



Gambier Island Local Trust Committee

Regular Meeting Agenda

Date: May 7, 2015
Time: 10:30 am
Location: Gleneagles Community Centre
6262 Marine Drive, West Vancouver, BC

	Pages
1. CALL TO ORDER	10:30 AM - 10:40 AM
2. APPROVAL OF AGENDA	
3. TOWN HALL AND QUESTIONS	
4. COMMUNITY INFORMATION MEETING - none	
5. PUBLIC HEARING - none	
6. MINUTES	
6.1 Local Trust Committee Meeting Dated March 26, 2015 for adoption	4 - 17
6.2 Section 26 Resolutions-without-meeting - none	
6.3 Advisory Planning Commission Minutes	
7. BUSINESS ARISING FROM MINUTES	10:40 AM - 11:15 AM
7.1 Follow-up Action List Dated April 28, 2015	18 - 18
7.2 Howe Sound Science and Knowledge Workshop	
7.2.1 <u>Islands Trust Fund Briefing dated April 23, 2015</u>	19 - 20
7.3 Protocol Meetings with Sunshine Coast Regional District and Metro Vancouver - discussion	
7.4 Meeting with Squamish Nation - discussion	
8. DELEGATIONS - none	
9. CORRESPONDENCE	
(Correspondence received concerning current applications or projects is posted to the LTC webpage)	

10.	APPLICATIONS AND REFERRALS - none		
11.	LOCAL TRUST COMMITTEE PROJECTS	11:15 AM - 12:00 PM	
11.1	Gambier Official Community Plan Review		
11.1.1	<u>Staff Report dated April 24, 2015</u>		21 - 27
12.	BREAK	12:00 PM - 12:15 PM	
13.	REPORTS	12:15 PM - 12:30 PM	
13.1	Work Program Reports		
13.1.1	<u>Top Priorities Report Dated April 28, 2015</u>		28 - 28
13.1.2	<u>Projects List Report Dated April 28, 2015</u>		29 - 29
13.2	Applications Report Dated April 28, 2015		30 - 33
13.3	Trustee and Local Expense Report Dated March, 2015		34 - 34
13.4	Adopted Policies and Standing Resolutions		35 - 36
13.5	Local Trust Committee Webpage		
13.6	Chair's Report		
13.7	Trustee Reports		
13.8	Electoral Area Director's Report		
13.9	Trust Fund Board Report - April 2015		37 - 38
14.	NEW BUSINESS	12:30 PM - 1:15 PM	
14.1	Bylaw Enforcement Report to Trust Council, March 2015		39 - 44
14.2	Gambier Island Local Trust Committee Submission for 2014-2015 Annual Report		
14.2.1	<u>Request for Decision dated April 21, 2015</u>		45 - 47
14.3	Input to Strategic Plan		
14.3.1	<u>Request for Decision dated April 8, 2015</u>		48 - 150
14.3.2	<u>Email dated April 25, 2015 from Sara Steil</u>		151 - 152
15.	UPCOMING MEETINGS		
15.1	Next Regular Meeting Scheduled for Thursday, June 18, 2015 at 10:30 am at Keats Camp, Keats Island, BC		
16.	TOWN HALL		

17. CLOSED MEETING - none

18. ADJOURNMENT

1:15 PM - 1:15 PM



Gambier Island Local Trust Committee Minutes of Regular Meeting

Date: March 26, 2015

Location: Gibsons and District Public Library
470 South Fletcher Road, Gibsons, BC

Members Present: Susan Morrison, Chair
Dan Rogers, Local Trustee
Kate-Louise Stamford, Local Trustee

Staff Present: Aleksandra Brzozowski, Island Planner
Marnie Eggen, Planner 2 (10:50 am-11:10 am by teleconference)
Diane Corbett, Recorder

Others Present: Garry Peters, Applicant, GM-DVP-2015.1 – am
Jim Green, Applicant, GM-DVP-2013.2 – am

1. CALL TO ORDER

Chair Morrison called the meeting to order at 10:45 am. She acknowledged that the meeting was being held in the traditional territory of the Coast Salish First Nations. Chair Morrison introduced trustees and staff in attendance.

2. APPROVAL OF AGENDA

The following change to the agenda was presented for consideration:

- Move up item 10 to before item 7.

By general consent, the agenda was approved as amended.

3. TOWN HALL AND QUESTIONS

None.

4. COMMUNITY INFORMATION MEETING

There was a soft shore structures Community Information Meeting on March 25, 2015 at Chaster Park outside Gibsons. Thirty-two people attended, including several experts and staff. The event included some site visits. Good feedback was received. A report on next steps for this priority project will follow.

Trustees thanked Planner Brzozowski for her work done for the event.

5. PUBLIC HEARING

None.

6. MINUTES

6.1. Local Trust Committee Meeting dated February 12, 2015

By general consent the Local Trust Committee (LTC) meeting minutes of February 12, 2015 were adopted as presented.

6.2. Section 26 Resolutions-without-meeting Report dated March 17, 2015
Received.

6.3. Advisory Planning Commission Minutes – none

Planner Eggen joined the meeting via teleconference at 10:50 am.

By general consent, the LTC discussed item 10.1 GM-DVP-2015.1

10. APPLICATIONS AND REFERRALS

10.1. GM-DVP-2015.1 (Peters/Crompton) 366 Mary Road, Gambier Island

10.1.1. Staff Report dated March 3, 2015

Planner Eggen gave an overview of the Development Variance Permit Application GM-DVP-2015.1 (Peters/Crompton), outlining the details of the request for variances to reduce several setbacks to permit a single family dwelling and proposed alterations, an existing freestanding wooden deck, an existing wood shed, and an existing retaining wall north west of the dwelling. Public comments had been received; all three were

supportive of the smaller annex configuration, including the closest neighbour to east who was previously unsupportive and was now supportive. Sunshine Coast Regional District (SCRD) staff had no further concerns. The cottage would be reduced to half its original size. The main difference between the 2013 variance and this variance is the change to the proposed annex configuration. Planner Eggen recommended approval of the variance application.

Garry Peters, applicant, explained that he had signed a document with the Supreme Court of BC that he would consent to abide by the Development Variance Permit and remove what is needed within a specific timeline; the structures had to be down by the end of October. Mr. Peters explained his plans to renovate and deconstruct structures on the property. He noted his desire to get the work done and that the community and his neighbour be happy. Mr. Peters remarked that he was happy he would get something; before he got nothing.

Comments from trustees included:

- This is the type of property that is a perfect example for how variances are to happen.
- It looks like a reasonable compromise. I am especially pleased that the neighbours are in approval. Good work finding a compromise that worked for you and your neighbours.

GM-2015-012

It was MOVED and SECONDED,

that the Gambier Island Local Trust Committee issue the Development Variance Permit for GM-DVP-2015.1 (Peters/Crompton) that authorizes the reduction of the minimum setback to the natural boundary of the sea from 15 metres to 2.8 metres (9.2 feet) to allow the location of the following:

- i) a single family dwelling consisting of an existing “cottage” (125.4 sq. metres (1350 sq. feet)) and decks, and proposed alterations/additions: “proposed annex configuration,” “proposed cabinets,” “proposed new deck,” “proposed infill deck,” and “new stairs”;
- ii) an existing freestanding “wooden deck”;
- iii) an existing “wood shed”; and
- iv) an existing “retaining wall” north west of the dwelling; and to authorize the reduction of the setback from the western interior side lot line from 3 metres to 2.0 metres (6.6 feet) to allow the location of the following:
 - i) a single family dwelling consisting of an existing “cottage” (125.4 sq. metres (1350 sq. feet)) and decks; and to authorize the reduction of the setback from the eastern interior side lot line from 3.0 metres to 0.85 metres (2.8 feet) to allow the location of the following:
 - i) the “proposed annex configuration” and “deck”; located on Lot 1 of Lot 1, Block 2 of Block C, District Lot 847, Plan 4991, Gambier Island; PID 007-295-928 in accordance with Schedules ‘A1’ through ‘A3’ attached to and forming part of the permit.

CARRIED

Planner Eggen left the meeting at 11:12 am.

10.2. GM-DVP-2013.2 Reel 17 Investments Lot 1, District Lot 477, Gambier Island

10.2.1. Staff Report dated February 28, 2015

Planner Brzozowski reviewed the staff report on a development variance application to relax Section 3.3 and Section 5.16 of Gambier Island Land Use Bylaw No. 86 to allow the siting of a rock wall within 0.0 metres of the natural boundary of the sea, and to permit an increased width allowance of 1.01 metres for a dock pier. These variances were identified stemming from a rezoning application for a community dock on this property. No comments from referral agencies were received. Planner Brzozowski recommended that both variance requests be approved.

Jim Green, applicant, thanked trustees for visiting the site and apologized for the additional staff time required on this application to retroactively permit a width increase for the dock ramp, and to retroactively permit an existing rock wall within the 15 metre setback from the natural boundary

of the sea. Mr. Green explained the history of the development of the site, and described the current situation in terms of the zoning, rezoning and subdivision process. He remarked that the rock wall could be disassembled and rebuilt, which he thought did not make sense, or the marine area could be rezoned.

There was discussion of the reasoning for the exemption of the subject property from the Gambier Official Community Plan (OCP).

Comments were made by Trustees regarding the application, including the following statements to go on the record:

- (While trustees advocate a soft shore approach), this is an exception due to the nature of the location, needed work on the land, the nature of the bay and potential environmental impact. This is a lot better than what was there in the past. ... Nothing that we do today should in any way be read as a message we are not proponents of soft shores. This is an exception to that generality.
- I appreciate that the applicant came forward and acknowledged making a mistake.
- In this circumstance, I think this is a good solution. It goes along with the fact that this is a community dock as opposed to a plethora of docks. I am supportive.
- Given there are restrictive covenants on this property on how many docks are placed in this area, this speaks to more of a community aspect of how this area will look and provides a logical way for providing ingress and egress for this part of the island for the land owners.
- I am happy to support this given the greater circumstances for the community that Cotton Bay subdivision represents.

GM-2015-013

It was MOVED and SECONDED,

that the Gambier Island Local Trust Committee issue GM-DVP-2013.2 (Reel 17 Investments Ltd., Gambier Island).

CARRIED

8. BUSINESS ARISING FROM MINUTES

7.1. Follow-up Action List dated March 17, 2015

Received.

7.2. LTC Goal Setting Session Report

7.2.1. Memorandum dated March 13, 2015

Received.

7.3. Executive Committee Update regarding Howe Sound Advocacy

7.3.1. Briefing dated March 9, 2015 from Clare Frater, Policy Advisor

Received.

Chair Morrison noted there would be an Executive Committee meeting the following week at which she would advocate that Howe Sound Advocacy be put on the strategic plan. Trustee Rogers remarked he was glad to see this as a regular Trust Council agenda item.

8. DELEGATIONS

None.

9. CORRESPONDENCE

None.

Chair Morrison recessed the meeting at 11:58 am.

Chair Morrison reconvened the meeting at 12:11 pm.

11. LOCAL TRUST COMMITTEE PROJECTS

11.1. Riparian Areas Regulation (RAR)

11.1.1. Memorandum dated March 10, 2015

In February 2015, stream mapping fieldwork was completed for identified watersheds in Anvil, Bowyer, Keats and Gambier Islands. The Island Planner responded to trustee inquiries and comments on the RAR process. A report from Madrone Environmental Services will follow, to be included with a staff report on next steps for RAR.

Needed changes to the RAR Implementation Project Charter were identified:

- Add to end of Background: “areas would be exempt and which areas would be applicable to the *Riparian Areas Regulation*.”
- Dates in Workplan Overview would be adjusted.

It was noted the RFP for the RAR mapping was put out in November, and that there was a lack of information from staff to the new LTC about this process, resulting in a lack of trustee input on the mapping.

Presentation of RAR information at a future community information meeting was considered.

GM-2015-014

It was MOVED and SECONDED,

that the Gambier Island Local Trust Committee approve the Riparian Areas Regulation Implementation Project Charter dated May 9, 2014 as amended.

CARRIED

11.2. Foreshore Protection and Stewardship

11.2.1. Memorandum dated March 10, 2015

Staff discussed the memorandum dated March 10, 2015 on the Foreshore Protection Project Charter, last revised in April 2014, and mentioned the timeline would need adjustment.

An educational event on soft shorelines was held the previous day on the Sunshine Coast. Trustee Rogers inquired about next steps in the process, and about how to increase public awareness.

Trustee Stamford mentioned she wanted to see an end date to this top priority. Given the geographic area, the trustee advocated for the production of brochures, and recommended that trustees keep building awareness with the materials. It was also suggested forwarding written materials on foreshore protection to waterfront owners, with a cover letter from Trustee Stamford.

There was discussion about bring the shoreline workshop poster boards to Keats Island and having an open house and half hour session to discuss the information.

GM-2015-015

It was MOVED and SECONDED,

that the Gambier Island Local Trust Committee approve the Gambier LTA
Foreshore Protection Project Charter dated April 10, 2014 as amended.

CARRIED

11.3. Gambier Official Community Plan Review

11.3.1. Staff Report dated March 11, 2015

The Local Trust Committee considered and provided input to staff on the staff report dated March 11, 2015 regarding the Gambier Official Community Plan review project.

There was discussion about the difference between an OCP review and strategic planning process. Trustee Stamford clarified that she did not request an OCP review; strategic planning was something requested by previous LTC Chair Benson in 2010. Trustee Stamford clarified she wanted a clearer direction of where Gambier Island is going, to look at certain zoning, and have a better idea of how to handle the roads across the island.

Staff noted there were some items in the OCP that needed to be addressed but that they were not critical. The Conservancy wants zoning looked at again. Staff did not support the idea of a strategic plan in light of the complexity required in involvement of other agencies (such as Ministry of Forests, Lands and Natural Resource Operations, Squamish Nation, Ministry of Transportation and Infrastructure) and their individual requirements and timelines.

There was consensus that this discussion would continue after meeting offline.

12. REPORTS

12.1. Work Program Reports

12.1.1. Top Priorities Report dated March 17, 2015

Received.

12.1.2. Projects List Report dated March 17, 2015

Received.

GM-2015-016

It was MOVED and SECONDED,

that the Gambier Island Local Trust Committee remove food security from the Projects List.

CARRIED

GM-2015-017

It was MOVED and SECONDED,

that the Gambier Island Local Trust Committee remove from the Projects List item 2 regarding an issues outline with respect to Gambier Island Comprehensive Land Use Planning Project.

CARRIED

12.2. Applications Report dated March 17, 2015

Received.

12.3. Trustee and Local Expense Report dated February 2015

Received.

12.4. Adopted Policies and Standing Resolutions

Discussion regarding the standing resolution on APC's was deferred to later in the agenda (Item 13.1).

12.5. Local Trust Committee Webpage

Trustees requested that staff post the following documents to the Gambier Island Local Trust Committee webpage:

- Trustee letters to the BC Environmental Assessment Office on Woodfibre LNG proposal
- Clare Frater's work committee response to the Woodfibre LNG proposal Environmental Assessment
- Islands Trust Chair Peter Luckham's letter regarding Woodfibre LNG

12.6. Chair's Report

Chair Morrison said she planned to attend a community information meeting on the *Riparian Areas Regulation* on Denman on April 7, and had just attended one on Lasqueti Island. Chair Morrison urged Trustees to ensure at the first community information meeting that people are very aware of what they are doing before they get to the bylaw stage. She mentioned she would email Local Trustees after the Denman Island meeting regarding what happens at that event.

12.7. Trustee Reports

Trustee Stamford reported on activities in which she participated since the last Local Trust Committee meeting as follows:

- February 16 – SCRD, Area F and Islands Taxation review, hosted and organized by Kathy McTaggart, was an overview of how the Howe Sound islands are taxed by the SCRD and what services are provided. Attendees included landowners from the east side of Gambier, Keats, GICA, West Bay Landing.
- February 25th – Attended the District of Squamish Council Woodfibre LNG Community Working Committee Presentation in Squamish.
- March 16 – Attended Gambier LTC/Ministry of Transportation and Infrastructure protocol meeting. Expanded this yearly meeting to tie in with the development of a Gambier Island Roads Committee. Discussion was primarily around southwest peninsula road maintenance details with Capilano Highway Services; also discussed signage and road taxes.
- March 21 – Attended the Woodfibre LNG Roundtable Discussion on Gambier Island. This meeting attracted approximately 65 people from around Howe Sound and provided a more one-on-one discussion with the proponents about details of the project and potential impacts on marine life, recreational activities and shoreline properties.
- March 10-12 – Attended Trust Council on Gabriola. Trust Council provides an opportunity for community organizations to highlight their projects and issues. There were presentations on:
 - The Blue Dot Initiative
 - GERTIE – Gabriola sustainable public island transit project
 - Stop the Docks (Bowen Island)
 - The Public Trust Doctrine – Gulf Island Alliance
 - Gabriola Commons – unique “common land” zoning project
 - Bonfire ban consideration for Gabriola.
- Feb 19 – Attended the SCRD Community Services Committee meeting to support budget requests for West Bay Landing community (park bridges) and the Gambier Island Community Association. Both have been forwarded through to final budget deliberations but at a reduced scope. Director Winn and Trustee Stamford will be supporting a better ask process for island community projects.

- Feb 23 – Attended the legal Orientation Workshop for SCRD.
- March 2 – SCRD Policing Committee and Transportation Advisory Committee meetings; included further discussions around scheduling difficulties for Sunday travel on BC Ferries from Langdale and resulting overloads for the Stormaway.
- Update on cell-phone tower – A new cell-phone tower that will provide better service to the New Brighton area and western part of Keats area should be in service by July.
- There will be a BC Ferries ferry fare increase on April 1st . New spring schedule starts April 1st.
- *HMS Annapolis* has been approved for sinking, although the proponent does not have a permit to sink.

Trustee Rogers provided an update on his Trustee activities since the last Local Trust Committee meeting, as follows:

- Attended two site visits on Gambier related to current Development Variance Permit applications.
- Attended an SCRD budget meeting along with other representatives of Keats Islands on Gambier with Area F Director Ian Winn and others on February 16th
- Attended Trust Council on Gabriola Island from March 9th until the 12th. Highlights included an intensive Planning workshop, the Budget debate and the passing of Islands Trsut 2015/2016 budget and the commencement of Strategic Planning discussions. There were presentations from a variety of groups including the Blue Dot group from the Suzuki Foundation.
- Met with Capilano Highways on Keats Island on March 16th related to the roads on Keats and then attended the inaugural meeting related to roads on Gambier with Capilano in Gibsons.
- Attended a Woodfibre LNG Roundtable session on March 21st on Gambier.
- Submitted comments and concerns as a Trustee to the Environmental Assessment Office related to the Woodfibre Proposal on March 23rd (posted to Islands Trust website Trustee Corner).
- Attended the “Soft Shores Workshop” near Chaster Beach put on by the Local Trust Committee on March 25th.
- Helped to coordinate the work being done on Keats and elsewhere in the Local Trust Area for the *RAR (Riparian Areas Regulation)* study being done in the Gambier Trust Area.

12.8. Electoral Area Director's Report – none

Trustee Stamford remarked that it had been a real pleasure working with the new SCRD Electoral Area F director, Ian Winn, who is working very closely with the island communities.

12.9. Trust Fund Board Report – none

13. NEW BUSINESS

13.1. Advisory Planning Commission

13.1.1. Staff Report dated February 27, 2015

Discussion ensued on the Staff Report dated February 27, 2015 that presented a status update on Advisory Planning Commission (APC) appointments, and Bylaw No. 113 “to establish an APC for the Gambier Trust Area”. Points from discussion included:

- To use the APC effectively, members have to come together over an extended region (Gambier Local Trust Area).
- Maybe have a smaller APC.
- Maybe have an APC that comes together for specific items to LTC meetings rather than having a standard APC that sits across all of the islands.
- Doesn’t make sense to have an APC that doesn’t meet or that you won’t use.
- Don’t want a standing APC.

GM-2015-018

It was MOVED and SECONDED,

that the Gambier Island Local Trust Committee amend the APC appointment guidelines to allow for representation of members to be weighted to a geographic area subject to a current top priority project.

CARRIED

13.2. 2014 Eelgrass Mapping

13.2.1. Memorandum dated January 15, 2015 from Kate Emmings, Ecosystem Specialist - for discussion

Report and Maps are available on the Islands Trust Fund Website at:
<http://www.islandtrustfund.bc.ca/initiatives/marineconservation/eelgrass-mapping.aspx>

Received.

13.3. Trustee Liaison Positions with Community Groups

Trustee Rogers reported that Trustee Stamford would be taking care of community liaisons with Gambier, Lower Mainland, and the Sunshine Coast. Trustee Rogers would attend to matters of the other islands and the east side of Howe Sound.

13.4. Board of Variance Report

13.4.1. Staff Report dated February 2, 2015

There was discussion about the Board of Variance. Upon further (phone) consultation with Islands Trust staff, Planner Brzozowski advised that staff would explore the legalities regarding whether it is possible for the Gambier Local Trust Area to join in with Bowen Island Board of Variance, as discussed at this meeting.

13.5. Schedule Meeting with Metro Vancouver Area A Director

There was consensus that meeting with the Sunshine Coast Regional District was a priority before scheduling a meeting with the Metro Vancouver Area A Director.

13.6. Schedule Protocol Meeting with Sunshine Coast Regional District

There was discussion on scheduling a meeting with the Sunshine Coast Regional District to review the relationship. Island Planner Brzozowski was asked by Trustees to schedule a meeting with the SCRD in May after the Future of Howe Sound Forum.

13.7. Schedule Meeting with Squamish Nation

Trustees Stamford and Rogers plan to visit the Squamish Nation office regarding scheduling a meeting with the Squamish Nation.

13.8 Report from Kate Emmings regarding Vancouver Aquarium Technical Discussion on Howe Sound

GM-2015-019

It was MOVED and SECONDED,

that the Gambier Island Local Trust Committee request that Kate Emmings report back on the Howe Sound Science and Knowledge workshop.

CARRIED

14. UPCOMING MEETINGS

**14.1. Next Regular Meeting Scheduled for Thursday, May 7, 2015 at 10:30 am at
Gleneagles Community Centre, 6262 Marine Drive, West Vancouver, BC**

15. TOWN HALL – none

16. CLOSED MEETING – none

17. ADJOURNMENT

By general consent the meeting was adjourned at 2:15 p.m.

Susan Morrison, Chair

Certified Correct:

Diane Corbett, Recorder

**Follow Up Action Report w/ Target Date****Gambier Island
Nov-29-2013**

No.	Activity	Responsibility	Target Date	Status
1	Staff to provide Trustees with possible shoreline protection strategies for DL 696.	Aleksandra Brzozowski	Mar-20-2014	On Going

Mar-26-2015

No.	Activity	Responsibility	Target Date	Status
1	Staff to remove items from Project List as noted in resolution. (Food Security, and Comprehensive Land Use planning project)	Aleksandra Brzozowski	Apr-01-2015	Done
1	Amend the APC appointment guidelines to allow for representation of members to be weighted to a geographic area if it is the subject of a current top priority project.	Aleksandra Brzozowski Becky McErlean Lisa Webster-Gibson	Apr-01-2015	Done
1	Post a link to Trust Council Chair's recent letter to Environmental Assessment Office re: Woodfibre LNG.	Aleksandra Brzozowski	Apr-01-2015	Done
1	Issue GM-DVP-2015.1.	Marnie Eggen Becky McErlean Lisa Webster-Gibson	Apr-30-2015	Done
1	Issue GM-DVP-2013.2.	Aleksandra Brzozowski Becky McErlean Lisa Webster-Gibson	Apr-30-2015	Done
1	Staff to update Project Charter documents for Foreshore Protection Project and RAR Project.	Aleksandra Brzozowski	May-07-2015	On Going
1	Staff to investigate the possibility of joining Bowen Island Municipality's Board of Variance.	Aleksandra Brzozowski Lisa Webster-Gibson	May-07-2015	On Going



BRIEFING

To: Gambier Island Local Trust Committee **For the Meeting of:** May 7, 2015
From: Islands Trust Fund **Date prepared:** April 23, 2015
SUBJECT: HOWE SOUND SCIENCE AND KNOWLEDGE WORKSHOP, MARCH 27, 2015

DESCRIPTION OF ISSUE:

The Gambier Island Local Trust Committee has requested an update about the Howe Sound Science and Knowledge Workshop attended by the Islands Trust Fund Ecosystem Protection Specialist on March 27, 2015.

BACKGROUND:

On March 27, 2015, the Vancouver Aquarium, Squamish Nation and David Suzuki Foundation co-hosted a meeting to “bring knowledge holders together to identify and share observations, information, experiences, and future knowledge priorities related to the aquatic biophysical features of Howe Sound.” The meeting objectives were to:

- Share and document observations about the status, trends, and drivers of change related to biophysical features in the Howe Sound ecosystem
- Share and catalogue available information (published resources, reports, observations, grey literature, spatial data) and identify key knowledge gaps
- Identify and discuss linkages and relationships within the ecosystem
- Identify and discuss priorities, opportunities and specific initiatives for advancing knowledge
- Enable participants to build relationships and connections that advance their work.

The Islands Trust Fund Ecosystem Protection Specialist attended to share eelgrass and forage fish data for the area and to learn about other data sources for the area.

WORKSHOP SUMMARY

Workshop participants:

- heard about the 1991 Howe Sound Science Gathering Initiative (Bob Turner, Howe Sound Environmental Science Network), the importance of Knowledge Gathering for the Squamish Nation (Chris Lewis, Squamish Nation) and the results of a Science and Knowledge Gathering Initiative in Barkley and Clayoquot Sounds (Tawney Lem, West Coast Aquatic).
- Discussed status, trends and drivers of change in Howe Sound in small groups with defined focus (the Ecosystem Protection Specialist participated in the focus group for eelgrass and foreshore ecosystems)
- Discussed linkages between knowledge areas
- Discussed ways to continue to advance knowledge (the Ecosystem Protections Specialist participated in a discussion about data management and warehousing)

See the attached Workshop Agenda for details. The workshop organizers will be providing workshop proceedings for further detail. The Ecosystem Protection Specialist has identified some potential resources for the Gambier Island Local Trust Committee below.

POTENTIAL RESOURCES FOR THE GAMBIER ISLAND LOCAL TRUST COMMITTEE:

- [Squamish Nation Land Use Plan](#) – a plan describing the community’s vision for the future of the forests and wilderness of the traditional Squamish territory.
- [West Coast Aquatic](#) for examples of Plans & Strategies for west coast shorelines
- [Sound Investment: Measuring the Return on Howe Sound’s Ecosystem Assets](#) – a report from the David Suzuki foundation indicating that Howe Sound's watersheds provide an estimated \$800 million to \$4.7 billion in natural services to the region each year
- [Strait of Georgia Data Centre](#) (currently in development)
- Data Compiled for Howe Sound (attached list)

ATTACHMENT(S):

Workshop information and worksheets

Data Compiled for Howe Sound

AVAILABLE OPTIONS:

- The Gambier Island Local Trust Committee may wish to direct the Island Planner to review some of the resources listed above and the list of data provided at the Workshop for relevance to LTC work items.
- The BC Ministry of Forests, Lands and Natural Resource Operations is still considering production of a “Cumulative Effects Assessment and Monitoring Project for the Howe Sound Area.” The Gambier LTC may wish to direct planning staff to follow up with Steve Kachanoski, Project Manager, Cumulative Effects, at the Ministry regarding this initiative.

FOLLOW-UP:

The workshop organizers have agreed to provide workshop proceedings. The Islands Trust Fund Ecosystem Protection Specialist will forward the proceedings to the Gambier Island Planner when available.

Prepared By: Kate Emmings, Ecosystem Protection Specialist

Reviewed By/Date: Jennifer Eliason, April 23, 2015

Date: April 24, 2015

File No.: 6500-20 Gambier OCP Review

To: Gambier Island Local Trust Committee
For the meeting of May 7, 2015

From: Aleksandra Brzozowski, Island Planner

CC: Courtney Simpson, Regional Planning Manager

Re: Gambier Island Official Community Plan (OCP) Review

Purpose

The purpose of this report is to seek direction from the Local Trust Committee (LTC) regarding project management of the Gambier Official Community Plan (OCP) review project.

Project Background

A review of Gambier's Official Community Plan (OCP) was placed as Priority #4 on the Top Priorities work program at the February 12, 2015 LTC meeting.

For information regarding background and relevant policy and land use considerations, please refer to the project's Preliminary Report presented at the March 26, 2015 LTC meeting.

At the March 26, 2015 LTC meeting, the LTC discussed Gambier-oriented topics to address as part of this project, as well as whether a review of the OCP was the desired manner in which to address these topics. The decision was made to direct staff to continue conversation on the matter with the local trustee from Gambier. The following report stems from those two discussions.

Project Topics

The following OCP topics have been identified as in want of review:

- Policies regarding the current Wilderness Conservation (Crown) lands
- Park and trail prioritization
- Shoreline protection
- Updating OCP schedules based on more current mapping data
- Review of Development Permit Areas (including Riparian Areas Regulation)
- Protection of archaeological and cultural sites
- Review of advocacy policies
- Policies to promote economic development
- Policies to support the revitalization of New Brighton

Summary histories and anticipated work for these topics are elaborated below.

Policies regarding current Wilderness Conservation (Crown) lands

The advertisement of two community woodlots on Gambier in late 2013 triggered extended effort by Planning Staff and the LTC throughout 2014 to implement the advocacy policies in the OCP regarding the Wilderness Conservation land use designation. During this time, concerns about the outdated protocol agreements between Islands Trust and the Ministry of Forests, Lands, and Natural Resource Operations (FLNRO) as well as concerns about the current land use designation policies for Wilderness Conservation were raised by the LTC and the community.

A proper review of this land use designation, particularly as it regards permitted uses, will require direct and engaged involvement of the Ministry of Forests, Lands, and Natural Resource Operations (FLNRO). In addition, a revision of the Islands Trust's protocol agreements with FLNRO is set to start in 2015 and finish in 2016; the new protocol agreement will likely impact this issue review and will need to be considered when preparing a work plan for this issue.

Park and Trail Prioritization on Gambier

Members of the Gambier community have called for long-range planning for the parks and trails on Gambier Island. This request has been made to the Sunshine Coast Regional District (SCRD) Parks Department; however, SCRD Parks does not have plans to create a Master Plan for Gambier Island.

The LTC could conduct a revision of the OCP's policies about parks and trails, with an aim to prioritize which parklands and trails are particularly desired on Gambier Island based on the policy directives of the Islands Trust Policy Statement as well as community input.

Shoreline Protection

Shoreline Protection has been a top priority project for the entire Local Trust Area since last term. Last term's efforts focused on education and outreach; reviewing current policies and bylaw provisions to improve shoreline protection is the next step for this issue. A review of OCP policies on this topic for Gambier Island would readily fall into the Gambier OCP review.

Updating OCP schedules based on more current mapping data

A substantial amount of mapping and ecological data has accumulated over the ten years since the Gambier OCP was adopted. Maps included in the OCP should be revised and updated to convey this information. As well, a revision of the text-based Schedules G and H is warranted to ensure that the information is still relevant and appropriate as schedules to the bylaw.

Updating Development Permit Areas

When the Gambier OCP was adopted in 2002, no guidelines were set for Development Permit Area (DPA) #3: Watersheds and Streamside Protection and Enhancement Areas. Reviewing the permit area itself as well as establishing guidelines for DPA #3 would be advisable. It is expected that the forthcoming work on Riparian Areas Regulation (RAR) guidelines will be included as part of these guidelines.

Protection of Archaeological and Cultural Sites

When meeting with the Squamish Nation in 2014, there was discussion about the opportunities to improve policies in the OCP regarding protection of archaeological and culturally significant sites. As well, an Archaeological Overview Assessment project was raised as a mapping project that could serve both the LTC and the Squamish Nation.

Review of advocacy policies

The advocacy policies in the Gambier OCP are policies requesting other levels of government or the public to consider Gambier LTC objectives when making land use planning decisions for Gambier Island. The expectation is that these advocacy policies be continually conveyed when appropriate. The current Gambier OCP contains an exceptionally high number of advocacy policies, many of which contain outdated references. A review of the OCP's advocacy policies will keep the policies on point and relevant to current day realities.

Policies to promote economic development

In recent years, concerns have been raised about the economic sustainability of life on Gambier Island, particularly for those living on Gambier year-round. While recognizing the limited power of the Islands Trust in this regard, a review of the OCP with a view to promoting economic sustainability in its policies is something that the LTC could accomplish on this issue.

Promoting economic development will involve the SCRD as they are the body responsible for economic development on Gambier Island.

Policies to help revitalize New Brighton

This final topic emerged as connected to the request to review economic policies. Over the last ten years, changes in the New Brighton area such as shifting demographics, the closing of the General Store and the recent divestiture of the New Brighton dock have brought new realities to the neighborhood. A revision of policies focused on strengthening this neighbourhood has been identified.

This topic would require direct and engaged involvement with the Squamish Nation, the SCRD, and the New Brighton community.

Possible Project Approaches

At their last LTC meeting on March 26, Trustees indicated that the topics noted above would shape the scope of an OCP review.

Reviewing the topics listed, about half of the topics are ones that can be reviewed internally, as they fall under the jurisdiction and workload of the Islands Trust: shoreline protection, updating OCP schedules, review of DPAs, and review of advocacy policies. (To a large extent, park and trail prioritization can also be pursued internally.) Foreshore Protection and Riparian Areas Regulation are already noted as items on the Priority Work Program for the whole Local Trust Area.

The remainder – review of Wilderness Conservation policies, protection of archaeological and cultural sites, policies to promote economic development, and policies to support the revitalization of New Brighton – behoove partnership with other agencies to be most effective.

Many of these issues fall under the jurisdiction of other agencies or require similar direct buy-in from other bodies and authorities. Such engagement may require the LTC to be flexible about timelines set to address these issues.

Staff sees two viable manners in which these topics could be addressed over the term – a general OCP review, or as a series of priority projects. The two approaches are outlined below, with a brief analysis of the benefits and drawbacks of each approach.

Outline of a general OCP Review process

A general OCP review front-ends the process, looking to consult and analyze identified topics all at one time and review the OCP holistically.

One major early task would be to gather information to use during stakeholder engagement and to provide context for future bylaw amendment content. Part of this information gathering would include an Island Profile and a Crown Land Profile. The Island Profile would compile information about both the ecosystems and the community on Gambier Island through the lens of land use planning. The Crown Land Profile would compile information and various interests found on the Crown land on Gambier.

The other concurrent early task would be stakeholder engagement. Stakeholders for this project include agencies such as the Sunshine Coast Regional District, the Ministry of Transportation, the Ministry of Forests, Lands and Natural Resource Operations, as well as First Nations with interests in Gambier Island, and all the neighbourhoods and community organizations that make up the Gambier Island community.

For a general OCP review, a series of stakeholder engagement sessions would take place over approximately a year, covering all the topics identified. If other issues were brought forward by any of the agencies, First Nations, or the community, the LTC would decide on whether to address those issues as part of this project as well.

Bringing together the information gathered in the early part of the project and the results of the stakeholder engagement, Staff would then conduct an analysis and introduce next steps for the bylaw amendment phase of the project. It could be that all suggested changes would become one major bylaw amendment requiring only one legislative process, or it could be that changes would become separate amendments each requiring their own legislative process.

Staff expects that a general OCP review process would take the majority of the term and would be the main item on the Gambier LTC work program.

Benefits of a General OCP Review

The main benefit of reviewing the identified topics as one large process is that referrals and consultation for these topics are conducted at once; doing so may be easier on the public and agencies. The OCP could then be reviewed as a holistic document taking into account how revisions to one section would impact another section. Planning staff would also be able to work on multiple OCP topics concurrently.

Drawbacks of a General OCP Review

A general OCP review opens the entire OCP to all agencies, First Nations, and the public for review and often sets up expectations for the process. If suggestions were made for additional topics to review, it would be up to the LTC to determine whether or not the topic will be added to the review. If the LTC decided to add the suggested topics, the scope would expand and impact

timing and workload. If the LTC decided to not add the topics, it would need to manage expectations and likely provide rationale for the decision.

With a general review, the focus would be on what impact the LTC can effect through modifications to policies in the bylaw. Work to be done with other agencies and organizations would be identified in advocacy policies or put onto the Projects List but implementation of such work would likely be put off until after the OCP review is complete.

Outline of a Series of Priority Projects

If the identified topics were addressed as a series of priority projects, each topic would be addressed as its own project with its own information gathering, stakeholder engagement, and bylaw amendment process.

The first task with this approach would be to place each OCP review topic on the Projects List and then identify which projects would be addressed first. Factors to consider would be issue urgency, availability of relevant agencies to work on the topic, and workload obligations elsewhere in the work program.

The topics would then be addressed one by one from beginning to end. Depending on the remainder of the priority work program, the LTC could work on up to three topics concurrently; however, it is most likely that two topics would be the maximum number of Gambier project items that the LTC would put on the work program, so as to leave Keats and/or the Associated Islands the final item.

It is expected that each OCP review topic would take at least a year to conduct, and that not all projects would be completed this term.

Benefits of Series of Priority Projects

The main benefit of taking on topics one at a time is the ability to prioritize topics based on urgency, importance, and strategic timing. Addressing each topic separately also means there would likely be few new additions or changes to the scope. Stakeholders would also be able to choose to not engage in projects in which they do not have interest.

Also, if a priority project focuses on a topic, the topic may be considered more completely; for example, in addition to a review of OCP policies, the LTC may craft a strategy or establish a new protocol agreement. (This type of project scope is, of course, far more complex than typical bylaw review approach and should not be employed lightly as it requires considerably more time and resources.)

Drawbacks of a Series of Priority Projects

The main drawback for pursuing these topics separately is the potential for the review to lose momentum over time, and that some projects will simply never be addressed in favour of other project items that seem more pressing. It is also possible that pursuing projects individually will foster stakeholder burnout.

Some projects may also take considerably longer than anticipated and could significantly delay review of other topics. It would be essential to try and mitigate this risk when prioritizing the projects.

Project Budget Considerations

There is \$10,000 allocated in the 2015/2016 budget for the first phases of a general OCP Review project. Anticipated expenditures would include hiring a contractor to prepare the Crown Land Profile, budget for engagement communications and meetings, and possibly a large contribution to an Archaeological Overview Assessment in partnership with the Squamish Nation.

Should the LTC decide to pursue something other than such a project, the LTC must notify the Financial Planning Committee to reallocate the funding to new Gambier priority projects. Staff does not anticipate this being an obstacle.

Consultation and Engagement Considerations

Section 879 of the *Local Government Act* specifies consultation requirements for local governments when working on amendments to Official Community Plans. It is the responsibility of local governments to consider whether the opportunities for consultation with one or more persons, organizations and/or authorities should be early and ongoing.

Regardless of the approach taken for this review, pursuing amendments to the OCP will require engagement with stakeholders on subjects, particularly with the two First Nations identified as having Aboriginal rights in the project area. Staff has included a recommendation at the end of this staff report for the LTC to pass a formal resolution to engage in early and ongoing consultation with the Squamish and Tsleil-Waututh Nations, the SCRCD, and FLNRO on topics of concern to the Official Community Plan.

STAFF COMMENTS

Staff has requested trustees to identify outcomes for the OCP review project. Responses have been: a pragmatic modernization of the OCP to serve the needs of the current Gambier Island land use, a project that focuses on topics that have been raised previously as issues, and that the review not be a “make-work” project.

With these stated objectives and the information provided above, Staff would like confirmation whether a general OCP review process is what the LTC wishes to do, or if it wishes to break down the review project into a series of priority projects.

OPTIONS

1. Direct staff by resolution to draft a Project Charter and Communications Plan for a general review of the Gambier Official Community Plan.
2. Place the identified topics for review on the Projects List, decide which projects would be addressed first, replace the current Priority #4 with that project, and direct staff by resolution to notify the Financial Planning Committee of the LTC's proposal to reallocate an appropriate portion of the \$10,000 budget allocated to the OCP review project in 2015/2016.

RECOMMENDATIONS

That the Gambier Local Trust Committee:

EITHER

1. request staff to draft a Project Charter and Communications Plan for a general review of the Gambier Official Community Plan,

OR

2. place the identified Official Community Plan Review topics onto the Projects List; remove Priority Item #4 (Gambier OCP Review) from the Priority Projects list; identify one topic to review first as Priority Item #4; and, request Staff to notify the Financial Planning Committee of the LTC's proposal to reallocate an appropriate portion of the \$10,000 budgeted to the OCP review for 2015/2016.

Prepared and Submitted by:

Aleksandra Brzozowski

April 27, 2015

Aleksandra Brzozowski,
Island Planner

Date

Concurred in by:

Courtney Simpson

April 27, 2015

Courtney Simpson, RPP MCIP
Regional Planning Manager

Date

Top Priorities

Gambier Island

No.	Description	Activity	Received/Initiated	Responsibility	Target Date	Status
1	Foreshore protection/stewardship and clarity; implementation of Development Approval Information Bylaw (DAI) or Development Permit Areas (DPA's).	Investigate and recommend options for protection/stewardship within the local trust area through the use of existing land use planning tools.	Jan-31-2012	Aleksandra Brzozowski	Nov-27-2014	On Going
2	OCP advocacy policies - implementation & support	Work related to supporting the advocacy policies stated in the Gambier, Keats, and Associated Islands OCPs and in the IT Strategic Plan. Ex. Woodlots, industrial facilities, cross-jurisdictional management of Howe Sound	Oct-24-2013	Dan Rogers Kate-Louise Stamford	May-31-2015	On Going
3	Riparian Areas Regulation Implementation Project for Gambier Island Local Trust Area.		Oct-26-2011	Aleksandra Brzozowski	Dec-31-2012	On Going
4	Gambier OCP comprehensive review.		Feb-12-2015	Aleksandra Brzozowski	Feb-01-2017	On Going



Projects

Gambier Island

No.	Description	Activity	Received/Initiated	Status
1	Keats Island OCP Map Amendment - add trail map used during public process developing OCP.		Mar-08-2007	On Going
1	Consider a mechanism to recognize authorizations of additional dwellings as permitted by s. 4.4.10 of Keats LUB		Aug-04-2010	On Going
1	Development Approval Information Bylaw	Develop and adopt a D.A.I bylaw for the Gambier Trust Area.		On Going
1	Consultation with Squamish First Nation	Scope interim strategies pending completion of a possible protocol agreement to address protection of archaeological and heritage resources.	Jan-31-2012	On Going
1	Strategic Planning Review for Howe Sound		Jan-31-2012	On Going
1	Review Gambier OCP/LUB to address:	- definition of breakwater - trams (currently silent) - advocacy policies around pump out stations - review of title Wilderness Conservation - 2013: REVIEW KEATS AND GAMBIER LUBS FOR ACCOMMODATION of OCEAN LOOP GEO-EXCHANGE SYSTEMS - 2010: GHG Emissions (a more proactive approaches to plan for GHG reductions especially in relation to Policies 6.1 and 6.2 in consultation with SCRD.) Initiative arises from recommendation of SCRD in comments about bylaws 111 & 112.	May-22-2014	On Going
1	Staff to research the history of Site-Specific water zones on Gambier.		Sep-26-2013	On Going



Applications w/ Status - Gambier Island Status: Open

Applications

Development Variance Permit

File Number	Applicant Name	Date Received	Purpose
GM-DVP-2002.1	Land Plan Group Inc. Planner: Sonja Zupanec	Jan-24-2002	PID: 014-385-694 Keats Island - Keats Camp cottage lots - siting variances DL 696

Planning Status

Status Date: Apr-10-2008

still on hold pending rezoning

Status Date: Aug-13-2007

on hold pending rezoning application

Status Date: May-16-2006

Met with applicant. Outstanding items forwarded for attention. May be add'l fees.

File Number	Applicant Name	Date Received	Purpose
GM-DVP-2011.2	Elena and France Corin and Larouche Planner: Marnie Eggen	Mar-22-2011	PID: 024-212-041 1250 Taki-Te-Si Road, Gambier Island vary the setback to the natural boundary of the sea for retaining wall

Planning Status

Status Date: Feb-02-2015

no change

Status Date: Aug-26-2014

no change

Status Date: May-07-2014

no change

Rezoning

File Number	Applicant Name	Date Received	Purpose
GM-RZ-2004.1	LandPlan Group Inc. Planner: Aleksandra Brzozowski	Jun-16-2004	PID: 014-385-694 Keats Island - Keats Camp rezoning application DL 696

Planning Status

Status Date: Apr-27-2015

Agreed that applicant will work to complete the terms of the Land Use Contract without amendment, ie. not requiring Bylaw 101.

Status Date: Oct-10-2014

Applicant notified SZ not lead planner on file

Status Date: Sep-18-2014

Trust Fund accepted nature reserve at Sandy Beach

Subdivision

File Number	Applicant Name	Date Received	Purpose
GM-SUB-2000.1	LANDPLAN GROUP INC. Planner: Sonja Zupanec	May-04-2000	PID: 014-385-694 Keats Island - 111 bare land strata subdivision, 2 camp lots, and remainder(Keats Camp); nature reserve, park dedication, parking lot. DL 696

Planning Status

Status Date: Jun-06-2007

On hold pending rezoning application.

Status Date: May-16-2006

Met with applicant - revised plan to come based on LUC. May be add'l fees.

Status Date: Dec-21-2005

MOT issues Prelim Layout NOT APPROVED with conditions.

File Number	Applicant Name	Date Received	Purpose
GM-SUB-2010.1	Venture Management Ltd Planner: Sonja Zupanec	May-25-2010	PID: 015-980-324 7 residential lots

Planning Status

Status Date: Jan-06-2012

No further action until applicant finalizes final plan of subdivision.

Status Date: Mar-16-2011

Comments sent to MoTI. Depth to width information was received.

Status Date: Feb-23-2011

Waiting for applicant to confirm that lots comply with depth to width ratio. Revised comments to be sent to MoTI.

File Number	Applicant Name	Date Received	Purpose
GM-SUB-2012.2	Reel 17 Investments Ltd. Planner: Aleksandra Brzozowski	Jun-29-2012	4 lot subdivision

Planning Status

Status Date: Apr-27-2015

Revised referral response sent to MOTI.

Status Date: Dec-08-2014

Reaffirmed with MOTI that DVP is required before property is deemed compliant with zoning.

Status Date: Oct-03-2012

Referral response sent to MOTI and applicant

File Number	Applicant Name	Date Received	Purpose
GM-SUB-2013.1	Creus Engineering	Dec-09-2013	PID: 014-385-694 The Convention of Baptist Churches of BC Keats Island 9 Lot Subdivision

Planner: Sonja Zupanec

Planning Status

Status Date: Mar-28-2014

Under review by planner

File Number	Applicant Name	Date Received	Purpose
GM-SUB-2015.1	Walker	Jan-05-1900	Passage Island - Boundary Adjustment 3 lots to 2 lots

Planner: Marnie Eggen

Planning Status

Status Date: Apr-20-2015

Final letter of approval provided by staff.

Status Date: Apr-15-2015

Final subdivision plan received.

Status Date: Feb-17-2015

Preliminary Layout approval from MOTI received.

Islands Trust
LTC EXP SUMMARY REPORT F2015
Invoices posted to Month ending March 2015

630 Gambier	Invoices posted to Month ending March 2015	<u>Budget</u>	<u>Spent</u>	<u>Balance</u>
65000-630	LTC "Trustee Expenses"	1,000.00	4,222.63	-3,222.63
LTC Local				
65200-630	LTC - Local Exp - LTC Meeting Expenses	2,500.00	1,613.92	886.08
65210-630	LTC - Local Exp - APC Meeting Expenses	750.00	0.00	750.00
65220-630	LTC - Local Exp - Communications	300.00	0.00	300.00
65230-630	LTC - Local Exp - Special Projects	750.00	0.00	750.00
TOTAL LTC Local Expense		<u>4,300.00</u>	<u>1,613.92</u>	<u>2,686.08</u>
Projects				
73001-630-3003	Gambier RAR	30,000.00	0.00	30,000.00
73001-630-4024	Gambier Foreshore Protection and Stewardship	3,000.00	0.00	3,000.00
73001-630-4027	Gambier Forage Fish	5,000.00	5,000.00	0.00
TOTAL Project Expenses		<u>38,000.00</u>	<u>5,000.00</u>	<u>33,000.00</u>

Gambier Island Local Trust Committee

POLICIES AND STANDING RESOLUTIONS

Updated: March 26, 2015

No	Meeting Date	Resolution No.	Issue	Policy
1.	October 6, 2010	GM-082-2010	Guidelines for the appointment of members to the advisory planning commission	It was MOVED and SECONDED that the Gambier Island Local Trust Committee endorses the following guidelines for the appointment of members to the advisory planning commission and requests that such guidelines be posted on the Islands Trust website and are used in any posting to solicit expressions of interest from candidates for advisory planning commission membership: “The Gambier Island Local Trust Committee shall make all reasonable efforts, in the consideration of appointments to the advisory planning commission that members are: - representative of a broad cross section of the geographical areas of the Gambier Island Local Trust Committee area; - representative of a range of backgrounds and expertise that is supportive to each other in the consideration of matters referred to the advisory planning commission - where feasible and practical of a balanced representation of gender and age groups. Consideration shall be given to the following criteria in any appointment: ▪ Previous experience as a member of a Board of Variance ▪ Experience on a local government council, board, local trust committee, commission or other body ▪ Experience with other volunteer boards, commissions or committees ▪ Experience and credential in a planning, design or related profession ▪ Experience and credentials in a building or design trade ▪ Educational background ▪ Length of residency in the local trust area Availability, and willingness to travel between local trust areas.”
2.	March 26, 2015	GM-2015-018		It was MOVED and SECONDED, that the Gambier Island Local Trust Committee amend the APC appointment guidelines to allow for representation of members to be weighted to a geographic area subject to a current top priority project.

Trust Fund Board Report to Local Trust Committees and Bowen Island Municipality – April 2015

New Approved Conservation Covenants

At our March meeting, the Trust Fund Board authorized the signing of two new covenants. One protects a 6.73 ha property adjacent to Finlay Lake on **Galiano Island** owned by the Galiano Conservancy Association. The other is a NAPTEP covenant protecting a property at Wallace Point, the southernmost point on **North Pender Island**. Both covenants will be registered on the land title once they have been signed by the landowners.

New Conservation Proposals

The Board also received and approved two new conservation proposals. One would involve a conservation covenant on a **Lasqueti Island** property with high ecological values. The other is for a NAPTEP covenant on **Salt Spring Island**. It would be our twenty-fourth covenant on Salt Spring, including ten in the NAPTEP program.

“Gulf Islands landowners retain natural sites, reap tax savings”

This was the title of a great article in the Times Colonist about our NAPTEP (*Natural Areas Protection Tax Incentive Program*) featuring interviews with Robert and Francis Rose (whose property on North Pender Island is protected by NAPTEP) and with Kate Emmings, our Ecosystem Protection Specialist. Here is a link to the article: <http://www.timescolonist.com/news/local/gulf-islands-landowners-retain-natural-sites-reap-tax-savings-1.1697413>

Land protection initiatives on Thetis

Thetis Island Nature Conservancy (ThINC) is on-target in its fundraising program to acquire a 16 ha property on Lower Burchell Hill to establish the first nature reserve on **Thetis Island**. Rob Gratton, our Communications and Fundraising Specialist, is continuing to provide professional support to ThINC as it moves into the next phase of fundraising. Meanwhile, the Trust Fund Board has requested staff to explore options to protect another Thetis property with special values that are too significant to ignore. These activities support an objective of our Regional Conservation Plan to address the low level of land protection in the Thetis Island Local Trust Area.

Crown Land acquisition initiative for Lasqueti

TFB has the ability to apply for Sponsored Crown Grants to acquire properties for protection that have high conservation and community values. Nature reserves on **Bowen Island**, **Gambier Island** and **Gabriola Island** were established in this way. Now we are looking at a possible Sponsored Crown Grant to acquire a property that would contribute to a protected area network extending across **Lasqueti Island**. The first step we are taking is communication to address First Nation interests.

TFB Meeting with Executive Committee

Each spring the Trust Fund Board and the Executive Committee get together for an annual meeting. One issue for this year's meeting in May will be discussion about addressing First Nation interests. As this is the first meeting for this term, we will also be exploring topics relevant to ITF's work for possible inclusion in the term's Strategic Plan. These will include renewal of our Regional Conservation Plan and actions to protect Coastal Douglas-fir ecosystems.

Coastal Douglas-fir Conservation Strategy coming this spring!

Chair Tony Law and Ecosystem Protection Specialist Kate Emmings participated in a workshop to review, and provide input on, a draft Conservation Strategy for Coastal Douglas-fir and Associated Ecosystems. Participants included representatives of provincial government agencies, local governments, academia, conservancy organizations and landowners. Kate Emmings, who is a member of the Steering Committee, was one of the presenters. We are looking forward to the finalized strategy being available this spring and hope that it will inform not only ITF's initiatives, but the work of all Islands Trust entities.

Property Management Strategy

At the March Trust Council meeting some trustees raised questions about the implications of ITF's property management commitments. This is, of course, an important issue for the Trust Fund Board. An action item in our Regional Conservation Plan is "Creation of a Property Management Strategy and associated budget". Once this is complete we will be reporting on the results to Council.

Budget

As the 2014-15 financial year drew to a close, TFB is pleased to report that our expenditures are expected to be under budget. This is largely because our Conservation Planning / Land Securement and Legal budget lines were underspent. However, it is important to have the full amount in place in the budget in order to be in a position to address unanticipated opportunities or challenges.

More information?

Please contact any of the three trustees who are members of the Board – Tony Law, Susan Morrison and Kate-Louise Stamford – who will be glad to help answer any questions you may have.



BRIEFING

To: Trust Council

For the Meeting of: March 10-12, 2015

From: Miles Drew, Bylaw Enforcement Manager

Date : February 17, 2015

SUBJECT: BYLAW ENFORCEMENT REPORT

DESCRIPTION OF ISSUE:

A report on the number of enforcement files; organized by local trust area, and by the type of enforcement. Also included are reports on the status of open files and the length of time current files have been open.

BACKGROUND:

Attached are four tables and two pie charts that provide information on bylaw enforcement activity.

Table 1 shows the total number of bylaw enforcement files for each local trust area by fiscal year and the number of files remaining open at the end of the fiscal year. Information is provided for the 2012/13, 2013/14 and 2014/15 Fiscal years. For the current fiscal year the information is broken down by Quarter, in addition to providing a total for the 2014/15 Fiscal year.

Chart 1 shows the number of files open at the end of the most recent reporting Quarter.

Table 2 shows the number of open files by violation type. The table includes the more common categories of enforcement types. The "Other Land Use" column includes a mix of enforcement types that do not fit in the larger categories.

Chart 2 shows the percentage of open files by type.

Table 3 shows the status of open files as well as the numbers of new and closed files during the most recent reporting Quarter.

Table 4 shows how long current bylaw enforcement files have been open.

COMMENT:

Since December 2013 there has been a small decrease (3% of total files) in the number of files open longer than five years.

There was a large reduction in the number of open files in the Gabriola Island Local Trust Area, dropping from 45 open files to 28 open files. This was due to a

comprehensive review of existing files by a Bylaw Enforcement Officer who discovered that many files had been resolved but not formally closed.

No files were formally closed in the Salt Spring Island Local Trust Area during this quarter; however, the report to June 2015 Trust Council will reflect the work that has been recently done reviewing old files.

The number of on hold files in the Galiano Island Local Trust Area will drop next quarter because the short-term vacation rental bylaw amendments are complete and enforcement work can now resume.

The bylaw enforcement officers' primary goal in the next quarter is to develop and implement procedures for taking contested Bylaw Violation Notices through the adjudication process.

ATTACHMENT(S):

Bylaw Enforcement - File Volume
Bylaw Enforcement - Violation Type
Bylaw Enforcement - Status of Open Files
Bylaw Enforcement - Length of Time Files Have Been Open

AVAILABLE OPTIONS:

1. Receive for information.
2. Request additional information to be presented in the report.

FOLLOW-UP:

Reports will be updated and presented every quarter to Trust Council.

Prepared By: Miles Drew, Bylaw Enforcement Manager

Reviewed By/Date: David Marlor, Director, Local Planning Services/
February 17, 2015

Executive Committee/ February 25, 2015

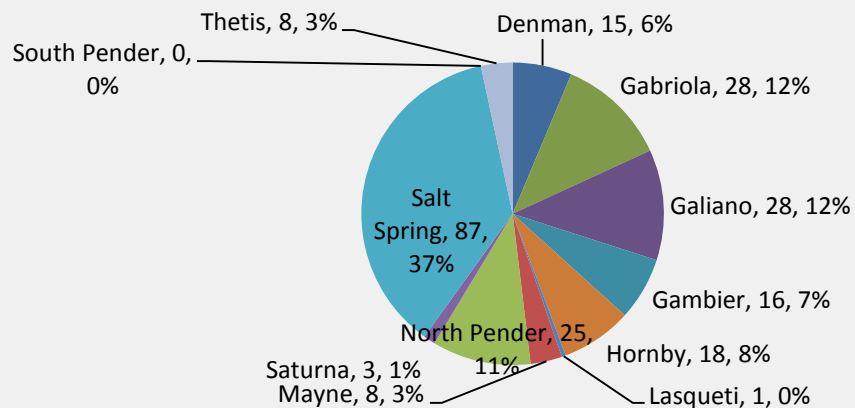
Chief Administrative Officer

Bylaw Enforcement - File Volume

TABLE 1

LTC	Fiscal 2012/13				Fiscal 2013/14				Fiscal 2014/15							
	Total	%	Open	%	Total	%	Open	%	Q1	Q2	Q3	Q4	YTD Total	YTD %	T Open	%
Denman	19	6%	18	6%	21	7%	14	6%	14	13	15		3	5%	15	6%
Executive	0	0%	0	0%	0	0%	0	0%	0	0	0		0	0%	0	0%
Gabriola	40	13%	40	14%	60	20%	51	20%	45	43	28		8	13%	28	12%
Galiano	25	8%	25	9%	32	11%	30	12%	28	24	28		4	7%	28	12%
Gambier	16	5%	16	6%	18	6%	17	7%	17	15	16		1	2%	16	7%
Hornby	17	6%	16	6%	16	5%	15	6%	16	15	18		3	5%	18	8%
Lasqueti	1	0%	1	0%	1	0%	1	0%	1	1	1		0	0%	1	0%
Mayne	8	3%	5	2%	10	3%	9	4%	12	6	8		3	5%	8	3%
North Pender	43	14%	40	14%	45	15%	36	14%	35	31	25		2	3%	25	11%
Saturna	8	3%	6	2%	6	2%	3	1%	3	4	3		1	2%	3	1%
Salt Spring	112	37%	104	37%	81	27%	66	26%	78	72	87		32	53%	87	37%
South Pender	1	0%	1	0%	1	0%	0	0%	0	0	0		0	0%	0	0%
Thetis	12	4%	10	4%	11	4%	8	3%	9	8	8		3	5%	8	3%
TOTAL	302	100%	282	100%	302	100%	250	100%	258	232	237	0	60	100%	237	100%

Chart 1: Open Files to Dec 31, 2014



LEGEND

YTD Total = Total number of open files year to date, including open files carried over from the previous quarter and files opened during the current reporting period.

T Open = Total number of files remaining open at the end of the current reporting period

Q1 = April 1 to June 30 - reported to September Trust Council

Q2 = July 1 to September 30, Report to December Trust Council

Q3 = October 1 to December 31, Reported to March Trust Council

Q4 = January 1 to March 31, Reported to June Trust Council

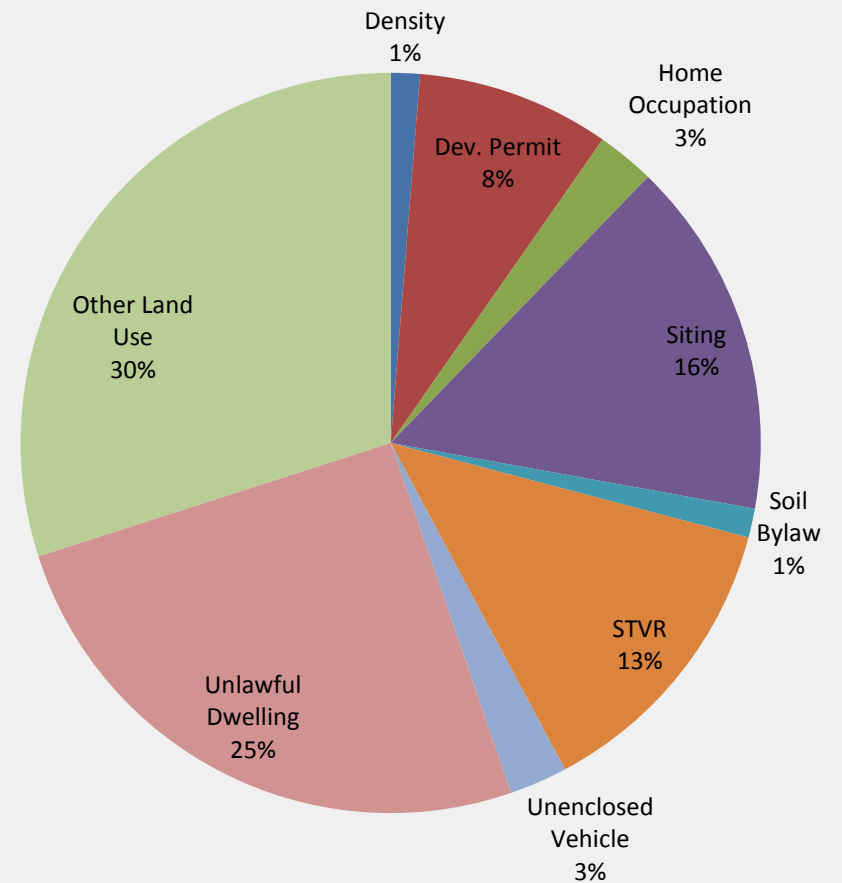
The numbers for each quarter are a running total of all open and closed files in the period.

Bylaw Enforcement - Violation Type

Table 2

LTC	Violation Type										
	Density	Dev. Permit	Home Occupation	Siting	Soil Bylaw	STVR	Unenclosed Vehicle	Unlawful Dwelling	Other Land Use	TOTALS	Percentage
Denman		6				1		4	4	15	6%
Executive										0	0%
Gabriola	2	1	1	5		5		8	6	28	12%
Galiano		1	1	7		3	2	6	8	28	12%
Gambier				6				1	9	16	7%
Hornby	1	1	1	4		2		6	3	18	8%
Lasqueti								1		1	0%
Mayne				1		4			3	8	3%
North Pender				4		8	1	5	7	25	11%
Saturna				2		1				3	1%
South Pender										0	0%
Salt Spring		11	3	4	3	7	3	28	28	87	37%
Thetis				4				1	3	8	3%
TOTALS	3	20	6	37	3	31	6	60	71	237	100%
%	1%	8%	3%	16%	1%	13%	3%	25%	30%	100%	

Chart 2: Open Files by Type



Bylaw Enforcement - Status of Open Files

Table 3

Local Trust Area	2014/2015 3rd Quarter (Oct 1 - Dec 31)				Proceeding to Compliance	On Hold			Litigation	TOTAL
	OPEN Start of Quarter	NEW	CLOSED	OPEN End of Quarter		Application in to LTC	LTC Direction	Staff Direction*		
Denman	15	0	0	15	10		3	1	1	15
Executive	0			0						0
Gabriola	43	0	15	28	28					28
Galiano	24	4		28	14	2		10	2	28
Gambier	15	1		16	8		5	1	2	16
Hornby	15	3		18	11		6	1		18
Lasqueti	1			1	1					1
Mayne	6	2		8	7	1				8
North Pender	31		6	25	10	1		11	3	25
Saturna	4		1	3	2		1			3
Salt Spring	72	15	0	87	65		16	5	1	87
South Pender	0			0						0
Thetis	7	1		8	8					8
Total	233	26	22	237	164	4	31	29	9	237
Percentage					69%	2%	13%	12%	4%	100%

* "Staff Direction" refers to files that Staff have decided not to pursue at this time for a variety of reasons, such as waiting for a court decision or for bylaw amendments that could alter the need for enforcement.

Bylaw Enforcement - Length of Time Files Have Been Open

Table 4

Local Trust Area	<1 year	1-5 Years	> 5 years	Total Open Files
Denman	2	11	2	15
Executive				0
Gabriola	11	16	1	28
Galiano	2	13	13	28
Gambier	2	14		16
Hornby	1	14	3	18
Lasqueti		1		1
Mayne	2	6		8
North Pender	4	20	1	25
Saturna	1	1	1	3
South Pender				0
Salt Spring	34	36	17	87
Thetis	3	4	1	8
TOTAL	62	136	39	237
PERCENTAGE	26%	57%	16%	

REQUEST FOR DECISION

To: Gambier Island Local Trust Committee **For the Meeting of::** May 7, 2015

From: Aleksandra Brzozowski, Island Planner **Date Prepared:** April 21, 2015

SUBJECT: 2014-2015 ANNUAL REPORT – APPROVAL OF GAMBIER ISLAND LOCAL TRUST COMMITTEE SECTION

RECOMMENDATION: That the Gambier Island Local Trust Committee approves the attached text for inclusion in the 2014-2015 Annual Report for approval (as amended) by Trust Council and submission to the Minister of Community, Sport and Cultural Development.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

Preparation of the Islands Trust Annual Report is undertaken by Trust Area Services Communications staff, reporting to the Executive Committee and consistent with Trust Council's [Annual Report Policy 6.10.i](#). To comply with the schedule indicated in the policy, the Executive Committee has adopted the following schedule for preparation of individual committee reports:

Committee reports:	Reports to be approved on the following dates:
TPC	June 1
LPC	May 28
FPC	June 3
TFB	May 12
EC	April 22 / May 27
Denman	April 21
Gambier	March 26 / May 7
Gabriola	April 2 / May 7
Galiano	April 13 / May 4
Hornby	March 27 / May 15
Lasqueti	April 9 / May 14
Mayne	April 27 / May 25
North Pender	April 30 / May 21
Salt Spring Island	April 16 / May 14
Saturna	April 23
South Pender	April 14
Thetis	April 14
Bellenas-Winchelsea	May 19
Executive Islands	

Under Trust Council's Policy, all LTCs and Council committees are expected to review and approve their sections at regular meetings listed above.

FINANCIAL: None

POLICY: No implications for existing policy

IMPLEMENTATION/COMMUNICATIONS: The process for development of the Annual Report is outlined in Trust Council's policy. Once each committee has approved its section, staff will create a draft Annual Report for review by the Executive Committee and consideration of Trust Council in June. Upon approval by Trust Council, the Annual Report is sent to the Minister of Community Sport and Cultural Development and circulated as indicated in Trust Council's policy.

OTHER: n/a

BACKGROUND

- At its February 25, 2015 meeting, the Executive Committee approved the format and outline of the 2014-2015 Annual Report.
- A joint message from former and current Islands Trust Council and Trust Fund Board Chairs will be included in the Report.
- Messages from Council Chairs, Trust Fund Board Chair and the Chief Administrative Officer will be accompanied by their photos. Section 2 (Islands Trust Council Highlights) will be accompanied by Council group photo.

REPORT/DOCUMENT: Denman Island Local Trust Committee input to Annual Report (draft)

KEY ISSUE(S)/CONCEPT(S): Consistent reporting from each committee following new standards and committee approval of its section in the Annual Report

RELEVANT POLICY: This approach complies with Section 19 of the *Islands Trust Act* and Trust Council's [Annual Report Policy 6.10.i](#).

DESIRED OUTCOME: Trust Council is able to easily approve its annual report in June 2015 without further editing from staff or trustees at the Trust Council meeting.

RESPONSE OPTIONS

Recommended: That the Gambier Island Local Trust Committee approves the attached text for inclusion in the 2014-2015 Annual Report for approval (as amended) by Trust Council and submission to the Minister of Community, Sport and Cultural Development.

Alternative: None

Prepared By: Aleksandra Brzozowski, Island Planner

Reviewed By/Date: Courtney Simpson, Regional Planning Manager
David Marlor, Director

Gambier Island Local Trust Committee

The Gambier Island Local Trust Committee held seven regular business meetings in the 2014-2015 fiscal year as well as three Community Information Meetings and two public hearings in Gibsons, West Vancouver, and on Keats and Gambier Islands.

The focus areas of the Local Trust Committee this fiscal were promotion of shoreline protection and following up on advocacy policies held in the Official Community Plan as a response to the industrial and foresting projects proposed for their Local Trust Area. The Local Trust Committee also continued to participate as a member of the Howe Sound Community Forum, focused on advocating for comprehensive management plan of Howe Sound.

In the 2014-2015 fiscal, the Local Trust Committee prepared education materials and outreach activities on the topic of shoreline protection, providing residents and local contractors with information and mapping to promote soft shoreline development. Together with Bowen Island Municipality, the Local Trust Committee commissioned forage fish mapping for Gambier, Keats, and Bowen Islands.

Stream mapping was completed for a number of basin watersheds on Gambier, Keats, and Anvil Islands, determining applicability to the Riparian Areas Regulation, and providing a first step towards complying with this provincial legislation. This work will continue into 2015.

REQUEST FOR DECISION

To: Local Trust Committees

For the Meeting of: Various dates (see list attached at end)

From: Linda Adams
Chief Administrative Officer

Date Prepared: April 8, 2015

File No.: Strategic Plan

SUBJECT: PRELIMINARY LOCAL TRUST COMMITTEE INPUT INTO DEVELOPMENT OF THE ISLANDS TRUST STRATEGIC PLAN FOR 2014-2018

RECOMMENDATION: That the ** Local Trust Committee recommend to Trust Council that the potential objectives and strategies in the Discussion Draft of the Strategic Plan for 2014-2018 be amended as follows: *(to be determined by each LTC)*

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The Islands Trust Council is in the process of developing a Strategic Plan, which will guide staff work programs, and budget development for the 2014-2018 term. Trust Council has assigned the Executive Committee to facilitate the plan's development. At this stage in the process, the Executive Committee is seeking input from Local Trust Committees (LTCs) into a *Strategic Plan Discussion Draft*, with a focus on the objectives and strategies that LTCs believe to be priorities. The current *Strategic Plan Discussion Draft* includes those objectives and strategies that LTCs had identified previously through their work programs, where these had specific objectives and could have budget or work program implications. After further consultation with Council Committees, the Trust Fund Board and Bowen Island Municipality, the Executive Committee will prepare a further Discussion Draft for discussion at a facilitated session at the June meeting of Trust Council. Public consultation is planned from June-Sept. The Strategic Plan is scheduled for adoption in September, in time to be considered during budget planning for the next fiscal year.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: The task of developing and providing LTC recommendations about a Strategic Plan can be accommodated with existing resources.

FINANCIAL:

No external financial implications of providing LTC recommendations about a Strategic Plan.

LTC's requests for strategies and actions for the 2015-2016 fiscal year should consider the available resources in the current budget.

Should an LTC propose strategies and actions that would require additional resources in a future fiscal year, such requests would be considered by the Financial Planning Committee and Trust Council during the budget development process.

POLICY: No implications for existing policy. Trust Council's Strategic Plan could include objectives and strategies that result in amendments to existing policies.

IMPLEMENTATION/COMMUNICATIONS:

LTCs may wish to consider the following questions, in developing their input into the Strategic Plan Discussion Draft:

- Is the list of potential priority objectives complete? Should any be removed or amended?
- Should additional potential objectives be added? Should any be removed or amended?
- What is the relative importance of each potential objective identified?
- Are there additional or different strategies that should be identified at this stage? (Note: only broad strategies need to be identified at this stage; later in the process, more specific activities will be identified to carry out each strategy)

Local Trust Committee resolutions regarding potential additions, deletions or changes to the Discussion Draft of the Strategic Plan should be conveyed to the Acting Executive Coordinator by June 3, for inclusion in the Executive Committee's June 10 meeting agenda package. Where this timing is not possible, resolutions should be submitted as soon as practical, for inclusion in the Trust Council meeting agenda package.

OTHER: As other Islands Trust bodies will be asked for input about the Strategic Plan and Trust Council will have further opportunities to discuss successive drafts of the Strategic Plan, LTCs may wish to focus on matters that are most relevant to LTC work.

BACKGROUND

- The Islands Trust Council adopts a strategic plan each term to focus its work on the priority areas identified by trustees, as well as the many separate bodies that make up the Islands Trust. Trust Council has assigned the Executive Committee the responsibility for facilitating development of the Strategic Plan.
- The Executive Committee has endorsed a process for Strategic Plan development, included in Attachment 1. The current phase is highlighted.
- Trust Council's input about priorities for the coming term was initially provided in a relatively informal way during the inaugural meeting of Trust Council in December 2014. Trustees received [an introduction to the existing Strategic Plan](#) and were asked to indicate what they saw as priorities for the coming term.
- A summary of trustee comments from December 2014 is included as Attachment 2. It has been colour-coded to illustrate how common themes were grouped into preliminary objectives, for further discussion.
- The preliminary objectives identified by trustees in December 2014 were the subject of a [Trust Council Strategic Planning](#) session in March 2015 (see Slide 31). At that session, trustees were asked to begin indicating the relative priority of the various objectives they had identified previously.
- The results of the Trust Council Strategic Planning Session in March 2015 are included as Attachment 3 and were previously circulated to trustees.
- Due to technical difficulties experienced during the Trust Council March meeting, the results found on the slides 36, 43, 44, 45 and 52 in Attachment 3 should not be considered accurate.
- A follow-up survey was conducted to re-ask the questions where survey results from the Trust Council March meeting were inaccurate. The results of that follow-

up survey are included in Attachment 4 and were previously circulated to trustees.

- All Islands Trust bodies are asked to submit their priorities for inclusion in a 'Priority Chart' that is included in the [agenda package](#) at each Trust Council meeting (see Item 7.2 for the March 2015 version). This information has also been reviewed.
- Trust Council's March 2015 [agenda package](#) was also accessed to review the priorities identified by the Executive Committee (item 3.2), Financial Planning Committee (item 4.2), Trust Programs Committee (item 5.2), Local Planning Committee (item 2.2) and Trust Fund Board (item 5.3) were also reviewed.
- At its meeting on April 1, the Executive Committee considered trustee input to date and an early *Strategic Plan Discussion Draft* (Attachment 5). That draft illustrates how new priorities that have been identified by trustees, LTCs, Council Committees and the Trust Fund Board could be integrated into the Strategic Plan from 2011-2014, which includes some on-going work of various bodies of the Islands Trust. The *Strategic Plan Discussion Draft* also includes comments that indicate some of the sources of various potential objectives and strategies that have been identified to date.
- In keeping with its adopted process for Strategic Plan development, the Executive Committee agreed to circulate the *Strategic Plan Discussion Draft* to local trust committees, Council Committees, the Trust Fund Board and Bowen Island Municipality for preliminary input. The April 1 version of the *Discussion Draft* was updated on April 8 to include some additional information about the priorities that LTC's had previously identified, etc.
- In response to input from trustees after the March 2015 Trust Council meeting, the Executive Committee has put plans in place to host a more lengthy and facilitated discussion on June 23, 2015 about strategic priorities for the 2014-2018 term. The aim will be to develop materials (for example, a list of strategic objectives and strategies) that could be circulated for public input from June through August.
- Once public input has been received and considered, Trust Council will be asked to consider adoption of an initial Strategic Plan in September that would form the basis for budget development for the next fiscal year. The draft budget that Trust Council considers in December would reflect the adopted Strategic Plan.
- A diagram and glossary of strategic planning terms is included in Attachment 6.

REPORT/DOCUMENT:

Attachment 1 – Strategic Plan Development Process – February 17, 2015
Attachment 2 – Summary of Trustee Roundtable Comments – December 2014
Attachment 3 – Results of Trust Council Strategic Planning Session – March 2015
Attachment 4 – Results of Follow-up Survey of Trustees – March 2015
Attachment 5 – Strategic Plan Discussion Draft for 2014-15 April 8, 2015
Attachment 6 – Diagram and Glossary of Strategic Planning Terms

KEY ISSUE(S)/CONCEPT(S):

Preliminary LTC input into the Strategic Plan for 2014-2018

RELEVANT POLICY:

The Strategic Plan is intended to carry out the Islands Trust Policy Statement, by identifying priorities for each term.

[Trust Council's Policy 2.4.i](#) gives the Executive Committee the responsibility to facilitate development of the Strategic Plan.

DESIRED OUTCOME:

An understanding of LTC input into the Islands Trust's Strategic Plan for 2014-2018.

RESPONSE OPTIONS

Recommended:

That the ** Local Trust Committee recommend to Trust Council that the potential objectives and strategies in the Discussion Draft of the Strategic Plan for 2014-2018 be amended as follows:
(to be determined by each LTC)

Alternative:

That the ** Local Trust Committee not provide comments regarding the Discussion Draft of the Strategic Plan at this time.

Prepared By: Linda Adams, Chief Administrative Officer

Reviewed By/Date: N/A



Linda Adams, Chief Administrative Officer

NOTE:

This RFD has been prepared for receipt at the following meetings of LTCs:

Ballenas/Winchelsea: May 19
Denman LTC: Apr 21
Gabriola LTC: May 7
Galiano LTC: May 4
Gambier LTC: May 7
Hornby LTC: May 15
Lasqueti LTC: May 14
Mayne LTC: Apr 27
North Pender LTC: Apr 30
Salt Spring LTC: Apr 16 or May 14
Saturna LTC: Apr 23
South Pender LTC: Apr 28
Thetis LTC: Apr 14

A similar briefing will be prepared for the meetings of Council Committees, the Trust Fund Board and Bowen Island Municipality



Strategic Planning Process Phases(2014-2018)

Endorsed by EC: Feb 17/15

PHASE ¹	TIME	ACTIVITY	WHO	OUTCOME
1	December 2014	Initial trustee roundtable Review of Strategic Plan	Trust Council	- Identification by trustees of initial priority <i>objectives</i> - Trustee review of Strategic Plan, accomplishments of 2011-14 term, on-going activities determined by current plan
	February 2015	Review of trustees' initial priority <i>objectives</i>	Executive Committee	- Initial discussion of trustee priority <i>objectives</i> - Initial discussion of strategic planning process - Discussion draft to EC to illustrate how new <i>objectives</i> and <i>strategies</i> could be introduced into the existing Strategic Plan
	March 2015	Session at Trust Council – Introduction to Strategic Planning Discussion about strategic priority <i>objectives</i>	Trust Council	- Trust Council review/discussion/understanding of strategic planning process - Further identification of Trust Council's priority <i>objectives</i> - Further identification of potential <i>strategies</i> to achieve <i>objectives</i>
2	March -April 2015	Review of priority strategic <i>objectives</i> and identification of potential <i>strategies</i> from Trust Council, Council committees, TFB and LTCs Review of strategic planning process	Executive Committee	Develop further draft with 7 to 12 strategic <i>objectives</i> and potential <i>strategies</i> for discussion by Council committees, LTCs, TFB and BIM
	April - May 2015	Make recommendations regarding strategic <i>objectives</i> and <i>strategies</i>	Council committees Local Trust Committees Trust Fund Board Bowen Island Municipality	Comments to Executive Committee about 7 to 12 potential strategic <i>objectives</i> and <i>strategies</i> to be circulated for public input
			Executive Committee	Recommendations to Trust Council about 7 to 12 potential strategic <i>objectives</i> and <i>strategies</i>

¹ See last page for diagram of phases



Strategic Planning Process Phases(2014-2018)

Endorsed by EC: Feb 17/15

PHASE ¹	TIME	ACTIVITY	WHO	OUTCOME
				to be circulated for public input
2	June 2015	Preliminary identification of strategic <i>objectives</i> and <i>strategies</i> in preparation for public input	Trust Council	Draft of 7 to 12 strategic <i>objectives</i> and <i>strategies</i> identified and prepared for public input
	June – July 2015	Solicit public input	Executive Committee	Public input about Trust Council's strategic <i>objectives</i> and <i>strategies</i> solicited, received and distributed
3	July 2015	Draft Strategic Plan development	Executive Committee	Draft Strategic Plan for Council Committee and Trust Fund Board review, including 7 to 12 <i>objectives</i>, along with related <i>strategies</i>, <i>actions</i> and <i>performance measures</i>
	Aug 2015	Draft Strategic Plan review	Council Committees Trust Fund Board Executive Committee Bowen Island Municipality	- Consider public input - Recommendations regarding draft Strategic Plan
4	Sept 2015	Strategic Plan adoption	Trust Council	- Adopt Strategic Plan for remainder of 2015/16 - Begin implementation as possible within current resources - Identify new resource needs
	Oct 2015	Strategic Plan implementation for remainder of 2015/16	Islands Trust bodies Management	Implementation plans for each unit for remainder of 2015/16
	November 2015	Identify preliminary costs of achieving adopted Strategic Plan for 2015/16	Management	2015/16 Strategic Plan budget prepared
		Develop draft budget to achieve Strategic Plan in 2015/16	Financial Planning Committee	Development of budget recommendations to achieve Trust Council's Strategic Plan in 2015/16
	December 2015	Strategic Plan progress report to Trust Council	Management	Report on progress to Trust Council
		Discussion of draft budget and identify potential	Trust Council	Provide direction to Financial Planning Committee re draft 2016/16 budget



Strategic Planning Process Phases(2014-2018)

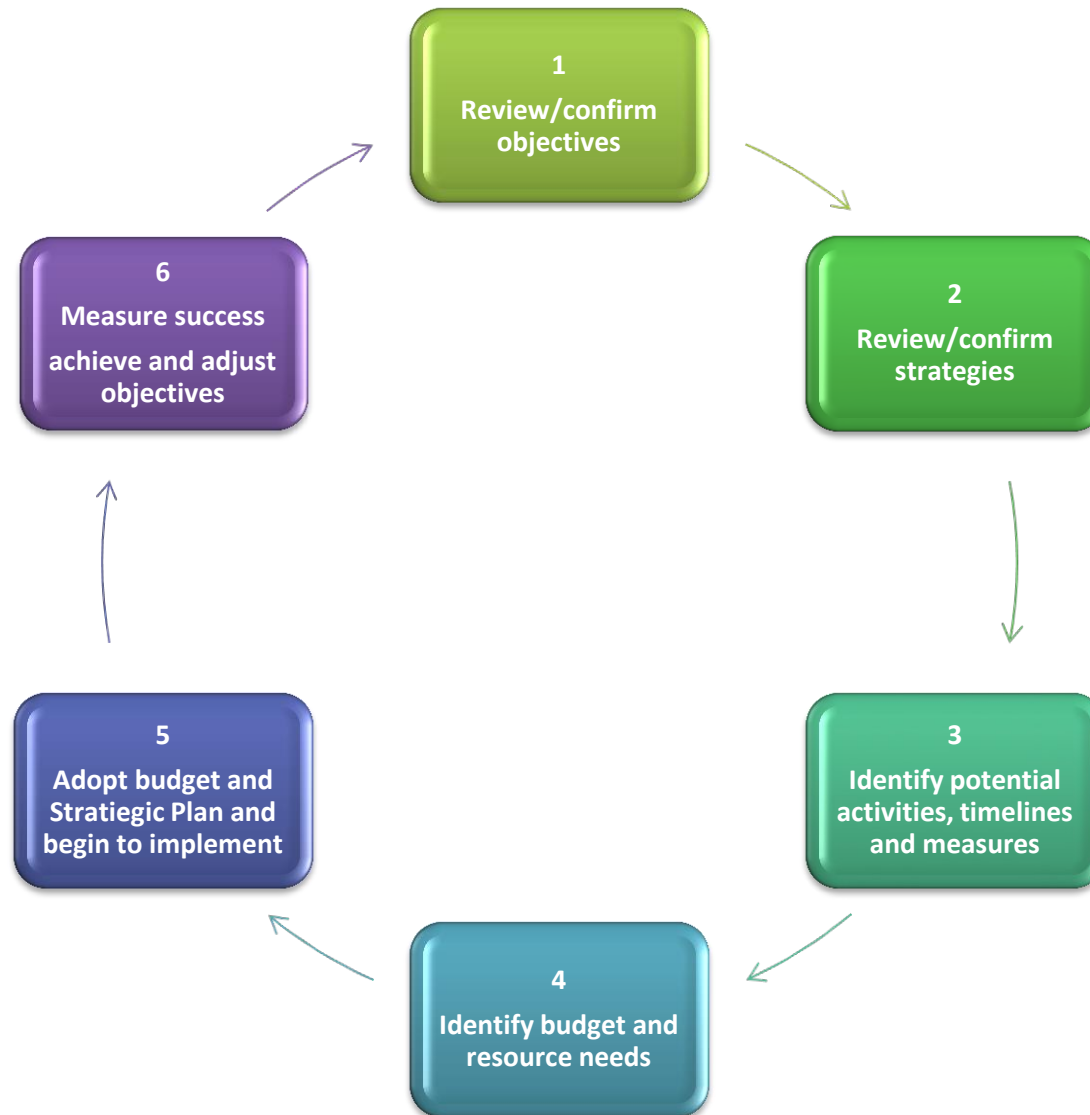
Endorsed by EC: Feb 17/15

PHASE ¹	TIME	ACTIVITY	WHO	OUTCOME
		amendments to Strategic Plan in regards to budget		Provide direction to Executive Committee re Strategic Plan amendments for 2016/17 in response to budget
5	February 2016	Development of draft budget for 2016/17	Financial Planning Committee	Budget recommendation to Trust Council
		Development of revised draft Strategic Plan for 2016/17	Executive Committee	Strategic Plan recommendation to Trust Council in alignment with proposed budget
6	March 2016	Strategic Plan progress report to Trust Council	Management	Create report on progress to Trust Council
		Adopt budget for 2016/17	Trust Council	Adopted budget for 2016/17 aligned with Strategic Plan
		Adopt Strategic Plan activities for 2016/17	Trust Council	Strategic Plan activities confirmed and initiated for 2016/17
	<i>Remainder of process to repeat – similar to initial process</i>			

LTC = local trust committee; TFB = Trust Fund Board; BIM = Bowen Island Municipality

Strategic Planning Process Phases(2014-2018)

Endorsed by EC: Feb 17/15



Summary

Islands Trust Council's December 3, 2014 'What's Important' Roundtable Notes¹

On December 3, 2014 the Islands Trust Council received a review of the 2012-2014 Strategic Plan and then held a roundtable discussion about 'What's Important'. This was to discuss opportunities and challenges facing their communities, and to begin an informal inventory of issues that trustees believe the Islands Trust Council should address in the 2014-2018 term.

Linda Adams, Chief Administrative Officer, introduced the session by suggesting trustees consider topics such as current priorities, emerging and neglected issues, gaps in best practices, organizational challenges, and public perception.

This summary includes only those points raised that could contribute to the development of the 2015-2018 Strategic Plan.

Trustee Sandy Pottle - Galiano

- Would prefer younger more affordable community with more home-based business.
- Wants to make sure the Islands Trust is promoted more widely in a way that gives a feeling of ownership and participation so that when we design bylaws they are well thought out and acceptable to majority of people.
- Sees current good balance between development and conservation.

Trustee Brian Crumblehulme - Mayne

- Developing respect on a larger level, collaboration with other organizations, regional and beyond – most want to work with the Islands Trust. Can advocate with other organizations on issues beyond our mandate.
- Optimistic about what can be accomplished on the local level and at the Council level.
- Channel information on a collective level.

Trustee Lee Middleton – Saturna

- Wants a community where younger people are welcome, but not at expense of Islands Trust mandate.
- Would like to see attention to better communication around land use planning issues.

¹ See last page of this appendix to see how trustee comments have been colour-coded to illustrate how they were reflected in the survey questions that Trust Council considered in March 2014 (at the Trust Council meeting and in a follow-up survey).

- Would like the Trust to try other methods like open forums outside trust proceedings, etc. Economy on the island is priority for people.
- Wants to look how to blend ecology and economy. The ecology is the economic driver and is the value of living there.
- Would like to explore how to support a transition to an local economy that does not rely on tourism so much. (e.g. wifi on the islands is opportunity for people to work from home and a viable way to increase permanent membership in community that will allow younger people to come and find a home).
- Wants to pursue the NMCA as much as possible given it is stalled. Promoting the NMCA is one way to support the value of living in a harmonious way with nature.
- Concerned about light pollution from Delta Port berths 4 & 5 for the mainland-facing shorelines of Mayne, Galiano, and Saturna - modern lighting technology can diminish the affects of the lights.

Trustee Wendy Scholefield – South Pender

- Concerned that Executive Committee and staff not listening to trustees
- Concerned Islands Trust image is at the lowest ebb she has ever seen.
- Concerned that Islands Trust values control and command more than preserve and protect.
- Concerned about the Islands Trust image, whether it offers value for money and whether we need to keep it
- Wants to do something at the local level to let people speak and be heard.
- Concerned about it is becoming about persevering and protecting Islands Trust as an organization. Need better coordination of levels of govt.
- Concerned that application processes are not coordinated and there is a perception the Trust is putting hurdles in the way.
- Wants a smoother process for land use applicants to follow.
- Support local autonomy / decision-making.

Trustee Kate-Louise Stamford – Gambier

- Concerned with woodlot logging proposal for Gambier Islands Trust

- Pleased that Trust Council has added the updating of protocol agreements with the Ministry of Forests, Lands and Natural Resource Operations to the Strategic Plan. Wants the Ministry of Forests, Lands and Natural Resource Operations protocol agreement worked on before the next strategic plan is in place.
- Wants a focus on how to work with First Nations, as they are becoming the movers and shakers on Gambier and other islands.
- This term Gambier Island hopes to become compliant with the Riparian Area Regulation – 90+ watersheds down to 10.
- Sees biggest issue for Howe Sound is re-industrialisation of Howe Sound as big proposals on the table
- Concerned about the Gambier Island Local Trust Committee's meeting challenges (e.g electronic participation by Chair restricted to cell phone due lack of broadband)
- Concerned about public perception of the Islands Trust
- Sees a need to continue to build the importance of the Trust in the area.
- Wants more effective communications to promote in what we do in a marketable way.

Trustee Dan Rogers – Gambier (Keats)

- Interested in motivating islanders to get interested in how to protect private land used for recreation.
- Values advocacy in Howe Sound for off-island projects that impact the Islands (e.g. proposal to have LNG ships travelling past Bowen and Keats Islands). Howe Sound has gone through a tremendous regeneration of marine life and development pressures threaten this recovery.

Trustee George Grams, Salt Spring

- Wants to show communities how the Islands Trust supports them in order to build respect and regard for the Trust.
- Wants to continue supporting the SSI Water Protection Authority – coordinated management of watersheds on the island.
- Wants to undertake review of possibilities regarding tailored building code for southern gulf islands. Can do this through SSIWPA by looking at rainwater collection and recycling as part of building code.
- Sees needs for review of industrial land on Salt Spring Island to determine if the zoning is appropriate and appropriate for the IT mandate.

- Sees need for more integrated governance –work close with other agencies, on island communities, and have been fortunate that this Council has granted SSI LTC some powers to deal with issues. The more we can integrate our governance and be effective under the current system. The absence of coordinated governance is a cornerstone for those who want incorporation, so the more we coordinate, the more we remove the justifications for incorporation.
- Supports more integrated governance with other agencies.

Trustee Peter Grove, Salt Spring

- Wants to see Salt Spring Island initiatives continued (e.g. SSIWPA, review of industrial land, more integrated governance, long term sustainability plan)
- Wants to see Ganges planning work proceed.
- Supports proceeding with a review of the Policy Statement.

Trustee Peter Luckham ,Thetis

- Looking forward to implementing the OCP for the Thetis associated islands.
- Riparian Area Regulation bylaw work will need to continue.
- Want to open door to economic development with RD.
- Interested in seniors housing.
- Wants to improve engagement with communities through more open communications and dialogue.

Trustee Alex Allen, Hornby

- Hopes the Islands Trust continues with marine advocacy and does more than write letters.

Trustee Tony Law, Hornby

- Wants more advocacy, with more communications follow-up.
- Would like to see the website improved to reflect the beauty of the islands/ success of Islands Trust.
- Supports the Islands Trust playing coordinating role to bring agencies together to support the mandate.

Trustee Paul Brent, Saturna

- Committed to working with MLA and Regional District representatives to address concerns about island demographics - 60% of owners live off island and median age is 63 years old.
- Supports the Islands Trust adopting ideas and different ways of doing things from other organizations, and thinking outside the box.

Trustee Melanie Mamoser, Gabriola²

- Was pushed to run but has fun with planning. Mudge all candidates meeting asked for an LTC meeting to be hosted there. Maybe someone from Mudge could run. We have more in common with each other than we do – need more marketing of the Islands Trust. Engage the community better. Working with community groups. Bridge issue was and still could be huge.
- Likes the idea of better marketing the Islands Trust and improving engagement with communities outside of local trust committee meetings.
- Plans to look at other islands' affordable housing to see what Gabriola can do. Stewardship - look to draw on resources at the community level.
- Concerned about study of possible bridge to Gabriola Island that would go through Mudge Island.

Trustee Heather Nicholas, Gabriola

Very interested in Islands Trust advocacy

- Concerned with sustainability, and a strong and diverse local economy
- Sees need to steward the local economy.
- Sees need to be proactive to manage Gabriola Island village core process.
- Concerned about island access, affordable housing, food security, and local agriculture.

Trustee Ken Hunter, Thetis

- Protect environment not at expense of private property rights, more transparency, improve disclosure and more direct dialogue.
- Supports petitioning the provincial government to pay fair share of the Islands Trust budget for the good of the people of the province.

² Trustee Mamoser requested some changes to the way some of these statements were categorized. Those changes are reflected in this draft

- Supporting spending less on big picture that are covered by other layers of government - less duplication of services.
- Concerned that people don't go to the meetings because there is no chance for participation.
- Supports more direct participation by people.

Trustee Susan Morrison, Lasqueti

- Want to finish Riparian Area Regulation bylaw on Lasqueti
- Wants to do something with shoreline protection on Lasqueti using new forage fish mapping
- Supports improving communication about what Islands Trust does and can do / encourage voluntary stewardship.
- Supports continued advocacy for protection of the Salish Sea.
- Want to see engagement with First Nations.

Trustee Alison Morse, Bowen

- Wants a positive relationship between the Islands Trust and Bowen Island Municipality.
- Concerned about BC Ferries and derelict vessel issues
- Concerned the success of the Trust Fund Board is creating a financial burden.
- Supporting of seeking provincial funding for the Trust Fund Board
- Wants the Islands Trust Council's Strategic Plan to be more focussed.
- Supports Howe Sound Management Plan
- Supports focus on First Nations will need focus
- Wants to work on housing balance of housing on Bowen Island and open communications

Trustee David Critchley, Denman

- Concerned about aquaculture
- Concerned about renewed application by Raven Coal to build a coal mining operation on Vancouver Island that could contaminate Baynes Sound.
- Supports advocacy for marine issues that may be outside jurisdiction of the Islands Trust.
- Interested in First Nations relations.

Trustee Diane Barber, North Pender

- Concerned with waste management and short term vacation rental issues.
- Concerned with stagnant economy.
- Supports getting people together
- What can we do to get people together to make North Pender Island a better place to be.

Trustee Jeanine Dodds, Mayne

- Concerned about fallow deer a big problem
- Riparian Area Regulations bylaw still needs to be done.
- Supports engagement that makes sure everybody understands issues before making decisions.

Trustee Laura Busheikin, Denman

- Supports looking at communications and how Islands Trust communicates with the public and other agencies locally and Trust wide
- Considers First Nations relations imperative to be involved in.
- Balancing ways we can support economy health with our mandate.
- Supports balancing economic health and Islands Trust mandate.

Trustee Derek Masselink, North Pender

- Interested in change through engagement
- Sees need to think about what our communities look like - relationships, infrastructure, economy
- Supports efforts to better connect with and engage island communities and First Nations.

Trustee Bruce McConchie, South Pender

- Supports local trust committee doing a holistic community review properly
- Concerned about industrial activity of Plumper Sound
- Supports establishing strategic priorities
- Supports real communication leading to coordination instead of duplication.
- Sees waste management issue as a priority.
- Supports maintaining shorelines.

Trustee George Harris, Galiano

- Supports community engagement efforts

Trustee Sue Ellen Fast, Bowen

- Wants to learn from experiences of other islands
- Concerned about BC Ferries, seniors housing, affordability, green economy (working from home)
- Supports improved communication and community engagement
- Support efforts re marine environment and shorelines
- Concerned about Howe Sound issues.

Trustee Tim Peterson, Lasqueti

- Concerned re shipment of coal to/from Texada Island and wants to know more about advocacy options.
- Concerned about aging population, retaining young people in community, economic viability for young people to be there. Wants to learn from experiences of other islands.
- Prioritizes communication, participation, and collaboration

TRUST COUNCIL MARCH 2014 SURVEYS – IDENTIFICATION OF PRIORITY OBJECTIVES

Summary of Common Themes and Objectives Identified by Trustees in December 2014	Objectives identified as potential priorities in a PowerPoint presentation and survey of trustees at Trust Council (and in a follow up internet survey)
• Identify and protect sensitive environmental areas • Reduce GHG emissions in communities • Protect water quality and quantity • Protect coastal areas and marine shore lands • Protect/restore community socio-economic diversity • Enhance food security • Enhance community economic sustainability • Improve community engagement and participation • Improve Islands Trust cost effectiveness and resilience • Improve communications • Improve development application procedures • Improve understanding and support for IT object • Open and transparent government • Improve relations with First Nations • Confirm the Islands Trust vision and policies	Potential priority objectives SOME POTENTIAL OBJECTIVES IDENTIFIED BY TRUSTEES SO FAR: ⑤ Identify and protect sensitive environmental areas ⑤ Reduce GHG emissions in communities ⑤ Protect water quality and quantity ⑤ Protect coastal areas and marine shore lands ⑤ Protect/restore community socio-economic diversity ⑤ Enhance food security ⑤ Enhance community economic sustainability ⑤ Improve community engagement and participation ⑤ Improve Islands Trust cost effectiveness and resilience ⑤ Improve communications ⑤ Improve development application procedures ⑤ Improve understanding and support for IT object ⑤ Open and transparent government ⑤ Improve relations with First Nations ⑤ Confirm the Islands Trust vision and policies

Islands Trust Council Strategic Planning Session

March 2015
Gabriola Island

What is Strategic Planning?

- ◉ A process for Trust Council to determine its long-term goals.
- ◉ A process for achieving those goals.



What is a Strategic Plan?

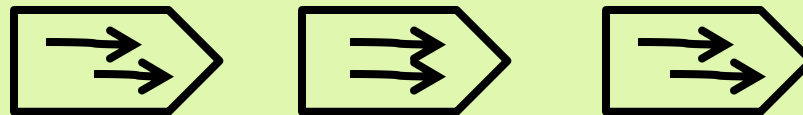
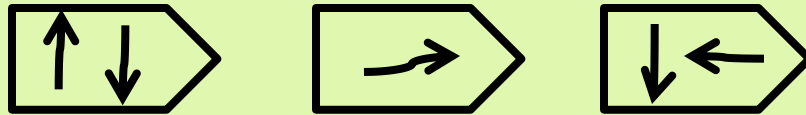
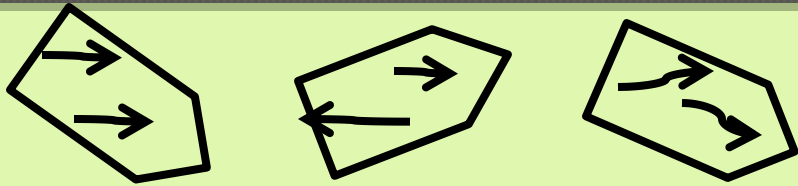
- ◎ A 'high level' plan that outlines your *mission* and key *goals* and *objectives* for the medium to long term, and sets out *strategies* for achieving your *goals* and *objectives*.
- ◎ A plan for at least three-four years.
- ◎ Strategic plans can last for longer than a term of office.
- ◎ Council has a strategic plan, but many of the initial *strategies* identified are complete.
- ◎ A review of *goals* and *objectives* is usually undertaken at the beginning of each term.

Why do Strategic Planning?



- ◉ *If you don't know where you're going, you'll probably end up somewhere else.*
- ◉ *Failing to plan is planning to fail.*

What if we don't do it?



Benefits of Strategic Planning

- To confirm a collective purpose
- To identify Trust Council's common priorities
- To plan for the future
- To focus limited resources and avoid spreading them too thin
- To have everyone 'singing from the same song sheet'
- To communicate Council priorities to the public, other agencies and to staff

General strategic framework



What is a Mission (Object)?



A broad statement
of what we do,
why we do it and
who we do it for.

Islands Trust Mission (or object)

“To preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the Government of British Columbia.”

Goal

- ◉ A general statement of desired results to be achieved over an unspecified period of time.
- ◉ The Islands Trust's goals are currently defined in its Policy Statement.
- ◉ Missions and goals should stay fairly stable over a long period.



Goal 1 – Ecosystem Preservation and Protection

- ◎ ***“To foster preservation and protection of the Trust Area’s ecosystems”***

- *Ecosystems*
- *Forest Ecosystems*
- *Freshwater and Wetland Ecosystems and Riparian Zones*
- *Coastal and Marine Ecosystems*



Goal 2 – Stewardship of Resources



- ◎ *“To ensure that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems.”*
 - *Agricultural land*
 - *Forests*
 - *Wildlife and vegetation*
 - *Freshwater resources*
 - *Coastal areas and marine shorelines*
 - *Soils and other resources*

Goal 3 – Sustainable Communities

“To sustain island character and healthy communities”

- Aesthetic qualities
- Growth and development
- Transportation and utilities
- Recreation
- Cultural and Natural heritage
- Economic Opportunities
- Health and Well-being



Goal 4 (...IN COOPERATION WITH...)

- “Assistance, cooperation and collaboration are required from local trust committees, island municipalities, the Trust Fund Board, the Provincial Government, other government agencies, non-government organizations, communities, First Nations, property owners, residents and visitors”



Objective

- ◎ A more precise statement of specific results that can be achieved over a specified time.
- ◎ While the *mission* and *goals* remain relatively constant, *objectives* may change more frequently as some *objectives* are achieved, new ones emerge and priorities change.
- ◎ A new Council may choose different *objectives* and have different priorities for achieving the same *goals*.

Strategies

- ◎ The *actions* that describe how *objectives* are to be achieved. *Strategies* are made up of a set or group of *activities*.
- ◎ *Strategies* should be discussed AFTER *objectives* are identified.
- ◎ *Strategies* are often confused with *objectives*.

Activities

- ◎ The actions, steps, projects or initiatives undertaken by an organization to carry out a strategy.

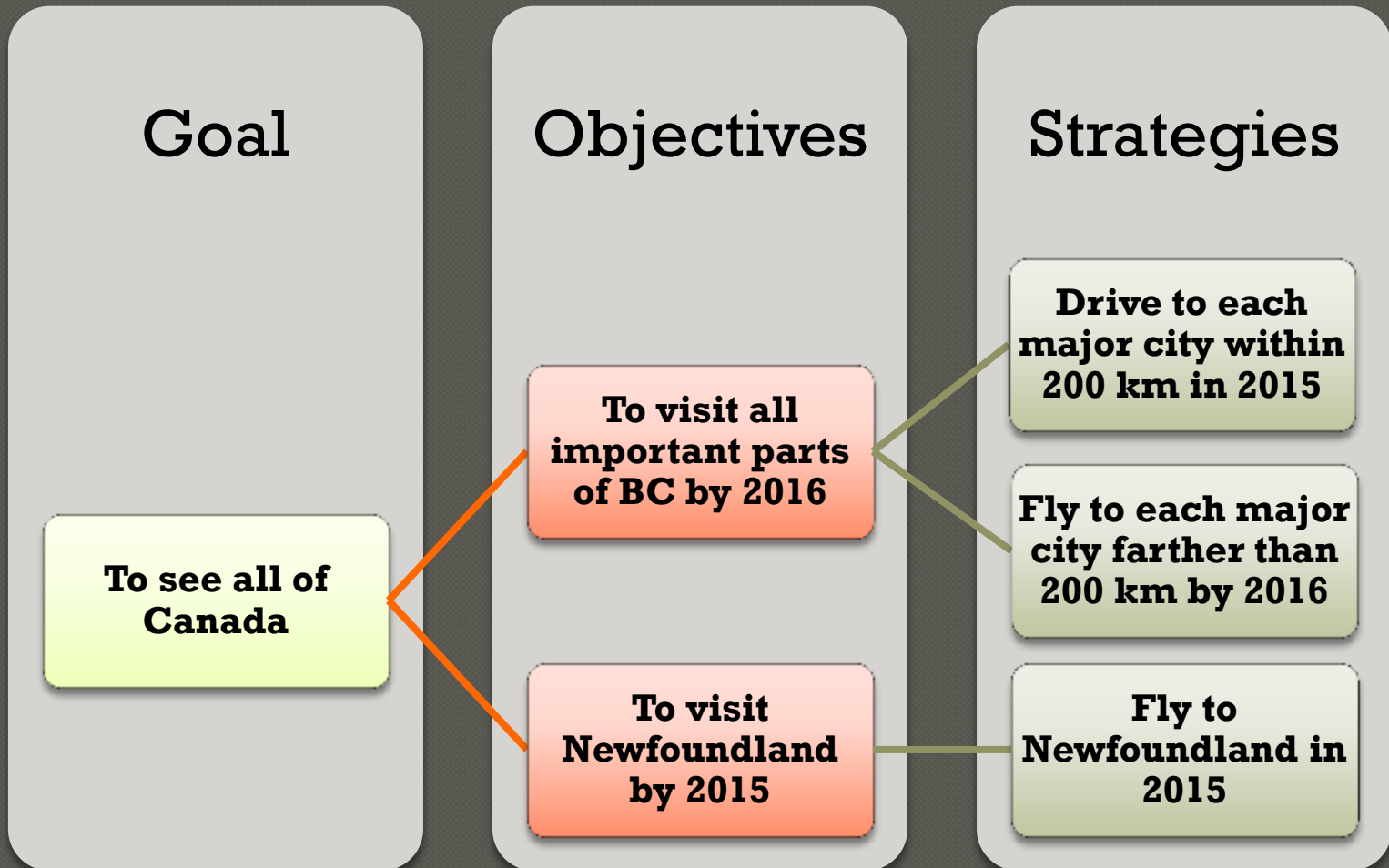


Understanding the Terms

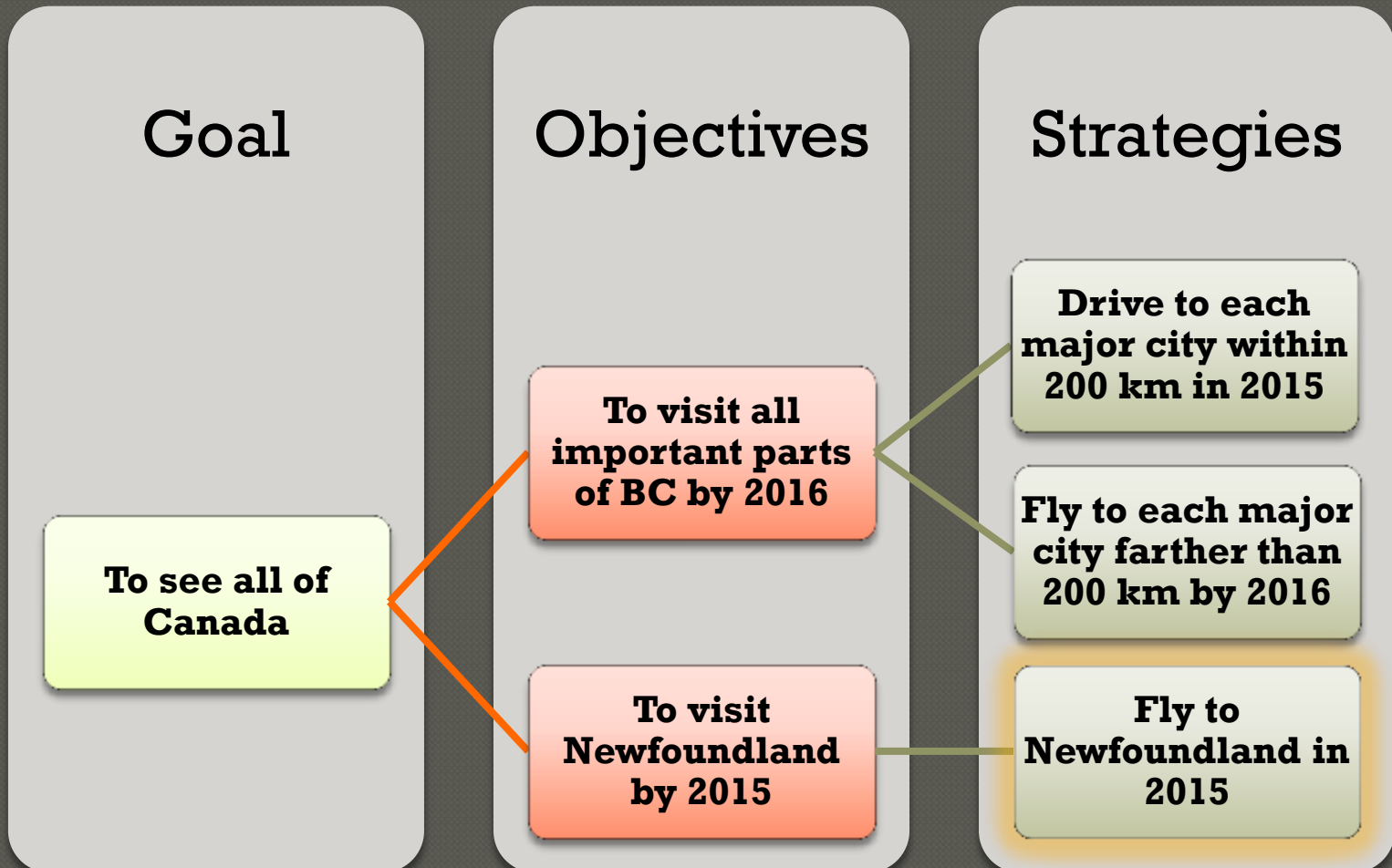
- Goals, Objectives and Strategies

- Activities and Measures

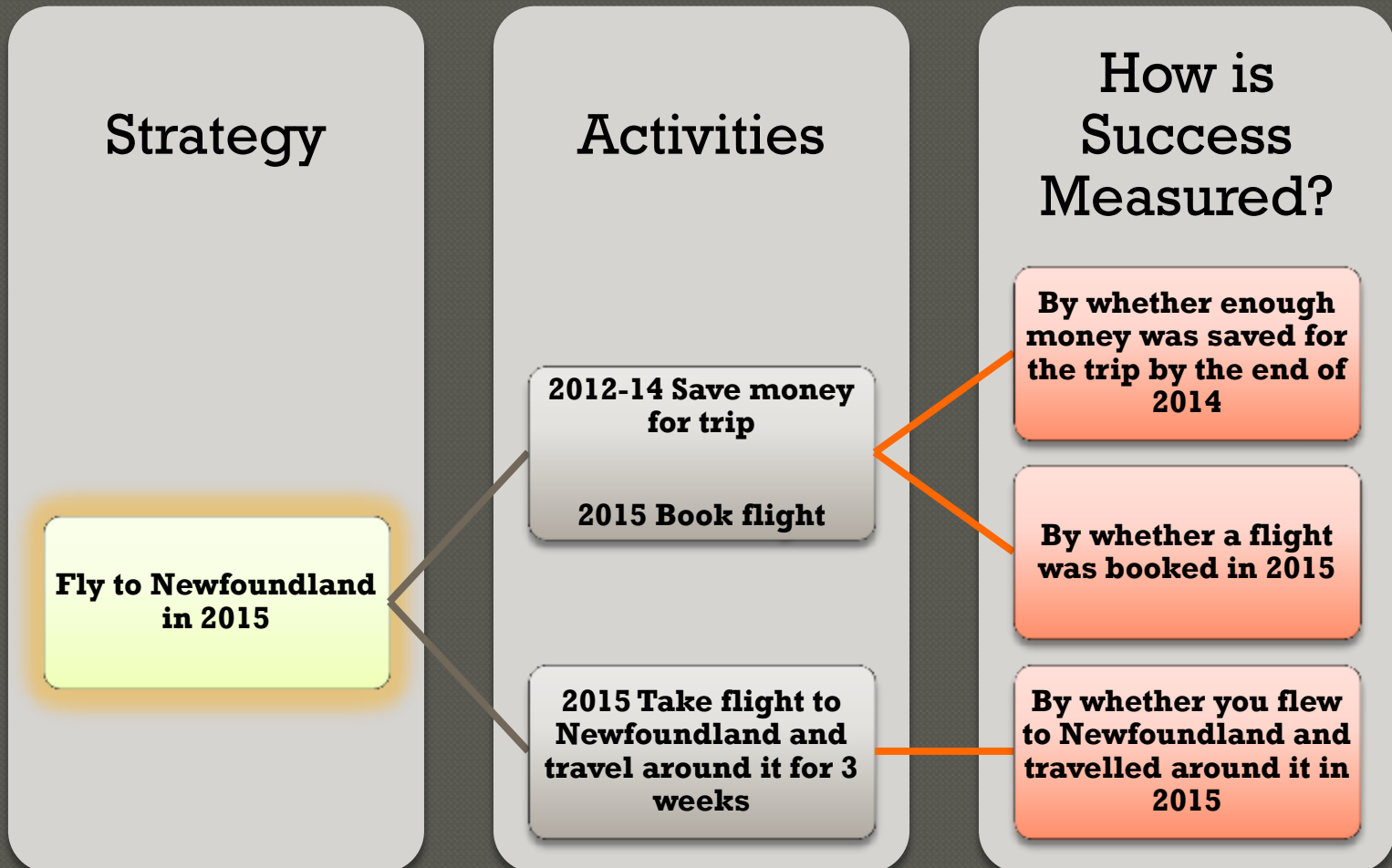
Goals, Objectives and strategies



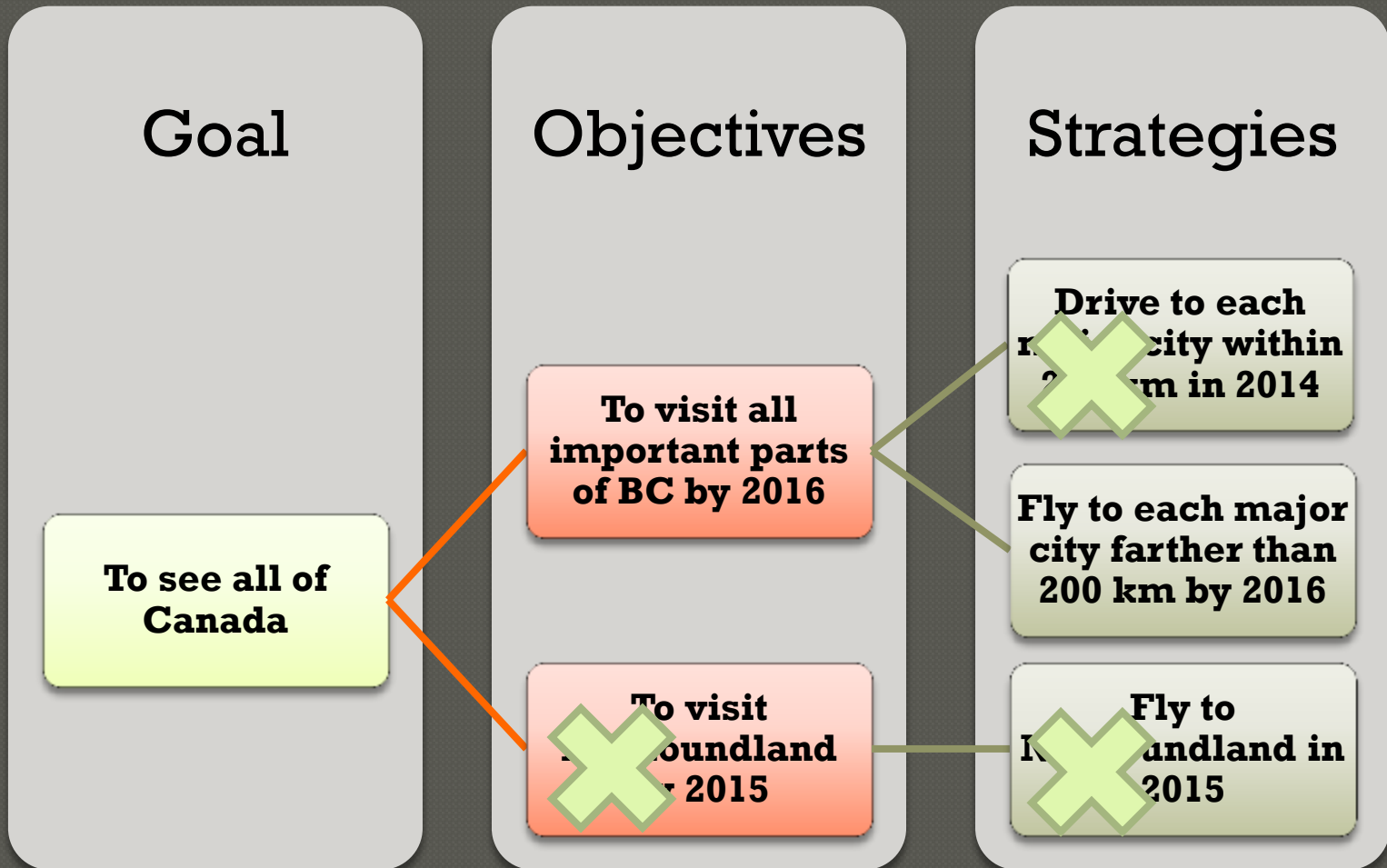
Goals, Objectives and strategies



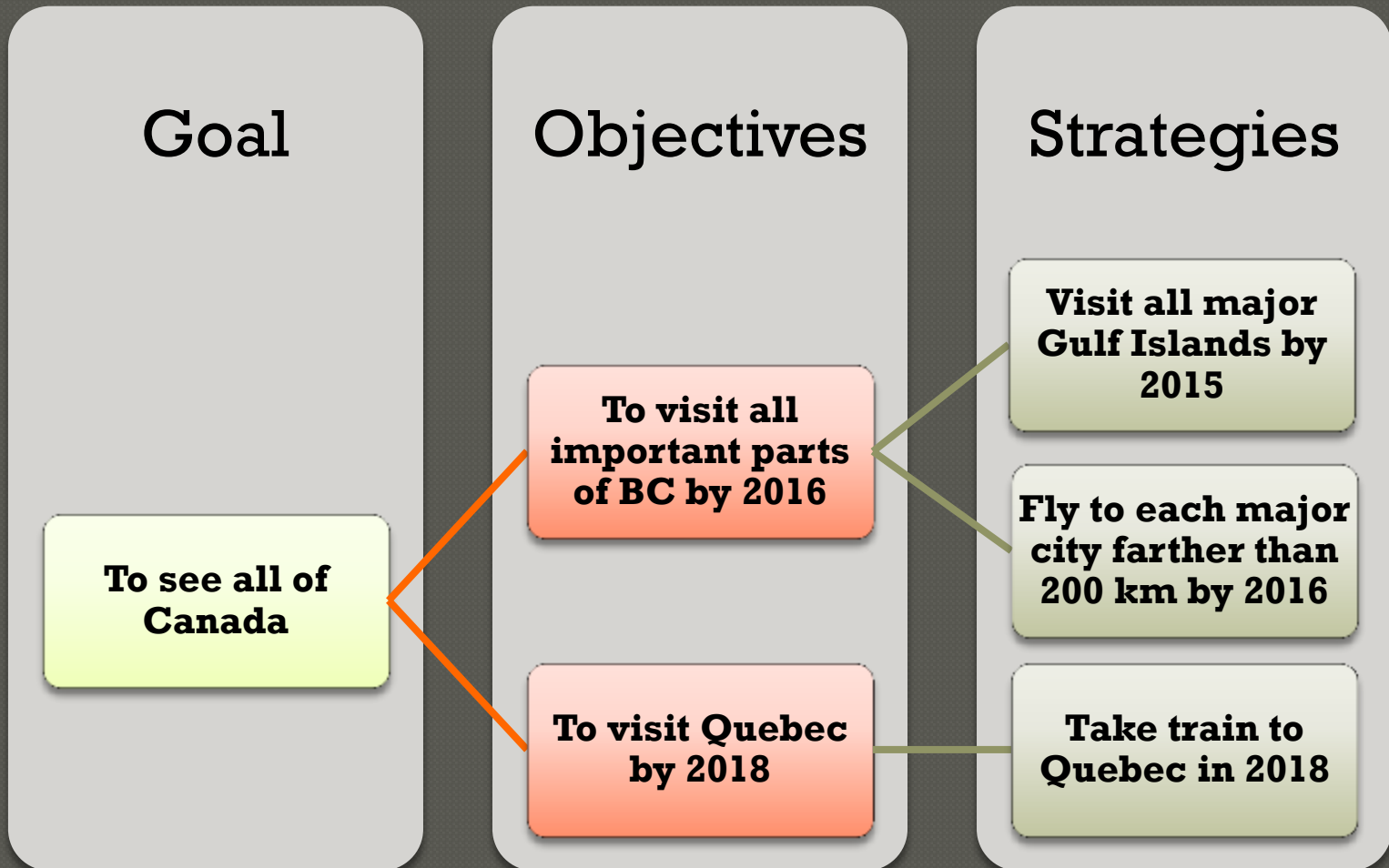
Strategies, activities and measures



Revisit objectives and strategies and adjust



Revisit Objectives and strategies



A trust Council example

Goal

**Open and Transparent
Government**

Objective

**To improve the
openness and
transparency of the
Islands Trust Council
meetings**

Strategy

**Publish videotapes of
Council meetings on
Islands Trust website**

A trust Council example

Strategy

**Publish videotapes of
Council meetings on
Islands Trust website**

Activity

2015

**Identify budget needs
Develop business case
Review policies**

2016

**Purchase equipment
Hire contractor**

Measure

**Has business case and
budget been developed?
Have policies been
reviewed?**

**Is equipment
purchased?
Is contractor engaged?**

What's Strategic ?

Topic	Operational Activities	Strategic Activities
Household	Cooking, cleaning, laundry	Adding a new room
Gardening	Weeding, lawn cutting, pruning	Designing and planting a new vegetable garden
Children	Eating, going to school, playing	Taking music lessons
Health	Eating well, regular check ups	Starting a new sport or exercise

What's Strategic ?

Topic	Operational	Strategic
Local Trust Committee	Regular meetings, applications processing, public enquiries	OCP Review New Development Permit Area LTC-initiated projects
Communications	Website maintenance News releases	Redesign website New publication New communications program
Financial management	Preparation and monitoring of annual budget	New policies New budget format New reporting format
Trust Council	Regular meetings Regular briefings and decisions	Community Forum Policy Statement Review

Caution: Strategic Items can lead to increased needs for operational time

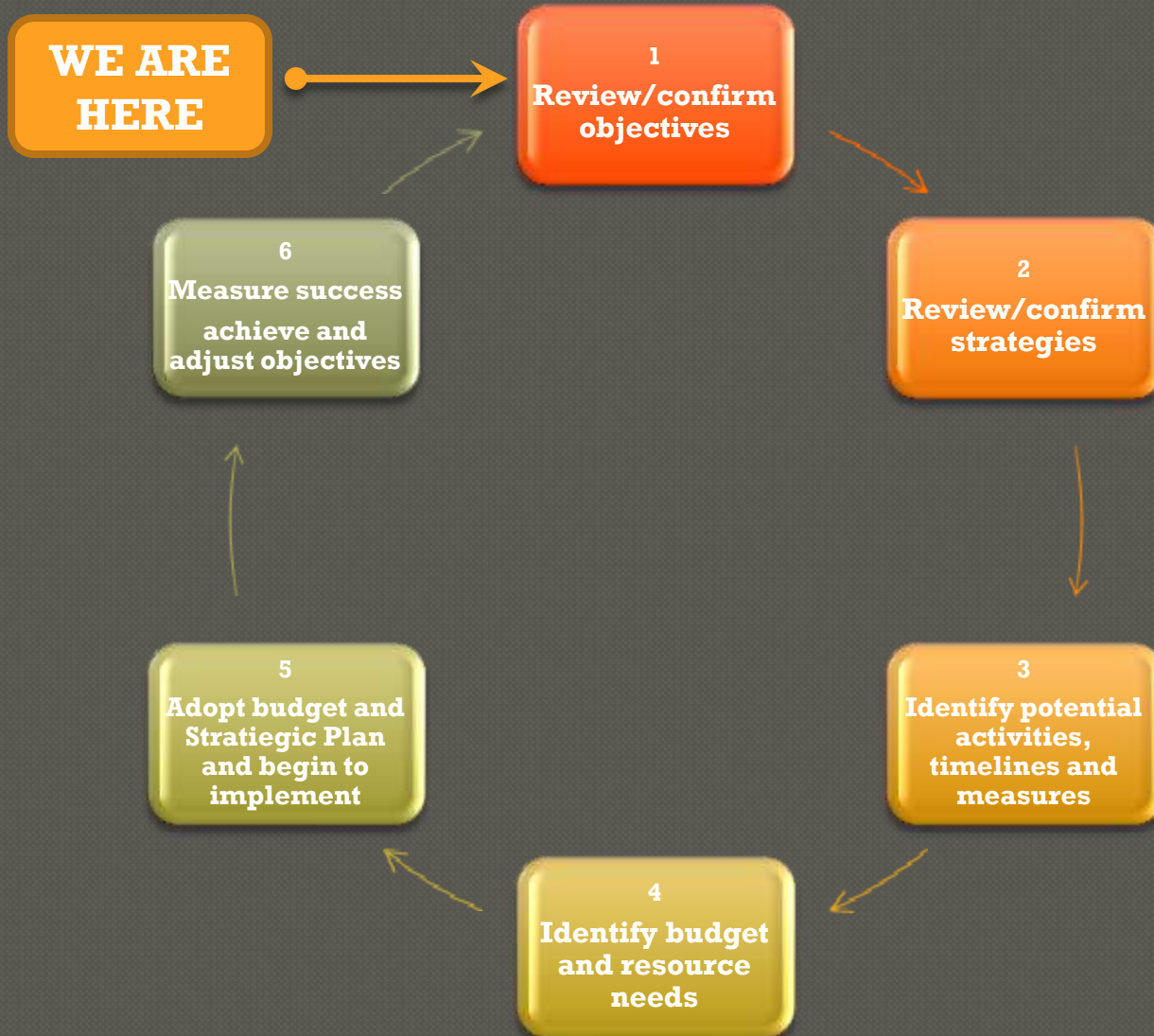
◎ Strategic Item

- More detailed budget format
- New Development Permit Areas
- New Protocol Agreement

◎ Increased operational time

- More time required to prepare budget reports
- More time required to process and monitor permits
- More time required to meet commitments in Protocol Agreement

Where are we now?



Can't we just do it all?



Potential priority objectives

SOME POTENTIAL OBJECTIVES IDENTIFIED BY TRUSTEES SO FAR:

- Identify and protect sensitive environmental areas
- Reduce GHG emissions in communities
- Protect water quality and quantity
- Protect coastal areas and marine shore lands
- Protect/restore community socio-economic diversity
- Enhance food security
- Enhance community economic sustainability
- Improve community engagement and participation
- Improve Islands Trust cost effectiveness and resilience
- Improve communications
- Improve development application procedures
- Improve understanding and support for IT object
- Open and transparent government
- Improve relations with First Nations
- Confirm the Islands Trust vision and policies

Identifying priorities

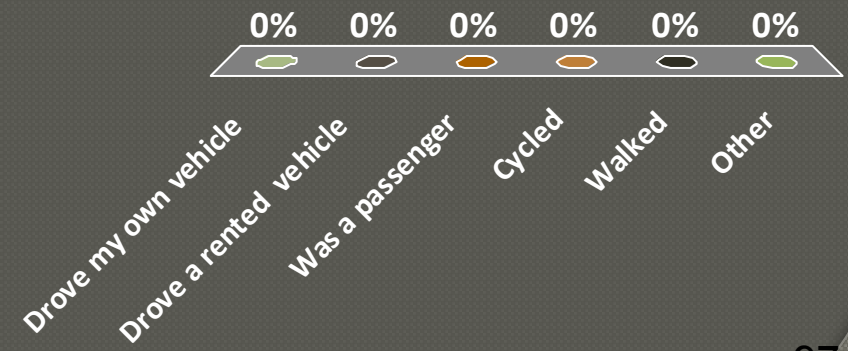
- Council exercise to identify how important these potential priorities are

NOTE: These won't work on your TV or computer at home
...please return them 😊



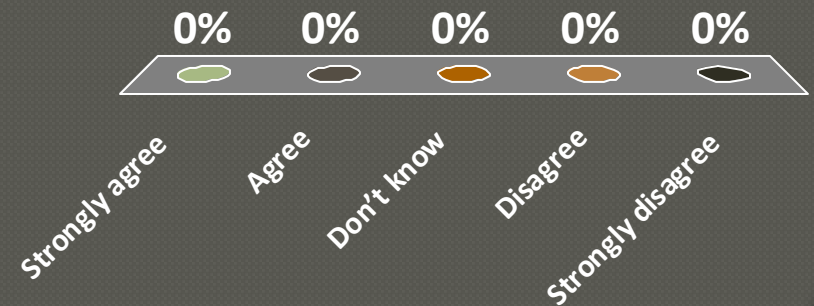
Practice Question 1: How did you travel to Trust Council?

- A. Drove my own vehicle
- B. Drove a rented vehicle
- C. Was a passenger
- D. Cycled
- E. Walked
- F. Other



Practice Question 2: Gabriola Island is beautiful

- A. Strongly agree
- B. Agree
- C. Don't know
- D. Disagree
- E. Strongly disagree



The real questions: Potential strategic priorities

- For each of the following slides, indicate whether or not you think a particular *objective* should be a priority for the Islands Trust this term.



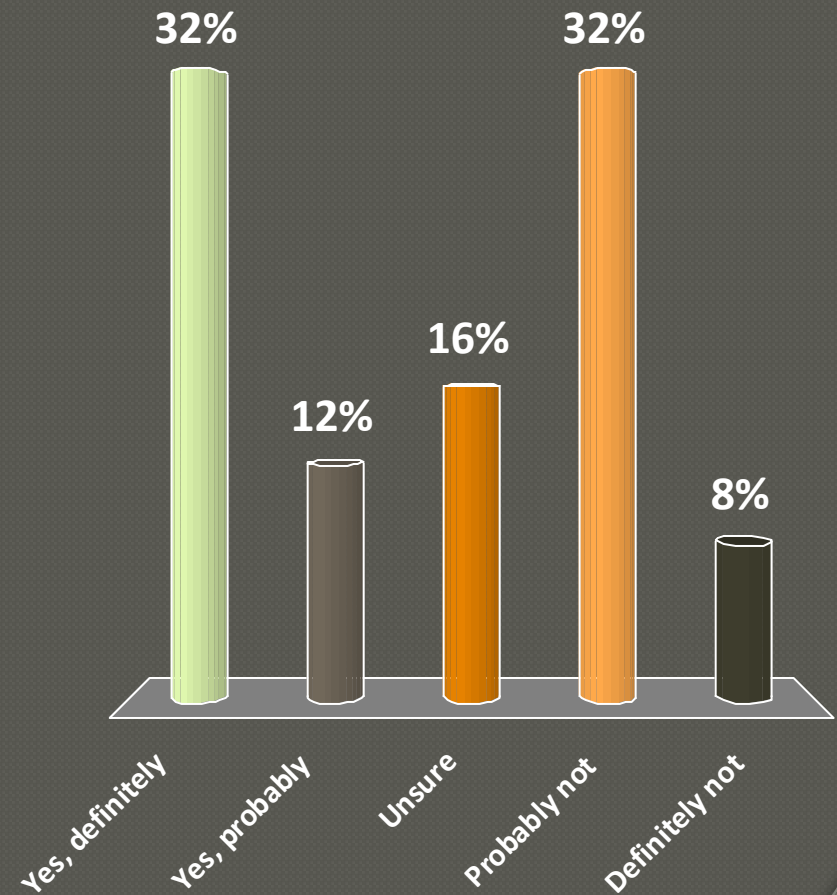
Do you believe

'Identify and protect sensitive environmental areas'
should be a strategic priority this term?

- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not

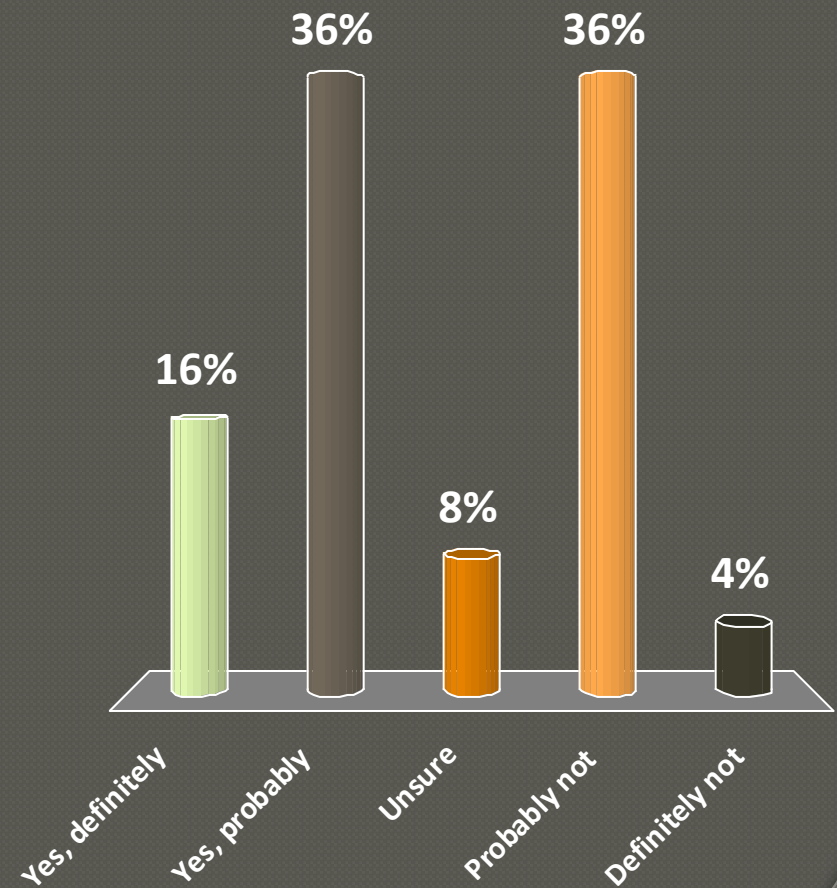
Do you believe
'Reduce GHG emissions in communities'
should be a strategic priority this term?

- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



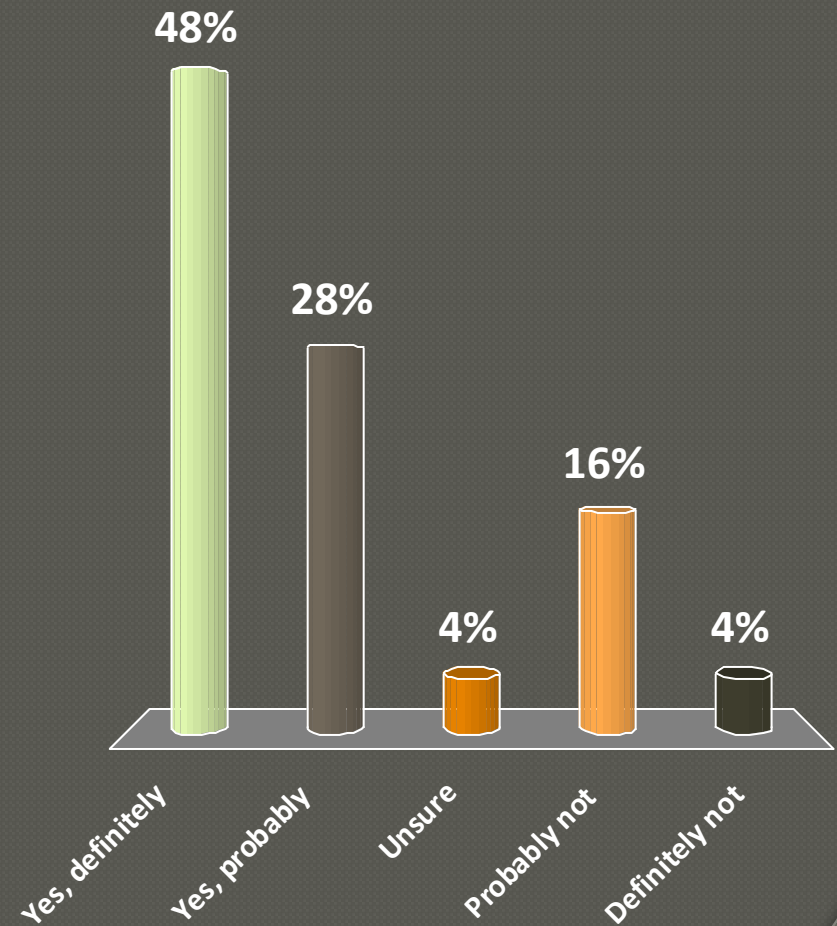
Do you believe
'Protect freshwater quality and quantity'
should be a strategic priority this term?

- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



Do you believe
'protect coastal areas and marine shore lands'
should be a strategic priority this term?

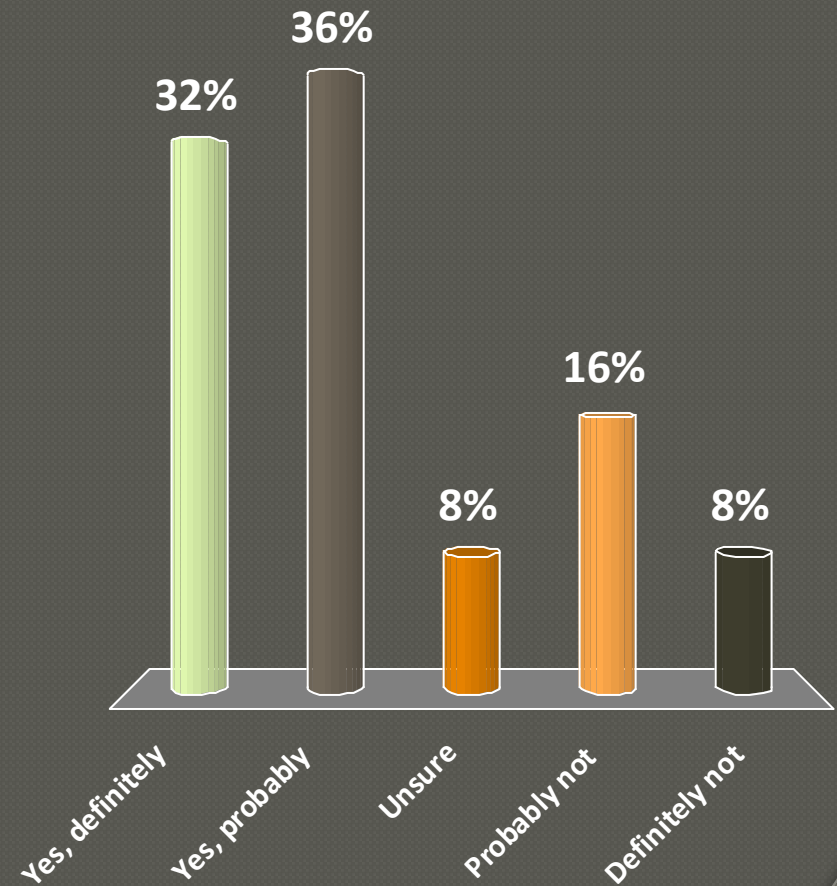
- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



Do you believe

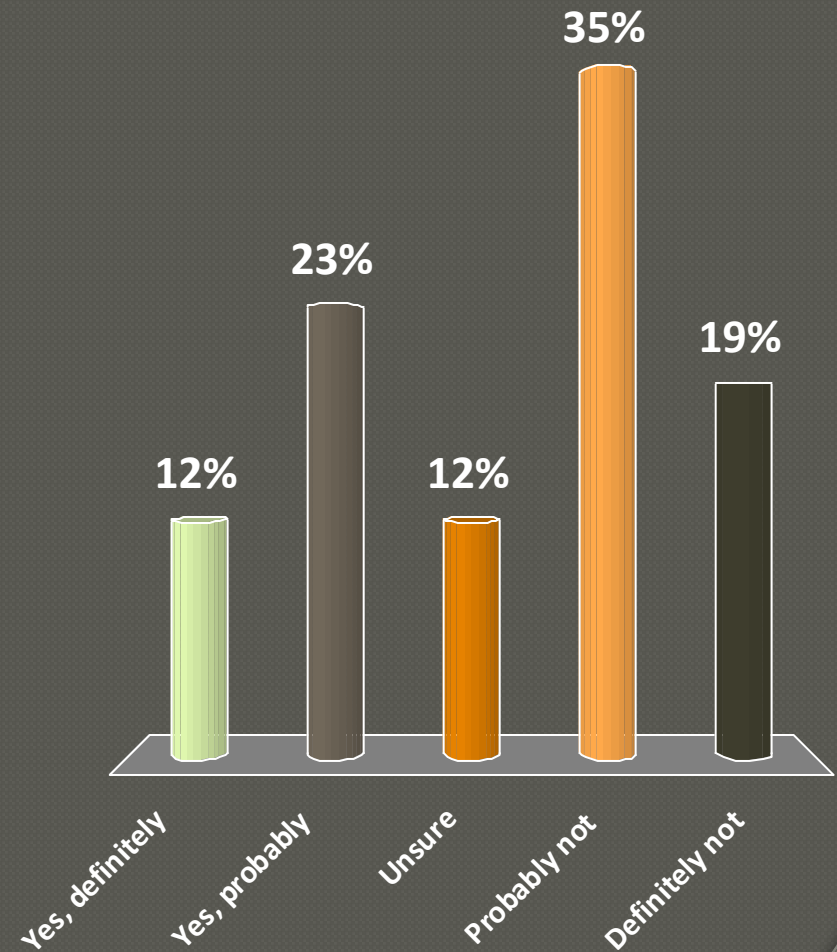
'protect/restore community socio-economic diversity'
should be a strategic priority this term?

- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



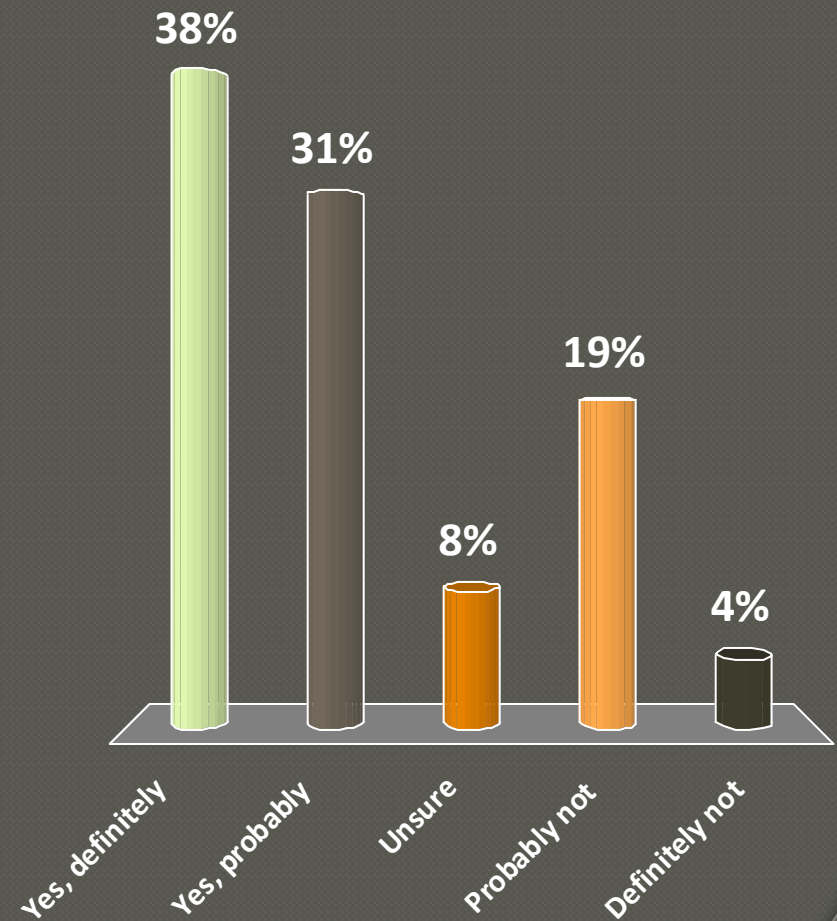
Do you believe
'enhance food security'
should be a strategic priority this term?

- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



Do you believe
'enhance community economic sustainability'
should be a strategic priority this term?

- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



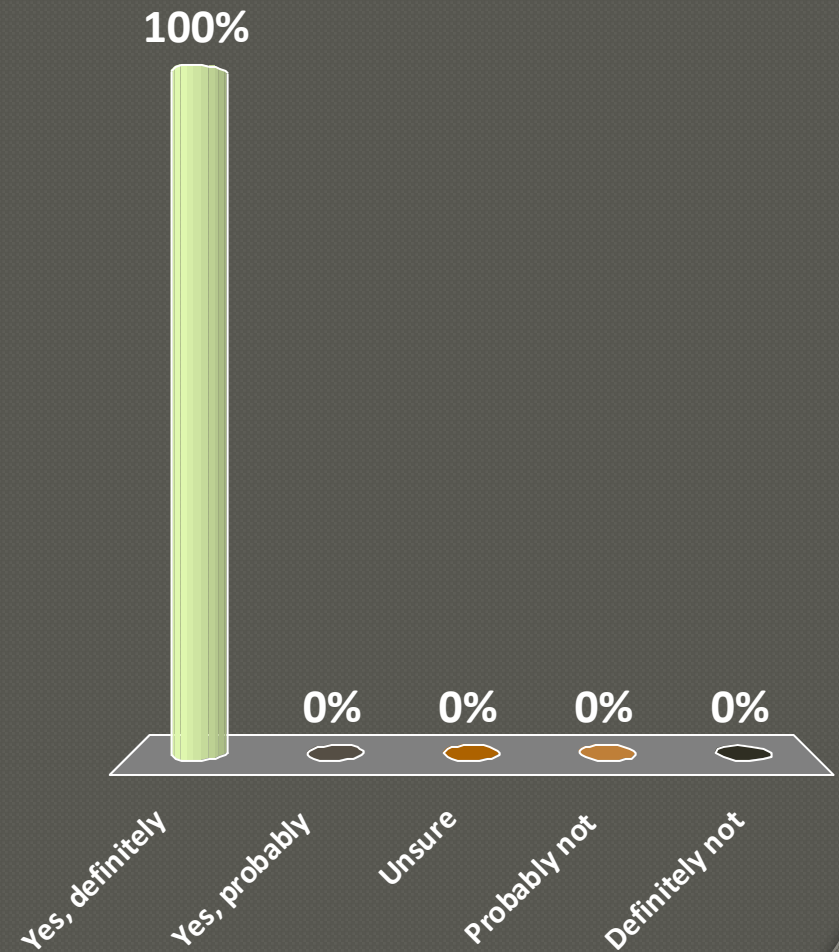
Do you believe

'improve community engagement and participation'
should be a strategic priority this term?

- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not

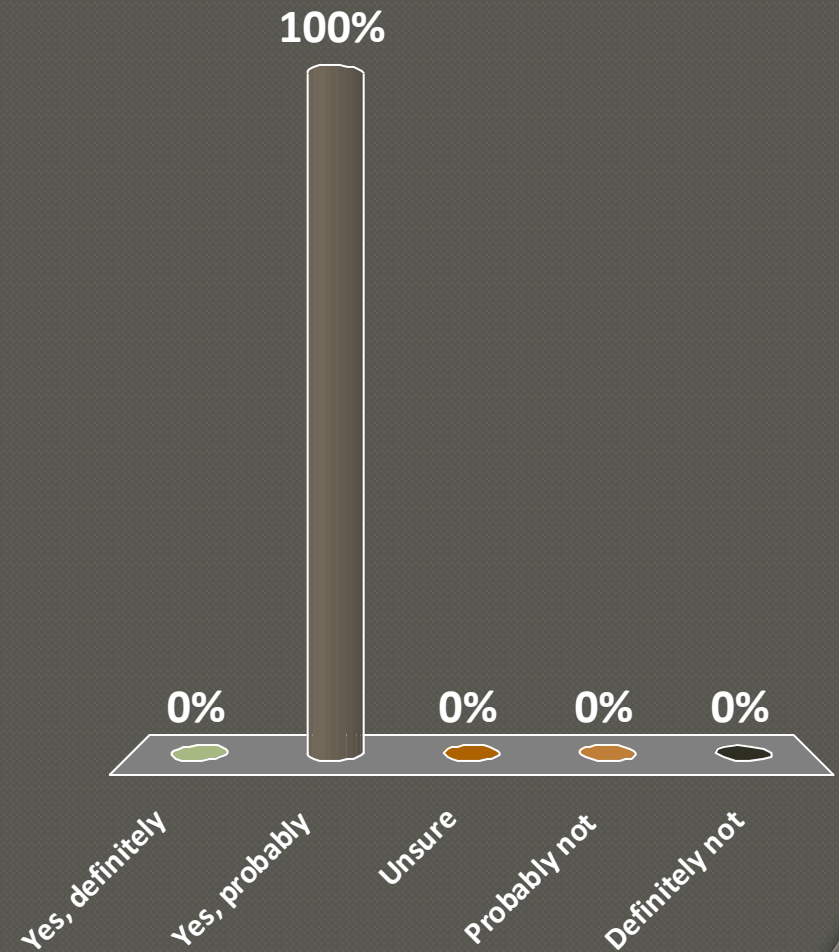
Do you believe
'improve Islands Trust cost effectiveness and resilience'
should be a strategic priority this term?

- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



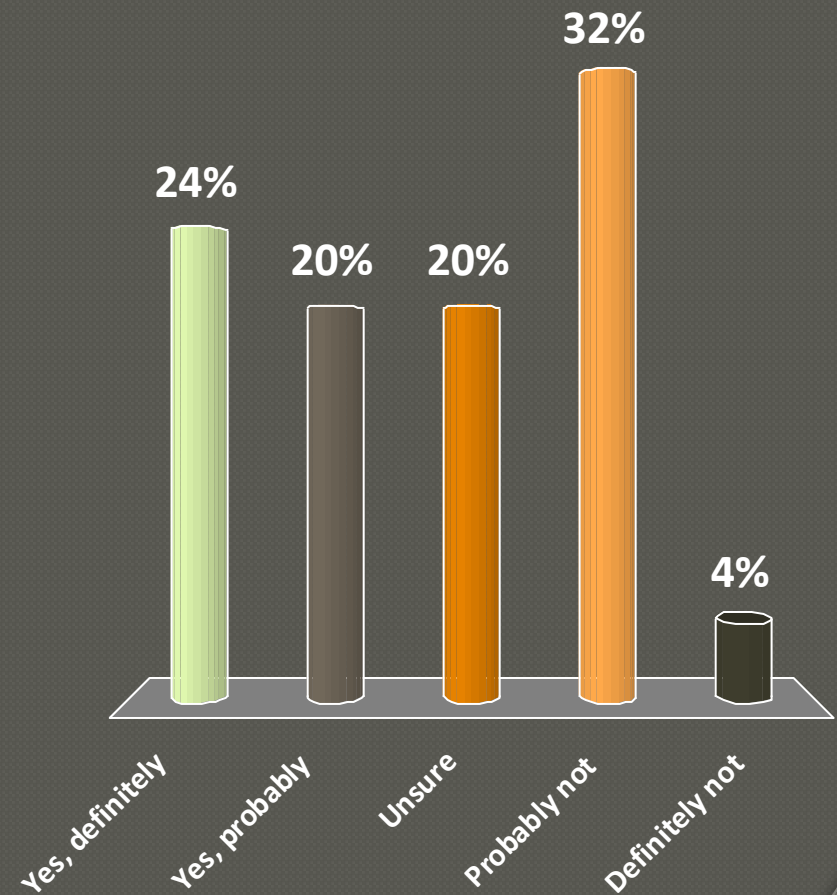
Do you believe
'improve development application procedures'
should be a strategic priority this term?

- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



Do you believe
'improve external communications'
should be a strategic priority this term?

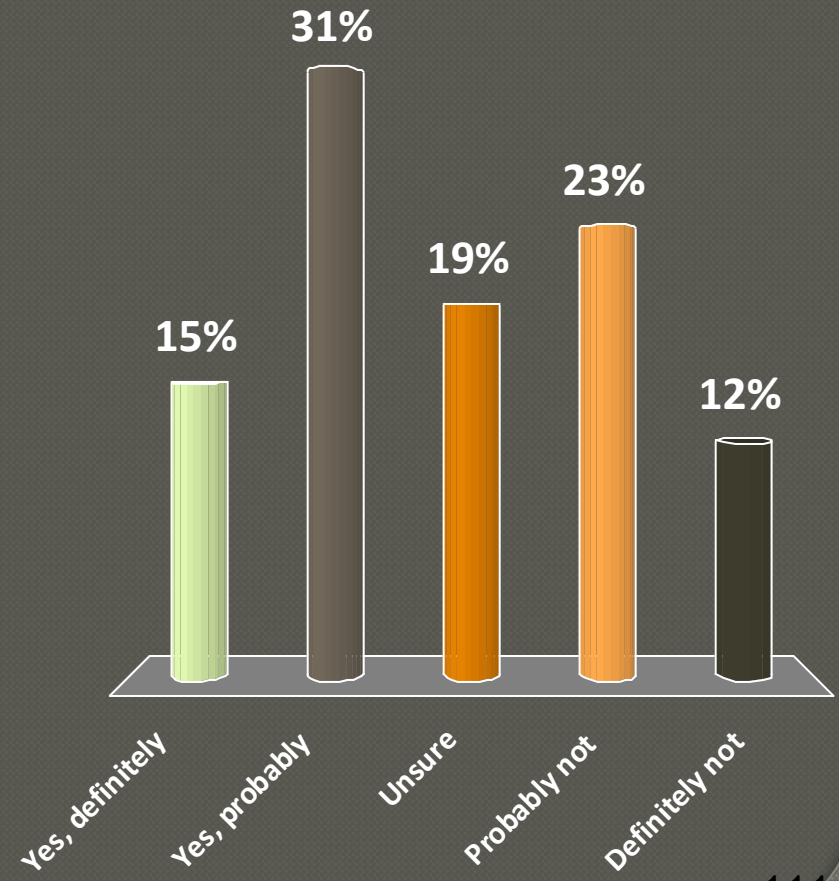
- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



Do you believe

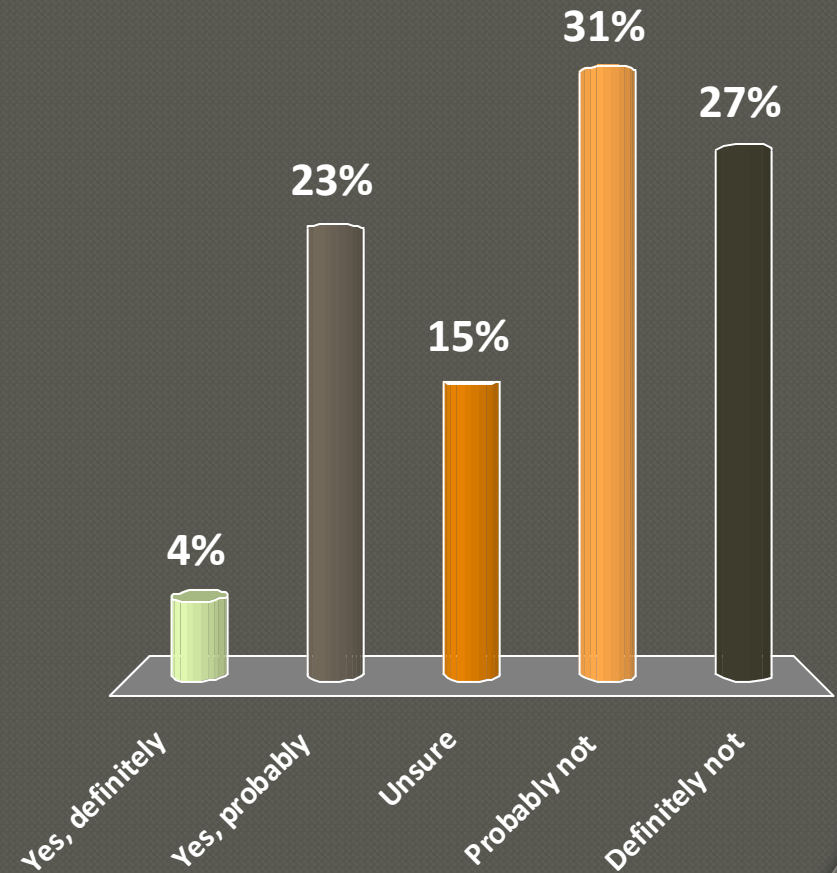
'improve understanding and support for the IT object'
should be a strategic priority this term?

- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



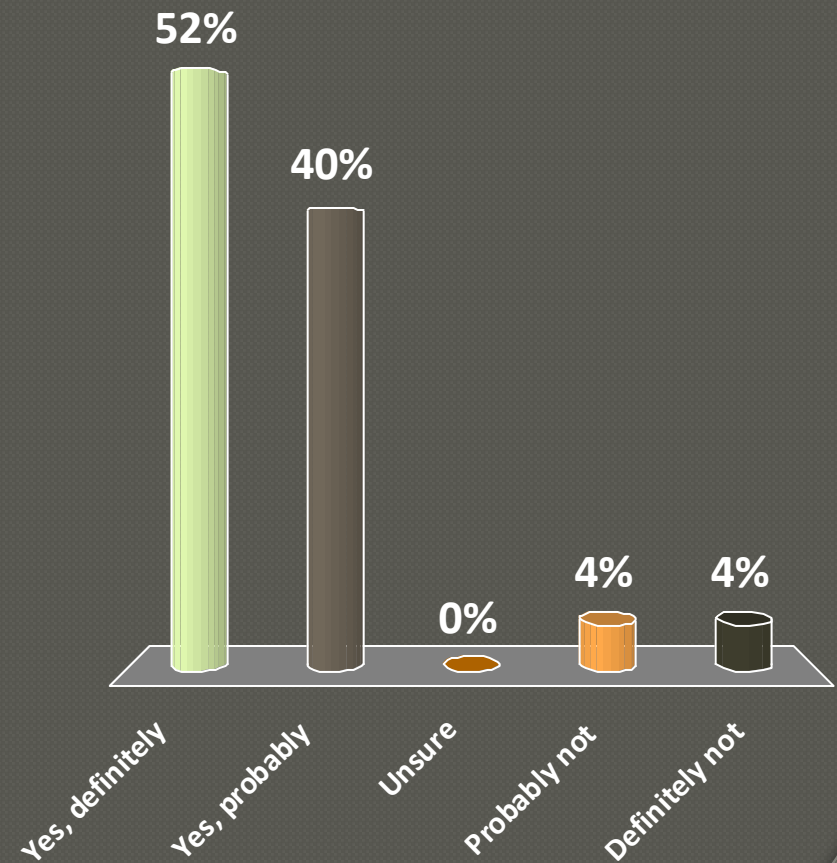
Do you believe
'improve open and transparent government'
should be a strategic priority this term?

- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



Do you believe
'strengthen relations with First Nations'
should be a strategic priority this term?

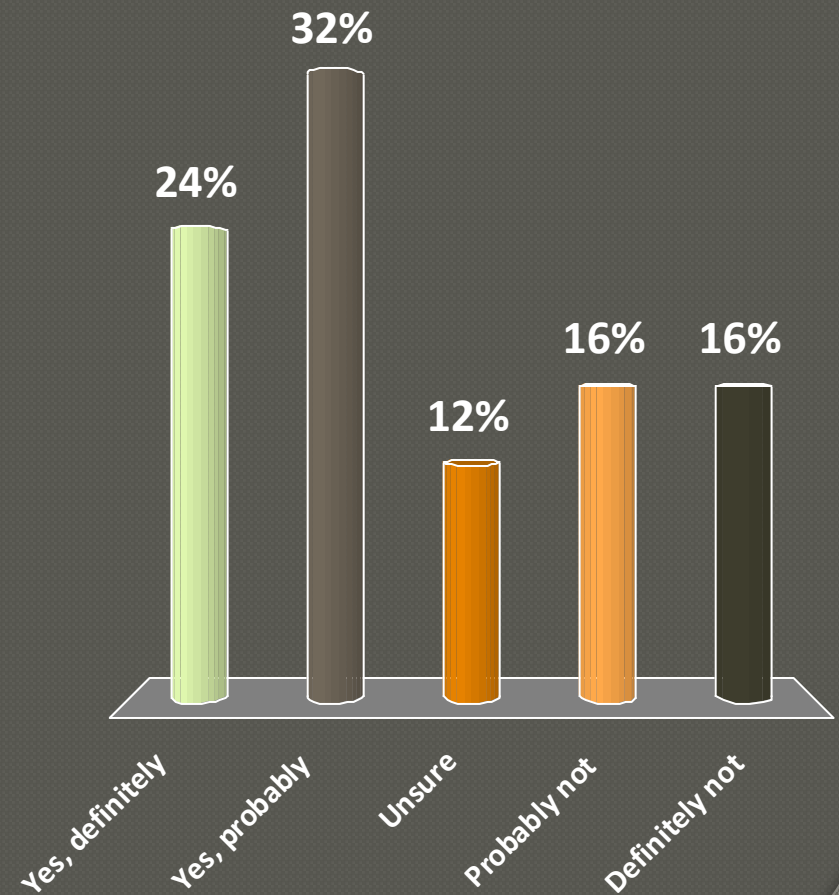
- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



Do you believe

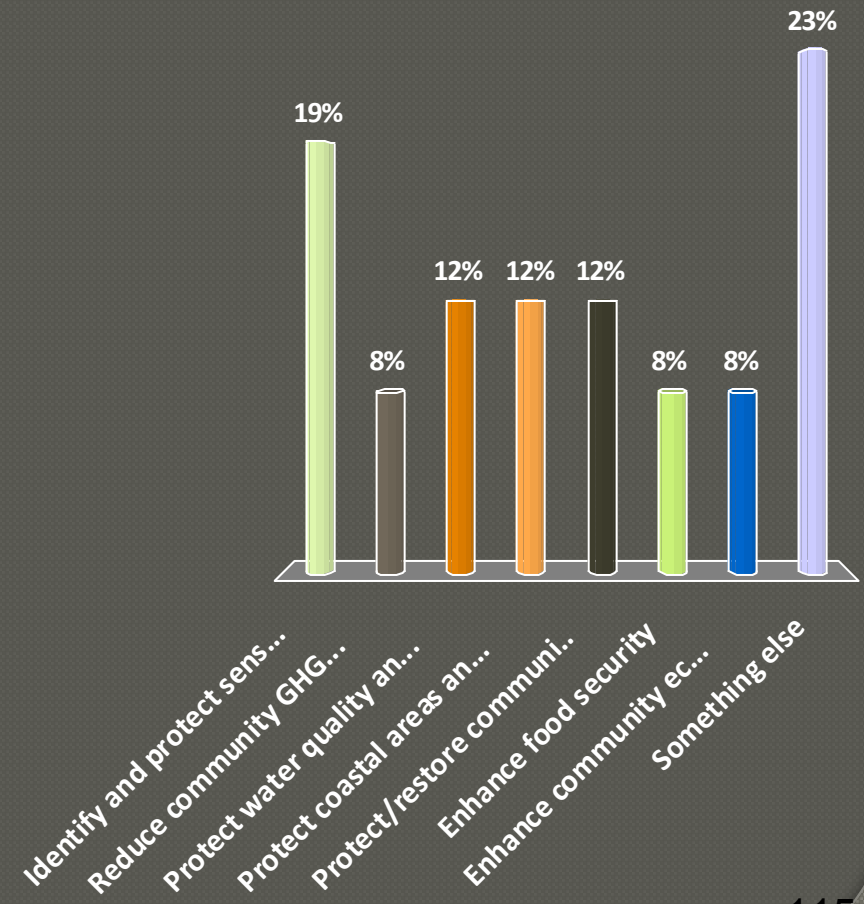
'Review/confirm the Islands Trust vision and policies'
should be a strategic priority this term?

- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



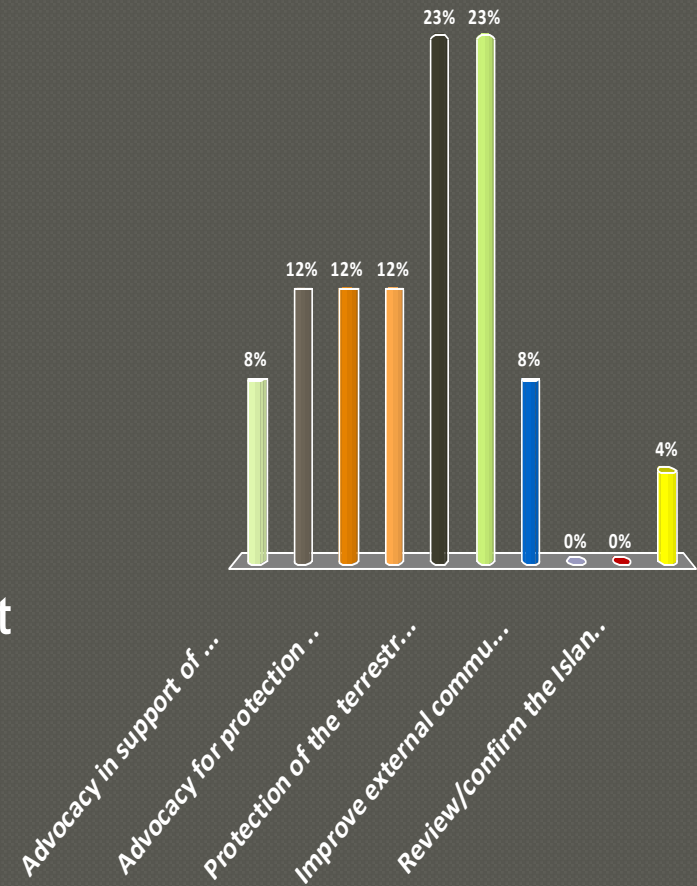
Which are the 3 most important land use planning topics for your Local Trust Committee to work on?

- A. Identify and protect sensitive ecosystems
- B. Reduce community GHG emissions
- C. Protect water quality and quantity
- D. Protect coastal areas and marine shore lands
- E. Protect/restore community socio-economic diversity
- F. Enhance food security
- G. Enhance community economic sustainability
- H. Something else



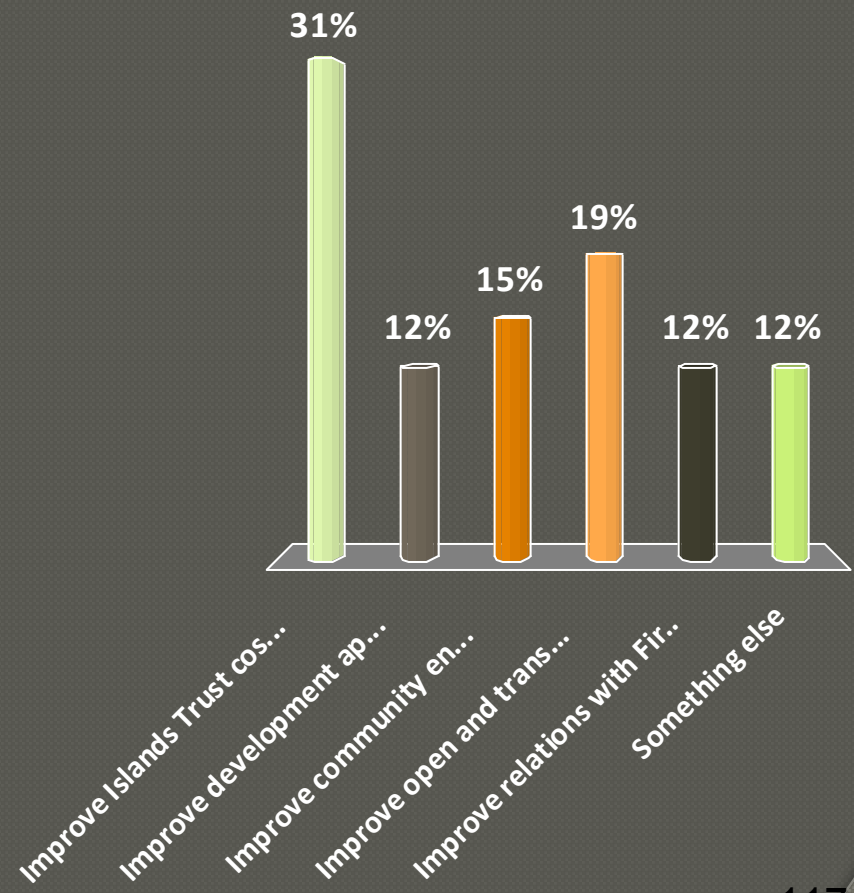
What are the 3 most important topics for Trust Area Services to work on?

- A. Advocacy in support of economic sustainability
(e.g. BC Ferries, tourism)
- B. Advocacy for protection of marine areas
(e.g. shipping safety, derelict vessels, nearby industrial activities, etc.)
- C. Protection of the terrestrial environment of islands
(e.g. land conservation)
- D. Improve external communications
- E. Improve understanding and support for the Islands Trust
- F. Review/confirm the Islands Trust vision and policies
- G. Something else



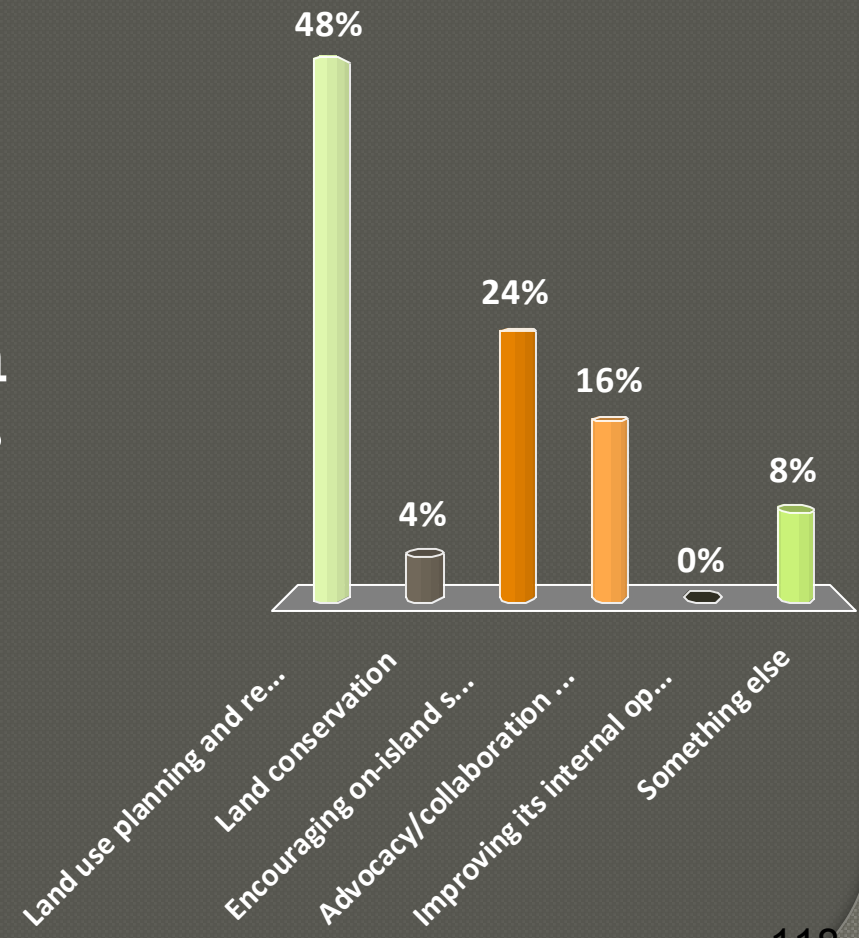
What are the 3 most important organizational improvements we could make?

- A. Improve Islands Trust cost-effectiveness and resiliency
- B. Improve development application processes
- C. Improve community engagement and participation
- D. Improve open and transparent government
- E. Improve relations with First Nations
- F. Something else



What is the best way for the Islands Trust to achieve its object?

- A. Land use planning and regulation
- B. Land conservation
- C. Encouraging on-island stewardship by others
- D. Advocacy/collaboration with others about issues outside our jurisdiction
- E. Improving its internal operations
- F. Something else



Discussion...

◎ Reactions?

- Did anything surprise you?
- Is anything missing?
- What else would you add as a potential objective?

Next steps

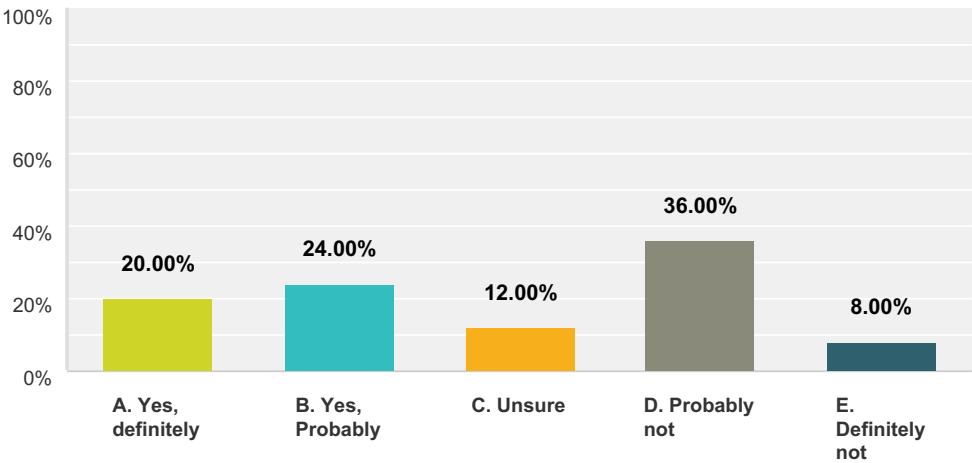
- ◉ Discussion by Council Committees, LTCs, Bowen Island Municipality, Trust Fund Board.
- ◉ Draft of potential priority objectives and strategies for review by Trust Council in June 2015.
- ◉ Executive Committee will solicit public input based on Council's adopted list of objectives and strategies.
- ◉ All public input will be directed to a single address
- ◉ All public input received will be considered by Council committees Executive Committee will develop a draft strategic plan for Council's consideration in September
- ◉ On-going quarterly progress reports to Trust Council
- ◉ Development of a draft budget in December 2015
- ◉ Adoption of next annual budget in March (2016)
 - Possible amendment of strategic plan based on adopted budget

Please remember to return the
clickers!!



Q1 Do you believe 'Identify and protect sensitive environmental areas' should be a strategic priority this term?

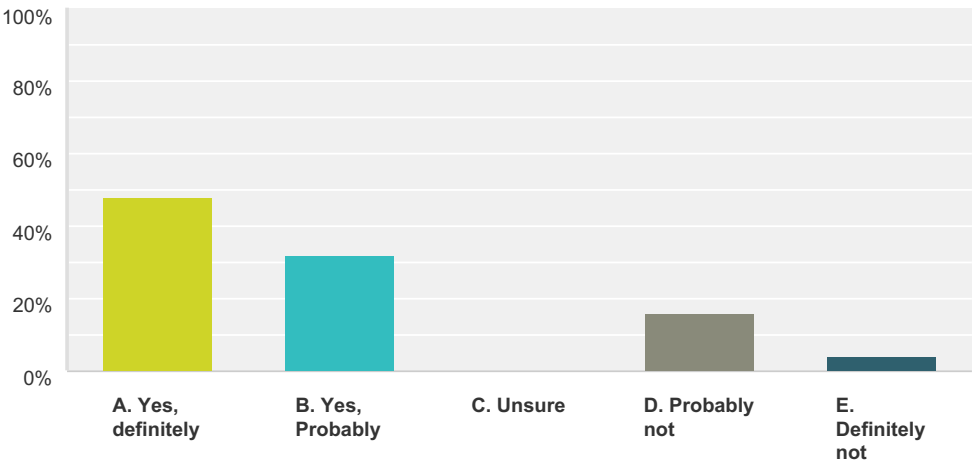
Answered: 25 Skipped: 0



Answer Choices	Responses	
A. Yes, definitely	20.00%	5
B. Yes, Probably	24.00%	6
C. Unsure	12.00%	3
D. Probably not	36.00%	9
E. Definitely not	8.00%	2
Total		25

Q2 Do you believe 'improve community engagement and participation' should be a strategic priority this term?

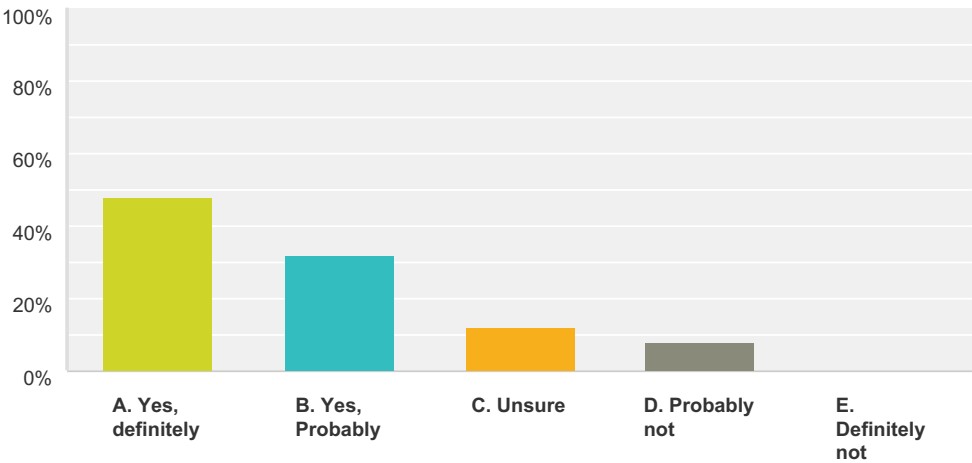
Answered: 25 Skipped: 0



Answer Choices	Responses	
A. Yes, definitely	48.00%	12
B. Yes, Probably	32.00%	8
C. Unsure	0.00%	0
D. Probably not	16.00%	4
E. Definitely not	4.00%	1
Total		25

Q3 Do you believe 'improve Islands Trust cost effectiveness and resilience' should be a strategic priority this term?

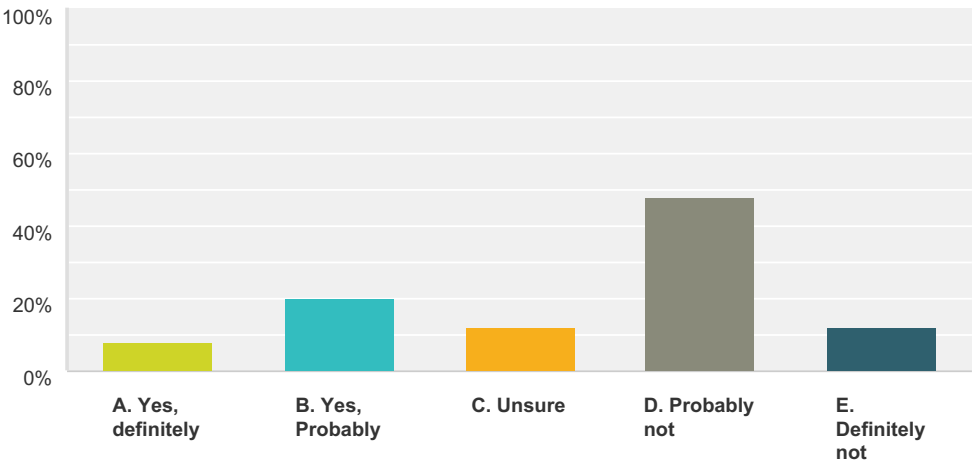
Answered: 25 Skipped: 0



Answer Choices	Responses	
A. Yes, definitely	48.00%	12
B. Yes, Probably	32.00%	8
C. Unsure	12.00%	3
D. Probably not	8.00%	2
E. Definitely not	0.00%	0
Total		25

Q4 Do you believe 'improve development application procedures' should be a strategic priority this term?

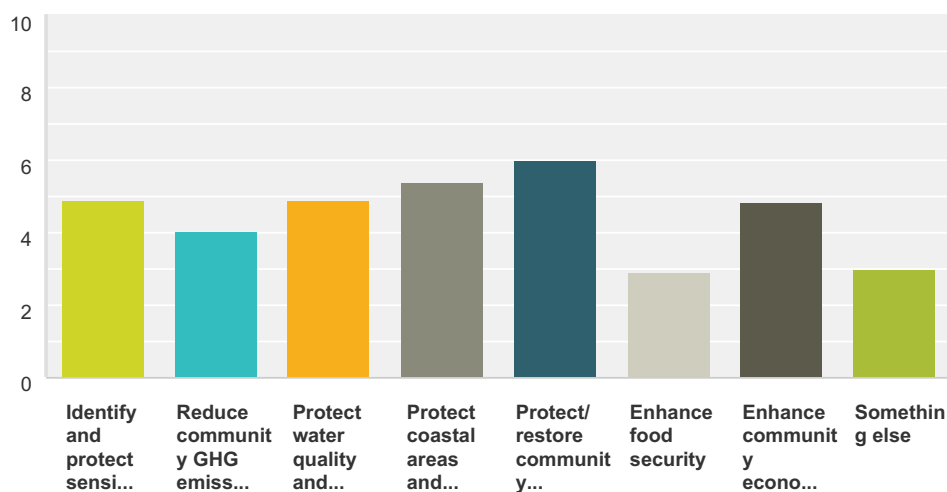
Answered: 25 Skipped: 0



Answer Choices	Responses	
A. Yes, definitely	8.00%	2
B. Yes, Probably	20.00%	5
C. Unsure	12.00%	3
D. Probably not	48.00%	12
E. Definitely not	12.00%	3
Total		25

Q5 In order of importance, which are the most important land use planning topics for your Local Trust Committee to work on?
 (iPad users can set order by using the dropdown list, desktop users can drag and drop)

Answered: 25 Skipped: 0



	1	2	3	4	5	6	7	8	Total	Score
Identify and protect sensitive ecosystems	8.00% 2	12.00% 3	24.00% 6	20.00% 5	16.00% 4	4.00% 1	8.00% 2	8.00% 2	25	4.92
Reduce community GHG emissions	4.00% 1	12.00% 3	20.00% 5	4.00% 1	16.00% 4	8.00% 2	24.00% 6	12.00% 3	25	4.04
Protect water quality and quantity	4.00% 1	8.00% 2	16.00% 4	36.00% 9	20.00% 5	12.00% 3	4.00% 1	0.00% 0	25	4.88
Protect coastal areas and marine shore lands	24.00% 6	20.00% 5	4.00% 1	8.00% 2	16.00% 4	24.00% 6	4.00% 1	0.00% 0	25	5.40
Protect/restore community socio-economic diversity	20.00% 5	28.00% 7	20.00% 5	4.00% 1	20.00% 5	8.00% 2	0.00% 0	0.00% 0	25	6.00
Enhance food security	0.00% 0	0.00% 0	8.00% 2	16.00% 4	0.00% 0	28.00% 7	32.00% 8	16.00% 4	25	2.92
Enhance community economic sustainability	20.00% 5	20.00% 5	0.00% 0	12.00% 3	8.00% 2	16.00% 4	20.00% 5	4.00% 1	25	4.84
Something else	20.00% 5	0.00% 0	8.00% 2	0.00% 0	4.00% 1	0.00% 0	8.00% 2	60.00% 15	25	3.00

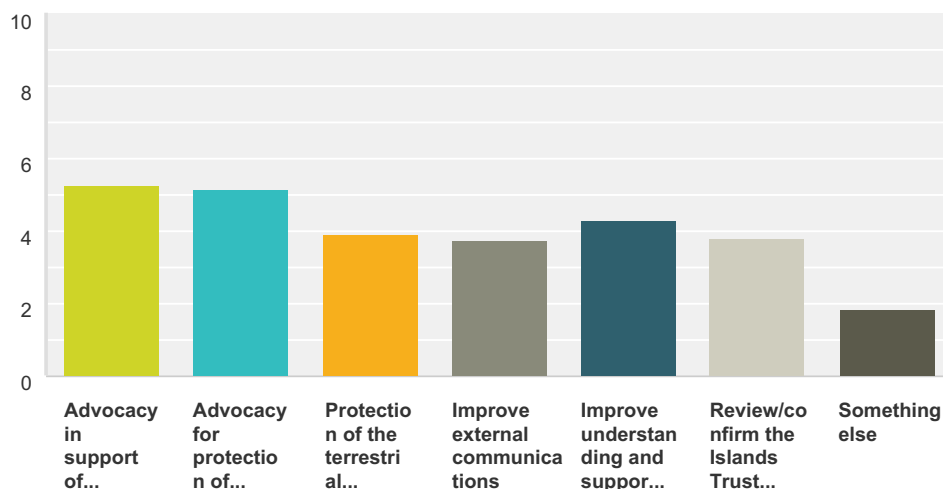
Q6 If you chose "Something else" as one of your top 3, please describe the topic.

Answered: 8 Skipped: 17

#	Responses	Date
1	A vision to guide the trust in the creation of truly sustainable communities in the Trust area	3/25/2015 4:21 PM
2	It ranked all of them would not let me not rank them, think top priority is to do the zoning so have housing diversity, places where jobs can happen	3/24/2015 10:35 PM
3	Secondary suites/dwellings and reviewing lot density	3/23/2015 6:30 PM
4	Reduce budget or get province to cough up (or both)	3/23/2015 3:46 PM
5	Review and update our present LUB	3/23/2015 3:43 PM
6	Integrated community sustainability plan. Second should be lowering ecological footprint, then number 2 is third, etc.	3/23/2015 1:40 PM
7	strengthen First Nations relationships	3/19/2015 11:32 AM
8	Community sustainability	3/18/2015 10:29 PM

Q7 In order of importance, what are the most important topics for Trust Area Services to work on?(iPad users can set order by using the dropdown list, desktop users can drag and drop)

Answered: 25 Skipped: 0



	1	2	3	4	5	6	7	Total	Score
Advocacy in support of economic sustainability (e.g. BC Ferries, tourism)	28.00% 7	20.00% 5	28.00% 7	8.00% 2	8.00% 2	4.00% 1	4.00% 1	25	5.24
Advocacy for protection of marine areas (e.g. shipping safety, derelict vessels, nearby industrial activities, etc)	24.00% 6	28.00% 7	16.00% 4	16.00% 4	8.00% 2	4.00% 1	4.00% 1	25	5.16
Protection of the terrestrial environment of islands (e.g. land conservation)	8.00% 2	8.00% 2	20.00% 5	24.00% 6	16.00% 4	20.00% 5	4.00% 1	25	3.92
Improve external communications	0.00% 0	16.00% 4	12.00% 3	24.00% 6	28.00% 7	20.00% 5	0.00% 0	25	3.76
Improve understanding and support for the Islands Trust	20.00% 5	4.00% 1	12.00% 3	28.00% 7	24.00% 6	8.00% 2	4.00% 1	25	4.28
Review/confirm the Islands Trust vision and policies	16.00% 4	16.00% 4	8.00% 2	0.00% 0	16.00% 4	40.00% 10	4.00% 1	25	3.80
Something else	4.00% 1	8.00% 2	4.00% 1	0.00% 0	0.00% 0	4.00% 1	80.00% 20	25	1.84

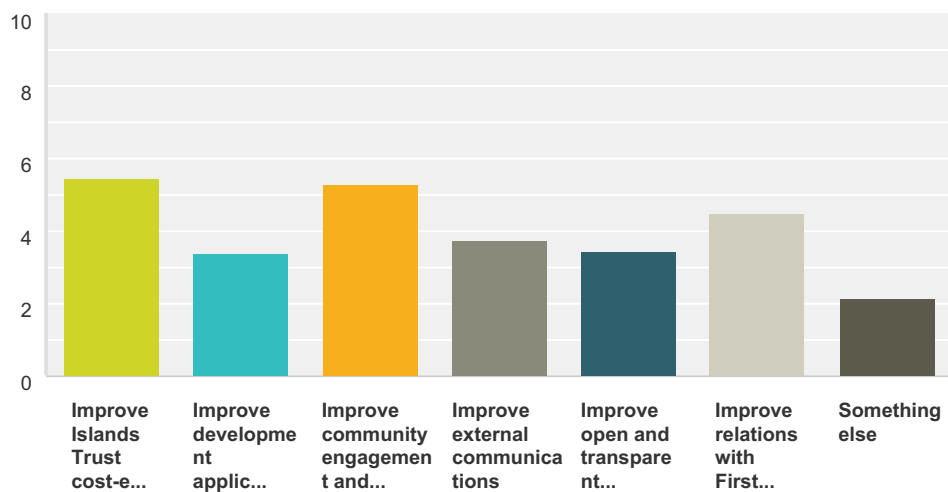
Q8 If you chose "Something else" as one of your top 3, please describe the topic.

Answered: 5 Skipped: 20

#	Responses	Date
1	A trust vision for sustainable communities that embraces ecology and society	3/25/2015 4:22 PM
2	First Nations engagement in regards to aquaculture and protection our marine environment	3/23/2015 6:34 PM
3	I see "improve external communications" as a subset of "improve understanding and support for the It"	3/23/2015 3:58 PM
4	I believe there are major gaps in integrated planning in our communities. In concert with other agencies, we need to examine how we fill those gaps.	3/23/2015 1:47 PM
5	Strategic planning, First Nations, and attending to the health, attitude and direction of the organization	3/18/2015 10:33 PM

Q9 In order of importance, what are the most important organizational improvements we could make?(iPad users can set order by using the dropdown list, desktop users can drag and drop)

Answered: 25 Skipped: 0



	1	2	3	4	5	6	7	Total	Score
Improve Islands Trust cost-effectiveness and resiliency	32.00% 8	28.00% 7	12.00% 3	12.00% 3	12.00% 3	4.00% 1	0.00% 0	25	5.44
Improve development application processes	4.00% 1	12.00% 3	8.00% 2	24.00% 6	12.00% 3	28.00% 7	12.00% 3	25	3.40
Improve community engagement and participation	12.00% 3	40.00% 10	28.00% 7	12.00% 3	4.00% 1	4.00% 1	0.00% 0	25	5.32
Improve external communications	8.00% 2	0.00% 0	28.00% 7	16.00% 4	24.00% 6	20.00% 5	4.00% 1	25	3.76
Improve open and transparent government	8.00% 2	4.00% 1	12.00% 3	12.00% 3	36.00% 9	20.00% 5	8.00% 2	25	3.44
Improve relations with First Nations	24.00% 6	8.00% 2	12.00% 3	24.00% 6	12.00% 3	20.00% 5	0.00% 0	25	4.48
Something else	12.00% 3	8.00% 2	0.00% 0	0.00% 0	0.00% 0	4.00% 1	76.00% 19	25	2.16

Q10 If you chose "Something else" as one of your top 3, please describe the topic.

Answered: 5 Skipped: 20

#	Responses	Date
1	Internal priorities are focused and produce a strategic vision that aligns with clear budgeting.	3/25/2015 4:24 PM
2	assist trustees to look for examples trust-area-wide (Bowen isolated from Trust, looks to MetroVancouver)	3/24/2015 11:43 AM
3	Examine how we can decentralize as an organization. This is an exercise that needs to be undertaken in concert with item 2.	3/23/2015 1:49 PM
4	review and reform the flow of information and the conduct of meetings	3/19/2015 12:07 PM
5	Our attitude and relationships with each other (trust)	3/18/2015 10:35 PM



Islands Trust Council

Discussion Draft **Strategic Plan**

2014-2018

April 8, 2015



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The Islands Trust Area

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

The beauty, tranquility, and sometimes fragile natural environment of the islands in the Strait of Georgia and Howe Sound, characterized by an exceptional variety of species, have given the area national recognition. The islands support strong communities characterized by a mix of lifestyles, livelihoods and individuals. Island residents bring unique skills, viewpoints and sense of place together to sustain a tradition of community involvement.

Our Provincial Mandate

"to preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia"

– Islands Trust Act

The Islands Trust Council

The Islands Trust Council has a unique mandate from the province to preserve and protect the amenities and environment of the Islands Trust Area, for the benefit of residents and all British Columbians. It meets quarterly to make decisions about the Islands Trust's overall policy, advocacy positions, staff resources and budget. Trust Council is made up of the 26 locally-elected trustees who also sit on 12 local trust committees and one island municipality. There they have responsibilities for land use planning and regulatory decisions that are separate from their role at the Islands Trust Council. The current Council was elected for a 4-year term during BC Local General Elections in November 2014. Trustee terms will end in October 2018.



Trust Council's Current Strategic Plan

The [Islands Trust Policy Statement](#) is partially implemented through Council's strategic plan. By identifying goals and developing a plan to achieve them, Council focuses finite resources and measures progress. After extensive review and public input in 2012, Trust Council confirmed the following focus areas for its [2011-2014 Strategic Plan](#):

[Islands Trust Policy Statement Goal A - Ecosystem Preservation and Protection](#)

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

Encouraging and enabling islanders in voluntary stewardship actions that protect special areas, including the shoreline

Working to protect fish habitat under BC's Riparian Areas Regulation

Protecting special ecosystems, managing shoreline areas and reducing greenhouse gas emissions when land use decisions are made

Advocating for new approaches to oil spill preparedness, derelict vessels, industrial developments, aquaculture, marine sewage and national marine conservation

[Islands Trust Policy Statement Goal B – Stewardship of Island Resources](#)

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

Encouraging voluntary stewardship, advocating for legislative reform and exploring creative solutions for watershed management

Using land use planning tools and decisions to protect the quality and quantity of water resources

[Islands Trust Policy Statement Goal C – Sustain Island Character and Healthy Communities](#)

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

Creating linkages between islanders and regional districts to share effective economic development models

Continuing to advocate for sustainable, affordable and appropriate ferry services

Using land use planning tools and decisions to positively affect housing, food security, farmland protection, and socio-economic diversity.

[Goal D – To work in Cooperation with Others \(from the Islands Trust object\)](#)

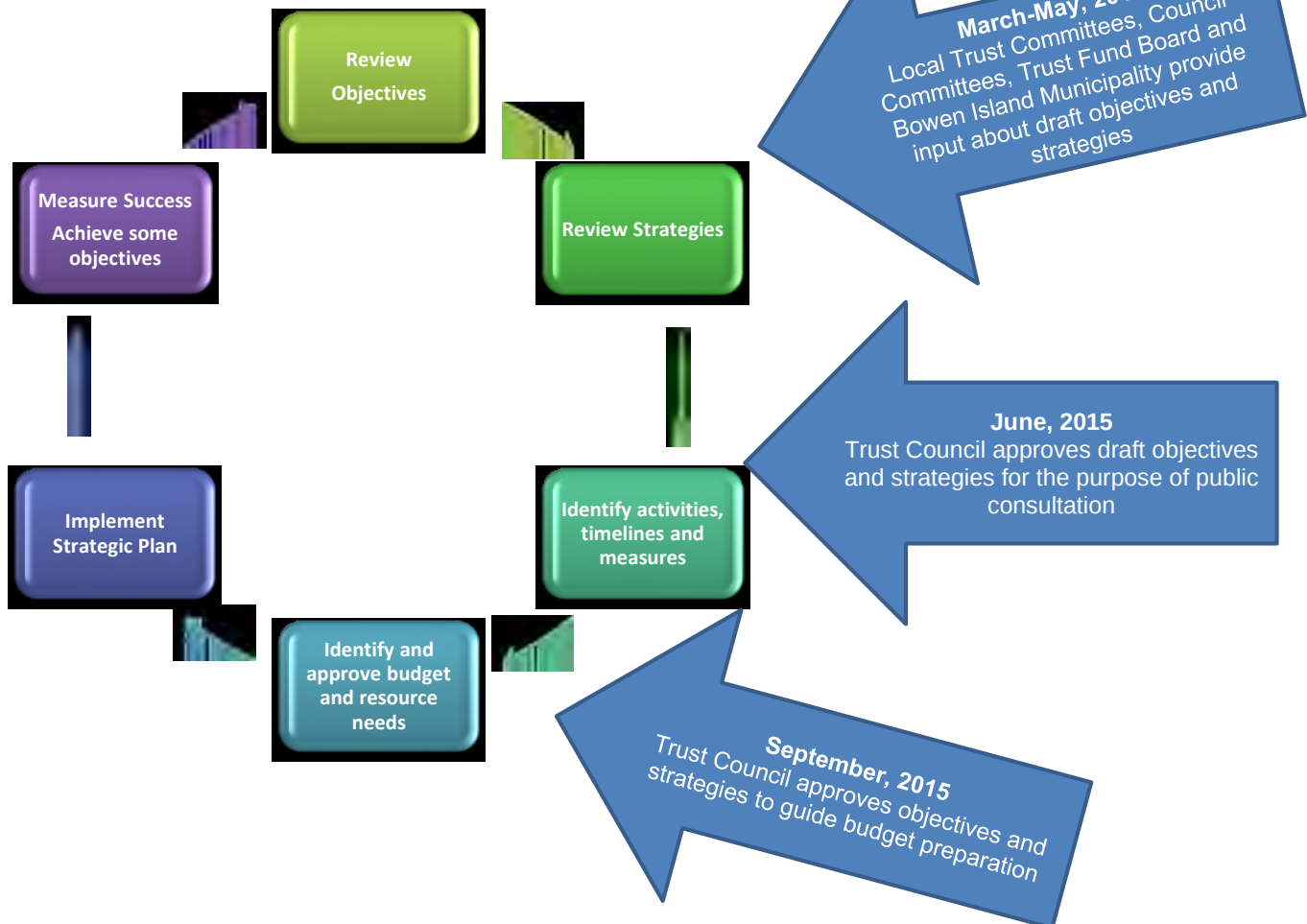
The Islands Trust will work with others by:

Strengthening relations with the many First Nations who have interests in the Islands Trust Area, through improved liaison at the political level and communications about marine advocacy.

Continually working to improve our organizational effectiveness.

Strategic Plan Review and Update

The Islands Trust Council has given its Executive Committee responsibility for facilitating the review and amendment of Trust Council's Strategic Plan for the 2014-2018 term. To develop drafts of the plan, the Executive Committee has adopted a process (See Appendix 1) to identify between 7 and 12 priority **objectives**, along with related **strategies**, through consultation with each of Council's three standing committees, the Trust Fund Board, local trust committees and Bowen Island Municipality. Once the most important **objectives** are confirmed or amended, more detailed **strategies**, activities, timelines, resource needs and progress measures will be identified. The plan development process also includes public consultation during the summer of 2015 to receive input about the **objectives** and **strategies** that Trust Council should identify as priorities. The Strategic Plan Review Process is illustrated below.



Strategic Plan Discussion Draft for 2014-2018

Attachment 1 is a Discussion Draft of a Strategic Plan for the 2014-2018 term. Based on the 2011-2014 Strategic Plan, it illustrates how some potential new objectives and strategies could be introduced into the existing plan, while recognizing the need for Islands Trust Council, local trust committees and the Trust Fund Board to complete work they still have underway from the previous term. Potential new objectives and strategies are shown in *italics*. These have been identified on a preliminary basis, and are based on:

- preliminary trustee discussions in December 2014 about objectives and strategies for the coming term (see [Session 4 Outline](#), Session 4 [Presentation](#));
- Notes from the trustee roundtable discussion in December 2014
- Preliminary feedback from Trust Council about the relative priority of the objectives that trustees had identified
- Preliminary priorities identified by Council Committees in their work programs.
- Preliminary priorities identified in local trust committee work programs.
- Preliminary priorities identified in the Trust Fund Board work program.
- Where known, relevant priorities of Bowen Island Municipality (BIM Strategic Plan is in development)

In several instances, more detailed strategies, along with specific activities, will need to be identified, once Islands Trust bodies confirm their priority objectives for the coming term.

Attachment 1 – Islands Trust Strategic Plan Discussion Draft

Shaded text=activities primarily achieved in the current or prior fiscal years or proposed for future fiscal years and subject to future budget decisions;

Italics – status updates (in status column) since last Trust Council meeting and potential new objectives and strategies **NB – Status Column has not been fully updated, pending further confirmation of priority objectives**

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

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

Policy Statement Goal A: Ecosystem Preservation and Protection...

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS **
1 PROTECT the natural environment of islands	1.1 Encourage voluntary stewardship of natural environment	FY 2011/12- 2014/15 1.1.1 Promote community participation in conservation through information sharing and education about private land stewardship options	TFB	Subject to funding in annual budgets or grant funding	By whether the Islands Trust Fund is actively promoting its conservation programs at community events, in publications and online	Ongoing
		FY 2012/13 – 2014/15 1.1.2 Share information about best practices for covenants and NAPTEP with all planning staff	TFB	Funded by base budget	By whether planners have been provided with covenant education opportunities and whether information is available through the Islands Trust Fund website	ITF presentation to LPS not started.
		FY 2012/13 – 2014/15 1.1.3 Improve and update mapping of natural and modified environments, including terrestrial ecosystem mapping, protected area networks, nearshore mapping and areas under sustainable forestry or sustainable agricultural use.	TFB	Funded by program budget of 22K in 2013/14 and \$25K in 2014/15 for eelgrass mapping; \$10K in 2013/14 for forage fish mapping, as well as matching funds secured by partners	By whether maps of natural and modified environments are available to LTC's and BIM, RDs, local conservancies and other partners	Draft Protected Area Network mapping available; eelgrass mapping will be complete for whole Trust Area in mid Dec. Forage fish habitat mapping completed for North and South Pender, Denman, Hornby, Thetis, Bowen and Gambier.
		FY 2013/14-2014/15 1.1.4 Research and develop a pilot landowner contact program in collaboration with a local conservancy	TFB	No external funding secured; working within base budget	By whether a landowner contact pilot program is implemented	Outreach via mail complete. Site visits on Lasqueti underway.
		FY 2011/12 - 2014/15	TFB	Funded by base	By the number of island	2014/15 to date \$2,044.

Comment [LA1]: Less than 45 % of trustees indicated 'protection of sensitive ecosystems' should be a priority this term, although they also indicated that 'identify and protect sensitive ecosystems' was the third most important topic for LTCs to work on.

Comment [LA2]: This is a priority of the Trust Fund Board

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS **
		1.1.5 Support island-based land trusts with partnerships, funding and capacity building opportunities			budget and donations	conservation projects supported from private donations through the Opportunity Fund	
	1.2 Expand Natural Areas Protection Tax Exemption Program (NAPTEP) program to entire Islands Trust Area	FY 2015/16 1.2.1 Present NAPTEP program to BIM Council for consideration	TFB	BIM***	Funded by base budget	By whether or not BIM has considered participating in the NAPTEP program	Underway
		FY 2016/17 1.2.2 Launch NAPTEP on Bowen Island (subject to BIM approval)	TFB		Subject to budget	By whether NAPTEP has been launched on Bowen Island	Not due. Not started.
	1.3 Protect fish habitat by implementing Riparian Areas Regulation	PHASE 1 – Identify watersheds FY 2014/15 1.3.1 Identify RAR watersheds on Gambier and Lasqueti	LTCs**		Subject to budget	By whether all RAR watersheds on Gambier and Lasqueti have been identified	Gambier underway.
		PHASE 2 – Improve mapping FY 2014/15 – 2015/16 1.3.4 Improve mapping of additional riparian areas in Gambier LTA	LTCs**		Funded in 2014/15 program budget (\$30,000 mapping on Gambier LTA)	By whether new mapping of riparian areas is complete	RFP in preparation for Gambier LTA
		PHASE 3 – Adopt bylaws FY 2014/15 – 2015/16 1.3.5 Adopt new bylaws to implement RAR on selected islands (Gabriola, Lasqueti, Mayne, Salt Spring/Prevost, Saturna, Thetis)	LTCs**		Funded by 2014/15 program budget	By whether Gabriola, Lasqueti, Mayne Saturna and Thetis are RAR compliant through bylaw development	Gabriola bylaw submitted for ministerial approval. Lasqueti & Thetis in progress. Mayne restarting work.
		FY 2014/15 – 2015/16 1.3.6 Adopt new bylaws to implement RAR on all islands where still required (Ballenas/Winchelsea, Denman, Hornby, and Salt Spring)	LTCs**		Funded by 2014/15 program budget (\$17,500)	By whether Ballenas/Winchelsea, Denman, Hornby and Salt Spring are compliant with RAR through bylaw development	Denman bylaw given 1 st reading. Hornby bylaw drafted. SSI bylaw given 3 rd reading.
		FY 2014/15 - ? 1.3.7 Adopt new bylaws to implement RAR on all Lasqueti and Gambier watersheds	LTCs**		Subject to 2015/16 program budget	By whether all Gambier and Lasqueti watersheds are compliant with RAR through bylaw development	Project planning underway on Lasqueti
	1.4 Establish reliable, adequate and sustainable funding for the Islands Trust Fund	FY 2014/15 – ? 1.4.1 Seek legislative change regarding TFB corporate structure and name	EC	TFB	Funded by base budget	By whether legislative change has been requested	Chair correspondence sent Nov/12. Initial response received Feb/13. Minister unable to meet before end of 2011/14 term. New meeting request with ADM initiated
		FY 2016/17 1.4.3 Develop and implement strategy re changes to corporate structure and name	TFB		Subject to 2014/15 program budget	By whether TFB corporate status and name change has been implemented	Not started. Not due unless province makes legislative changes

Comment [LA3]: This is a top work program item for the Trust Fund Board

Comment [LA4]: This is a priority for Bowen Island Municipality

Comment [LA5]: 7 LTCs indicate that RAR implementation is a priority for this term (Denman, Gambier, Hornby, Lasqueti, Mayne, Thetis, SSI)

Comment [LA6]: Identified as an Exec Committee work program priority, based on a Trust Fund Board request

Strategic Plan | 2014-2018

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS **
		FY 2017/18 1.4.4 Review and launch long-term funding strategy	TFB	Subject to 2015/16 program budget	By whether the long-term funding strategy has been reviewed and launched	Not started. Not due unless province makes legislative changes
	1.5 Establish core conservation areas to protect biodiversity priorities	FY 2014/15 – (?) 1.5.1 Map and prioritize high biodiversity areas and develop a strategy for protection	TFB	Funded by base budget	By whether the TFB has a prioritized high biodiversity areas, and developed a strategy including a funding needs assessment)	Mapping finalized; strategy in development
		FY 2014/15 – 2018/19 1.5.2 Protect land with high biodiversity, through acquisition, donation, or conservation covenant	TFB*	Partial funding through base budget; acquisitions funded by donations and external grants	By whether the TFB has protected at least ** hectares of high biodiversity land in the timeframe of the Regional Conservation Plan 2011-2015	133.7 hectares protected 2011-2014
	1.6 Reduce greenhouse gas emissions	FY 2012/13 – 2015/16 1.6.1 Use new planning tools (Bill 27) to reduce greenhouse gas emissions to implement OCP policies LTCs adopted last term (e.g. as illustrated in Council toolkit Reducing Greenhouse Gases in the Islands Trust Area)	LTCs**/BIM***	Funded in 2013/14 annual budget	By whether LTCs/BIM have used new planning tools to foster reduced GHG emissions from development	Gabriola bylaw to implement OCP policies submitted for ministerial approval.
		FY 2013/14 – 2015/16 1.6.3 Develop a Renewable Energy Tool Kit	LPC	Funded by base budget	By the number of elements of the Renewable Energy Tool Kit that have been completed	Two reports complete: (Domestic Small Scale Wind Energy and Ocean Based Geo-Exchange). Macro-hydro fact sheet in draft form.
	1.7 Use land use planning tools and decisions to protect coastal Douglas fir and associated ecosystems	FY 2015/16 1.7.1 Develop recommendations re LTC use of planning tools to protect cDf and associated ecosystems	LPC	Subject to funding	By whether recommendations for planning tools have been prepared	Not due Not started
	1.8 Advocacy re protection of ecosystems	TBD (e.g. eradication of non-native species)	LTCs			
2. PROTECT coastal and marine areas	2.1 Use land use planning tools for shoreline protection	Specific activities and phases to be determined by LTCs and BIM who have identified this as a priority area	LTCs**/BIM***	TBD	TBD	TBD
	2.2 Participate in planning for National Marine Conservation Area Reserve	FY *** 2.2.1 Respond to NMCA implementation steps with complementary activities, as required	LTCs**	Subject to budget	TBD	Pending federal decisions Not due Not started
	2.3 Advocate for protection of the Salish Sea and Howe Sound re shipping safety, derelict vessels and industrial	FY 2015/16 – 2017/18 2.3.1 Chair correspondence regarding shipping safety	EC	Funded by base budget	By whether the Chair has sent correspondence to advocate for shipping safety	Previous marine advocacy complete. Correspondence sent since Dec/14: Woodfibre LNG

Comment [LA7]: Identified as a Trust Fund Board priority

Comment [LA8]: Consider for potential removal or reduced effort. No LTCs have identified this as a priority, so further development of the toolkit may not be effective. Less than 50% of trustees indicated 'reduce GHG emissions in communities' should be a priority for this term.

Comment [LA9]: The Local Planning Committee has this on its work program, subject to further input from trustees.

Comment [LA10]: Consider for potential removal or reduced effort. No LTCs have identified this as a priority, so it may not be effective to develop related recommendations about the use of planning tools

Comment [LA11]: Mayne LTC has identified fallow deer eradication as a community advocacy priority

Comment [LA13]: Trustees indicated that 'protect coastal areas and marine shorelands' was the second most important topic for LTCs to work on. 3 LTCs and BIM have identified related land use planning as priority work program item. Specific activities and phases to be determined at the local level. The Local Planning Committee has identified work on Green Shores for Homes on is work program, subject to further input from trustees.

Comment [LA12]: Over 75% of trustees indicated 'protect coastal areas and marine shorelands' should be a priority this term.

Comment [LA14]: Trustees indicated that 'advocacy for protection of marine areas was a close second in terms of the most important topic for Trust Area Services work. Advocacy regarding oil spill and shipping safety is identified as a top priority on the Executive Committee's work program.

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS **
	activities	2.3.2 Chair participation through a 'letter of comment' to hearings related to Kinder Morgan tanker traffic	EC	Funded by base budget	By whether the Chair has sent a letter of comment regarding the Kinder Morgan pipeline proposal	NEB accepted IT's application to participate as a commenter. Deadline delayed to Mar/15
		FY 2015/16 – 2016/17 2.3.3 Continue to advocate for senior government solutions to derelict vessels	EC	Funded by base budget	By whether the Islands Trust has continued to advocate for derelict vessel solutions	Islands Trust participation on derelict vessel working group is on-going
		FY 2015/16 2.3.4 Howe Sound advocacy – specific activities and phases to be defined by EC/TPC with input from Gambier LTC and BIM	TPC	TBD	TBD	**
		FY 2015/16 2.3.5 (EC to identify/confirm advocacy priorities in consultation with Trust Council (e.g. light pollution, freighter anchorage activities , bridge connections, etc)	EC	TBD	TBD	**

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

TC	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
3. PROTECT quality and quantity of water resources	3.1 Coordinate with other agencies to protect water quality and quantity	FY 2014/15 – 2015-16 3.1.1 Facilitate structured decision-making process to identify strategies for St. Mary Lake watershed management through SSIWPA (SSI) Further activities and phases to be identified by LTCs with this as a priority	LTC	Funded by special tax requisition in 2015/16 budget	TBD	**

Comment [LA15]: Just over 50% of trustees indicated 'protect freshwater quality and quantity' should be a priority this term. Two LTCs (SSI and Gabriola) have identified work related to freshwater quality and quantity as a priority on their work programs

TC	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
		FY ** 3.1.2 Identify next priority for water quality and quantity management (SSI)	LTC	TBC	TBD	**

Policy Statement Goal C: Sustain Island Character and Healthy Communities...

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
4. ENHANCE (protect/restore) community socio-economic diversity and economic sustainability	4.1 Advocate for sustainable, affordable and appropriate ferry service	To be defined by decisions of EC and recommendations of TPC	EC	TPC	Funded by budget in 2015-16 Subject to budget decisions in future years	TBD	Prior advocacy initiates complete. EC has requested advice re potential advocacy re fare reduction
	4.2 Use land use planning tools and decisions to improve the availability of affordable, accessible, appropriate housing (as described in Trust Council's Community Housing Toolkit)	FY 2015/16 – 2016/17 4.3.1 Amend OCPs to include affordable housing policies	LTCs**/BIM***		Subject to budget	By whether LTCs and BIM have amended their OCPs to include new affordable housing policies	Hornby considering OCP amendments. Saturna OCP bylaw public hearing held. Mayne OCP bylaw received ministerial approval. SSI bylaw adopted to allow secondary suite. Bylaw for temporary portable homes in progress.

Comment [LA17]: Trustees indicated that 'advocacy in support of economic sustainability (e.g. BC Ferries, tourism)' was the most important topic for Trust Area Services work. Related tasks are currently identified as top priorities on the work programs of both the Executive Committee and the Trust Programs Committee

Comment [LA16]: Almost 70% of trustees indicated that 'enhance community economic sustainability' and 'protect/restore community socioeconomic diversity' should be a strategic priority this term. Trustees indicated that housing was the most important topic for LTCs to work on.

Comment [LA18]: Four LTCs have identified work related to housing as a priority work program item (Galiano, N Pender, Saturna, Denman)

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
		4.3.2 Amend LUBs to improve availability of affordable housing	LTCs**/BIM***	Subject to budget	By whether LTCs and BIM have amended their LUBs to improve availability of affordable housing	GL, NP, SSI and SA considering bylaw reviews/amendments/applications re housing.
	4.3 Use land use planning tools to promote economic sustainability	FY 2013/14 – 2014/15 4.3.1 Amend LUB to ensure an appropriate supply of land zoned for emerging industrial and commercial needs in one LTA	LTCs**		By whether one LUB has been amended to ensure an appropriate supply of land zoned for emerging industrial and commercial needs	SSI project – status to be confirmed
		4.3.2 Improve planning for island villages (SSI and Gabriola) (details to be defined)	LTCs**	**	TBD	**
		4.3.3 Amend LUB in one or more LTAs to address the diversity of economic and employment opportunities (e.g. Galiano project re contractor yards)	LTCs**	**	TBD	TBD
		4.4 Use land use planning tools to assist communities in adapting to future climate change To be determined	LTCs**	**	TBD	TBD
	4.5 Work with other agencies to promote economic sustainability	Specific activities to be determined (e.g. foster reputation/attraction of the Islands Trust Area as a model of sustainability, work related to waste management)	TPC	LTCs		

Comment [LA19]: This is a priority work program item for the SSILTC

Comment [LA20]: This is a priority work program item for the SSI and Gabriola LTCs

Comment [LA21]: This is a priority work program item for the Galiano LTC

Comment [LA22]: Consider removing? No LTCs have identified this as a work program priority.

Comment [LA23]: This is a priority for the North Pender LTC

Goal D: In cooperation with others... Effective, efficient and collaborative governance

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
5. STRENGTHEN relations with First Nations	5.1 Improve engagement with First Nations	FY 2015/16 - 5.1.1 Develop strategy to use funding allocated to improve FN relations	EC/LPC?	\$50,000 allocated in 2015/16 budget	TBD	Not started
		FY 2015/16 - 5.1.2. Improve First Nations liaison at an informal political level	LTCs		TBD	**

Comment [LA24]: Over 90% of trustees indicated that 'strengthen relations with First Nations' should be a priority this term. 6 LTCs have included this topic in their work programs

Strategic Plan | 2014-2018

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?			IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
	5.2. Improve protection of archaeological and First Nations cultural resources	Specific activities to be determined. (e.g. session at TC re concerns with archaeological site protection, work with ministry, etc)	LPC?			TBD	TBD	**
6. IMPROVE organizational cost effectiveness and resilience	6.1 Improve cost-effectiveness of operations, including local planning services	Specific activities and phases to be determined. (e.g.) • 'value for money' audit and benchmarking of LPS services • review of LPS services • review of office locations	EC	LPC?	FPC?	TBD	TBD	
	6.2 Prepare Island Trust organization to adapt to the potential incorporation of Salt Spring Island	FY 2015/16(?) - ? 6.2.1 Identify Adaptation Strategy principles and objectives	EC?			\$5000 funding provided by province.	By whether Adaptation Plan principles and objectives have been identified re adaptation to potential incorporation of SSI	Not started Not due unless minister approves 2 nd phase incorporation study
		FY 2016/17(?) 6.2.4 Review existing IT-MCSCD protocol agreement regarding incorporation of municipalities in the Islands Trust Area	EC				By whether protocol with ministry is updated	Not started Not due unless minister approves 2 nd phase incorporation study
		FY 2016/17 - ? 6.2.1 Develop detailed Islands Trust Adaptation Strategy to implement in the event of municipal incorporation of Salt Spring Island	EC?			TBD	By whether an Adaptation Plan has been adopted	Not started Not due unless there is a positive referendum in regards to SSI incorporation
		FY 2016/17-2017/18(?) 6.2.3 Finalize and adopt detailed Adaptation Strategy	EC?			Subject to future budgets	By whether Trust Council has finalized and adopted a detailed adaptation strategy	Not started. Not due unless there is a positive referendum in regards to SSI incorporation
7. Improve cooperation and integration with other levels of government	7.1 Negotiate new protocol agreement and letter of understanding with the Ministry of Forests, Lands and Natural Resource Operations	FY 2015/16 - ? 7.1 Revise and consolidate six agreements with the Province relating to Crown Land in the Islands Trust Area	EC	TPC		Funded by base budget	By whether the protocol agreement with the ministry has been amended and approved by Trust Council and the Minister responsible.	BIM has supported project. Project charter in development.
	7.2 Strategies to be determined (e.g. Integrated Community Sustainability Planning)	To be determined by LTCs, or potentially by LPC and EC (e.g. improve process for development of RD/LTC protocol agreements)	LTCs? LPC?			TBD	TBD	TBD
8. Improve community and agency understanding and support of	8.1 To be determined by TPC e.g. Engage communities and agencies in review of the Islands Trust Policy	To be determined by TPC	TPC			TBD	TBD	TBD

Comment [LA25]: 80% of trustees indicated that 'improve Islands Trust cost effectiveness and resilience' should be a strategic priority this term

Comment [LA26]: This is identified as a priority on the Executive Committee's Work Program Report

Comment [LA27]: This is identified as a priority on the Executive Committee and the Trust Programs Committee Work Programs

Comment [LA28]: The Executive Committee's Work Program identifies 'review process for development of RD/LTC protocol agreements as a priority)

Comment [LA29]: Just over 45% of trustees indicated that 'improve understanding and support for the Islands Trust' should be a strategic priority this term. Five LTCs have included this as an item on their work programs. Trustees indicated that 'improve understanding and support for the Islands Trust' was the 3rd most important topic for Trust Area Services work.

Comment [LA30]: Just over 55% of trustees indicated that 'review/confirm the Islands Trust vision and policies' should be a strategic priority this term.

Strategic Plan 2014-2018

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
the Islands Trust	Statement and/or engage communities in development of an Islands Trust Area vision					
	8.2 Improve communications about the Islands Trust object and history	To be determined (e.g. new communications tools, website photos, social media, video)	EC	TBD	TBD	TBD
	8.3. Engage communities and agencies in development of updated land use bylaws	To be determined by LTCs	LTCs	Funded by base budget and projects budget	TBD	TBD
9. Improve community engagement and participation in Islands Trust work	9.1 Improve communications about Islands Trust activities and opportunities to participate	To be determined (e.g. by LTCs, EC, TC)	TBD	TBD	TBD	TBD
	9.2 Improve opportunities to participate in Islands Trust activities	To be determined (e.g. by LTCs, EC, TC)	TBD	TBD	TBD	TBD
10 Improve internal operations	10.1 TBD	To be determined (e.g. by improving the policy development program)	EC	TBD	TBD	TBD

Comment [LA31]: Several LTCs have identified this as a priority

Comment [LA32]: 9 LTCs have identified general bylaw updates as priorities in their work program (Mayne, Saturna, S. Pender, Ballenas/Winchelsea, Gabriola, Gambier, Hornby, Lasqueti, Thetis)

Comment [LA33]: 80% of trustees indicated that 'improve community engagement and participation' should be a strategic priority this term. Only 27% indicated that 'improve open and transparent government' should be a strategic priority

Comment [LA34]: This is identified as a priority on the Executive Committee's work program

* subject to decisions of Trust Fund Board **subject to decisions of local trust committees ***subject to decisions of Bowen Island Municipality

Abbreviations:

AVICC – Assoc. of Vancouver Island Coastal Communities
BIM – Bowen Island Municipality
cDf – coastal Douglas fir
EC – Executive Committee
FN – First Nations
FPC – Financial Planning Committee
FY – Fiscal Year
IT – Islands Trust
ITF – Islands Trust Fund
ITPS – Islands Trust Policy Statement
LGA – Local Government Act
LPC – Local Planning Committee

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

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

For more information, contact:

Peter Luckham, Chair,
Islands Trust Council
email pluckhamn@islandstrust.bc.ca
telephone 250.2246-4802

Linda Adams, Chief Administrative Officer,
Islands Trust
email ladams@islandstrust.bc.ca
telephone 250.405.5151

Visit our website at:
www.islandstrust.bc.ca

Colour Key for Middle Column:

Colour	Potential committee/unit/body taking lead for a potential strategy
	Local Planning (through Local Planning Committee, Local Planning Services staff, Local Trust Committees or Bowen Island Municipality)
	Trust Programs Committee or Trust Area Services staff
	Executive Committee
	Trust Fund Board or Islands Trust Fund staff
	Financial Planning Committee

**** Colour Key for Status Column:**

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

Attachment 6

Strategic Planning - General Framework



Strategic Planning -- Glossary

Strategic Plan

- A high level plan that outlines an organization's mission and key objectives for the medium to long term, and sets out strategies for achieving the goals and objectives.
- Typically, a strategic plan covers a three to ten-year timeframe. In the case of the Trust Council, it has undertaken strategic planning exercises that correspond to a term of office (three years – now changed to four as of 2014), with some on-going strategies and actions that have carried on between terms.

Mission (Object)

- A broad statement of what an organization does, why it does it and who it does it for. In the case of the Islands Trust, its 'mission' is its provincial object:
"To preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the Government of British Columbia."

Goal

- A general statement of desired results to be achieved over an unspecified period of time. A goal should answer the question of 'what' needs to be achieved, rather than 'how' to achieve it.
- For the purposes of Trust Council's current strategic planning exercise, the current plan includes the three goals from the Islands Trust Policy Statement and a fourth that responds to the statement in the object about working in cooperation with others.

Objective

- A more precise statement of specific results to be achieved over a specified time.
- Like goals, objectives should focus on 'what' needs to be achieved, rather than 'how' to achieve it.
- For the purposes of Trust Council's current strategic planning exercise, Council has previously identified some potential objectives that have been grouped according to four goals and are related to objectives identified in the Islands Trust Policy Statement
- Typically, a local government should have between **seven** and **twelve** objectives at any one time.
- While an organization's mission and goals may remain relatively constant, objectives may change more frequently as some objectives are achieved, new ones emerge and priorities change.
- For the purposes of Trust Council's current strategic planning exercise, some potential objectives have been identified without particular time frames. As discussions continue, the number of objectives should be reduced and each objective should be made more specific both in terms of what is to be achieved and when.

Strategy

- The actions that describe how objectives are to be achieved. Strategies are made up of a set or group of activities. As opposed to goals and objectives, strategies focus on 'how' to achieve things.

Activities

- The actions, steps, projects or initiatives undertaken by an organization to carry out a strategy. This is the more detailed 'break-down' of a strategy, indicating if certain activities need to take place first, before others can be undertaken.

Measurement

- A process of assessing progress in achieving objectives.

From: Sara & Dick Steil [REDACTED]
Sent: April 25, 2015 10:08 AM
To: Kate-Louise Stamford; Dan Rogers
Subject: LTC Consideration of Trust Council's 2014-2018 Strategic Plan

April 24, 2015 for Consideration at the Gambier / Keats Local Trust Committee

To: Gambier / Keats Local Trust Committee: -

Re: Islands Trust Council 2014 – 2018 Strategic Plan

We are actually extending to you a plea to request consideration by the Gambier / Keats Local Trust Committee prior to decision for input into Trust Council's 2014-2018 Strategic Plan.

Over the past several years the Salish Sea has been assaulted with overall industrialization & commercialization due to the inherent, unrealistic need for economic growth with no thought or consideration given to sustainable economics & the carrying capacity of the Salish Sea (or the Earth for that matter). The Islands Trust Council & Local Trust Committees have done an admirable job with advocacy in our fight to preserve & protect the Salish Sea, island shorelines & water quality of inside bays & inlets while we have waited two plus decades for the National Marine Conservation Area to assist with this horrendous burden the Islands Trust has carried for the people of the province of British Columbia.

When studying the March Trust Council Survey on identification of priority objective for the 2014-2018 Strategic Plan it becomes apparent the over 50% of the objectives put forward by yourselves and fellow Island Trustees are associated with preserving & protecting the marine waters, even including 'improving relations with First Nations' for the Salish Sea is the life & their culture.

On this submission you will find the base rationale, and I would respectfully request be taken into consideration when making your decision today for Gambier / Keats' submission to the Trust Council Executive and that the **'Advocacy for the preservation & protection of the Salish Sea'** be given your endorsement for inclusion within the 2014-2018 Trust Council Strategic Plan.

Trust Council March 2015 Surveys – Identification of Priority Objectives: -

Some Potential Objectives Identified by Trustees so far: -

- Identify and protect sensitive environmental areas; - *which includes shorelines & coastal bluffs*
- Reduce GHG emissions in communities; - *against the GHG emissions from increasing freighters & tanker traffic but also the transport of fossil fuels which ultimately also return to us in GHG from the end users via the jet stream.*
- Protect water quality and quantity;
- Protect coastal areas and marine shore lands; - *degradation from discharge of bilge water plus black & grey water from coastal industrial & commercial shipping vessels due to the far from adequate International Shipping Regulations, plus the added discharge of bilge water plus black & grey water from pleasure craft.*
- Protect / restore community socio-economic diversity; / Enhance community economic sustainability; - *degradation to our marine waters & therefore our beaches will devastate the socio-economic diversity & economic sustainability in its entirety covering all aspects of the community.*
- Improve understanding and support for IT object; / Confirm the Islands Trust Vision and Policy:
- *Protection for our marine ecology is a critical area for the Islands Trust Object, Vision &*

Policy and is actually the mainstay of the lifestyle we enjoy living in the Islands Trust community. The Object also supports the urgent need to continue advocating for preservation & protection of our marine waters & shorelines, and, yes, the ecology integrity of the terrestrial lands for all of these are the reasons we landed upon these shores and call the islands home. Greater Vancouver boasts that their population will increase by over a million in the next decade, this will ultimately increase the pressures within the Islands Trust as well through increased marine traffic, increase in discharge of effluent (from land & sea sources) into the Salish Sea.

Further to the Identified Priority Objectives: -

- Improve community engagement & participation; / Improve Islands Trust cost effectiveness and resilience; / Improve communications; / Improve development application procedures; / Open and transparent government; - *It never ceases to amaze myself & many others that if islanders would step back and look at the entire picture when considering these aspects of the operation of the Islands Trust including why the Islands Trust came into being and why Parks Canada brought forth the GINPR. In comparison to other governments whether they be federal, provincial or civic (regional / local) and, by personal experience over several decades, it is found that the Islands Trust (Trust Council to Local Trust Committees) has been the most open government in the province of British Columbia, if not Canada & the most cost effective. It is hard to fathom just where the criticism lies, for with Trustees & staff all you have to do is ask the question and all information is available on any given subject. We also chose to live in a Trust Area where any & all development must be strongly scrutinized to assure that it is acceptable & sustainable for the 'common good of all species'.*
- *Confirm the Islands Trust Vision and Policy.*
It seems to be the dream of mankind 'to change what they came here for, to what they ran away from'. And one of the downfalls of the earth is the changing 'bench mark' of what is the true meaning of 'preservation & protection'. Actually if one studies the meaning of the term to preserve & protect we should hold onto the 'bench mark' which existed when the provincial government of the day decided that the Gulf Islands needed preservation from the pressures of development by placing into law the Islands Trust Act. Over the millenniums' so many species have been lost or degraded in the province of British Columbia with a good example being 'salmon' as mankind keeps changing the 'bench mark' – once 100+ million salmon travelled up the Fraser River to spawn in any given year, now the bench mark for a good run is 10 million or far less.
"Should not the 'bench mark' for the Islands Trust Area remain at least with the inception of the Islands Trust Act?" be the question that Trust Council members ask themselves when putting forth a Strategic Plan to truly support the mandate we all live by?

Thank you
Sara J. Steil

Advocating with Islands Trust Council since 1998 for Improvement to Pleasure Craft Sewage Pollution Prevention Regulations, and preservation & protection of our waters of the Salish Sea from industrial & commercial marine traffic (freighter & tanker)