	Green Team Food Sustainability Initiative	Magenta Team Community Care and Support	Purple Team Marine Foot Passenger Service	Yellow Team Housing Matters: Creative and Resourceful Solutions to Mayne Islands Housing Crisis
Arts on Mayne (SGI Arts Council)	yes						
Association of MI Boaters		yes		maybe		yes	
Community Garden	maybe <sup>1</sup>	maybe		yes			
Dance on Mayne	yes						
Home Hardware		yes <sup>2</sup>				maybe <sup>3</sup>	maybe <sup>2</sup>
Japanese Gardens	yes <sup>1</sup>						
Lions Club	maybe	yes		maybe			maybe
Lunch Bunch by MIALS/MIHCA	yes		yes		yes		
MI Agricultural Society	yes			yes			
MI Assisted Living Society			yes		yes		yes
MI Community Chamber of Commerce		yes				yes	
MI Community Bus				maybe	yes	yes	
MI Community Centre	yes	maybe		yes <sup>1</sup>			
MI Conservancy	<del>yes</del>	yes		yes			
MI Early Childhood Society	yes		yes		maybe		yes
MI Emergency Program	yes	yes	maybe	yes		yes	
MI Food Bank Society				yes	maybe	maybe	
MI Health Center Association	yes		yes		yes		
MI Housing Society							yes
MI Improvement District	yes	yes	yes		yes		
MI Integrated Water Systems Society		yes		yes			yes
MI Lending Library	yes	yes		yes	yes		
MI Little Theatre	maybe						
MI Music Society	maybe				maybe		



## Designing the Future of Mayne Island

Mayne Island (MI) Organizations	Black Team MI Commu- nity Spaces Engagement	Brown Team Confronting the Climate Crises	Cyan Team Mayne Island Medical and Health Evaluation and Improvement	Green Team Food Sustainabil- ity Initiative	Magenta Team Community Care and Support	Purple Team Marine Foot Passenger Service	Yellow Team Housing Matters: Creative and Resourceful Solutions to Mayne Islands Housing Crisis
MI Parks and Recreation Commission	yes <sup>1</sup>	maybe		maybe	maybe		
MI Path and Trails Association	maybe					yes	
MI Quilters Guild					maybe		
Mayne Island Reads				maybe <sup>5</sup>		yes	
MI Recycling Society		yes		yes <sup>6</sup>			
MI Residents & Rate Payers Association <sup>7</sup>	maybe	maybe	maybe	maybe	maybe	maybe	maybe
MI Social Society (Silver Maynes)	maybe				yes	yes	
MI Volunteer Firefighters Assoc.	yes			maybe			
School District 64	yes	maybe		maybe			
Southern Gulf Island Harbours Commission						yes	
SGI-Community Resource Centre 4	yes	yes	yes	yes	yes		yes
St-Mary Magdalene Church	yes		maybe		yes		

### Notes:

1 Gardens/parks are a community space

2 As a provider of bldg materials

3 As provider of water taxi

4 space coordination, educational and activity programs, grant writing, administration support

5 Indigenous knowledge

6 Composting kitchen waste

7 Maybe as advocates

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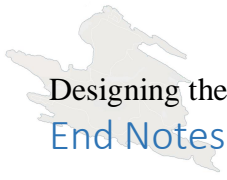
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<sup>i</sup> Beer (1993) explains the derivation of the term *cybernetics* as follows:

Cybernetics was originally defined by the late Norbert Wiener as *the science of control and communication in the animal and the machine*. . . . This original definition points to the relationship between control and communication, and to the existence of general laws affecting equally animate and inanimate systems. The first principle of such general importance to be recognized was the significance of *feedback* in all systems, whatever the fabric of their components. Thirty years on, this new definition might be preferred: *Cybernetics is the science of effective organization*. (p. 13)