

Hornby Island Local Trust Committee

Regular Meeting Agenda

Date: May 15, 2015
Time: 11:30 am
Location: Room to Grow
 2100 Sollans Road, Hornby Island, BC

Pages

1.	CALL TO ORDER	11:30 AM - 11:35 AM	
2.	APPROVAL OF AGENDA		
3.	TOWN HALL AND QUESTIONS	11:35 AM - 11:50 AM	
4.	COMMUNITY INFORMATION MEETING - none		
5.	PUBLIC HEARING - none		
6.	MINUTES	11:50 AM - 12:00 PM	
6.1	Local Trust Committee Minutes Dated March 27, 2015 for Adoption		4 - 13
6.2	Section 26 Resolutions-without-meeting Report Dated May 5, 2015		14 - 14
6.3	Advisory Planning Commission Minutes - none		
7.	BUSINESS ARISING FROM MINUTES	12:00 PM - 12:15 PM	
7.1	Follow-up Action List Dated May 5, 2015		15 - 15
8.	DELEGATIONS		
9.	CORRESPONDENCE		
	Correspondence received concerning current applications or projects is posted to the LTC webpage		
9.1	Email dated April 12, 2015 from Karen Ross regarding Riparian Areas Regulation - Applicable Ditches		16 - 20
10.	APPLICATIONS AND REFERRALS - none		

11.	LOCAL TRUST COMMITTEE PROJECTS	12:15 PM - 12:45 PM	
11.1	Riparian Areas Regulation Implementation		
11.1.1	<u>Development Approval Information (DAI) - Staff Report dated April 13, 2015 and Draft Bylaw</u>		21 - 33
12.	REPORTS	12:45 PM - 1:05 PM	
12.1	Work Program		
12.1.1	<u>Top Priorities Report Dated May 5, 2015</u>		34 - 34
12.1.2	<u>Projects List Report Dated May 5, 2015</u>		35 - 36
12.2	Applications Report Dated May 5, 2015		37 - 39
12.3	Trustee and Local Expense Report Dated March, 2015		40 - 40
12.4	Adopted Policies and Standing Resolutions		41 - 41
12.5	Local Trust Committee Webpage		
12.6	Chair's Report		
12.7	Trustee Reports		
12.8	Electoral Area Director's Report		
12.9	Trust Fund Board Report - April 2015		42 - 43
13.	BREAK	1:05 PM - 1:25 PM	
14.	NEW BUSINESS	1:25 PM - 1:50 PM	
14.1	Hornby Island Local Trust Committee Submission for 2014-2015 Annual Report		
14.1.1	<u>Request for Decision dated April 21, 2015</u>		44 - 46
14.2	Input to Strategic Plan		
14.2.1	<u>Request for Decision dated April 8, 2015</u>		47 - 149
14.3	Bylaw Enforcement Report to Trust Council, March 2015		150 - 155
14.4	Annual Meeting with Comox Valley Regional District (CVRD) - for discussion		
15.	UPCOMING MEETINGS		
15.1	Next Regular Meeting Scheduled for July 17, 2015 at 11:30 am at Room to Grow, The Hornby Island Resource Centre, 2100 Sollans Road, Hornby Island, BC		
16.	TOWNHALL	1:50 PM - 2:00 PM	

17. CLOSED MEETING

2:00 PM - 2:15 PM

17.1 Motion to Close the Meeting

That the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90(1)(a) for the purpose of considering Advisory Planning Commission Appointments and s.90(1)(d) for consideration of Adoption of In-Camera Meeting Minutes Dated March 27, 2015 AND that the recorder and staff attend the meeting.

17.2 Recall to Order

17.3 Rise and Report

18. ADJOURNMENT

2:15 PM - 2:15 PM



Hornby Island Local Trust Committee Minutes of Regular Meeting

Date: March 27, 2015
Location: Room to Grow
2100 Sollans Road, Hornby Island, BC

Members Present Laura Busheikin, Chair
Alex Allen, Local Trustee
Tony Law, Local Trustee

Staff Present Rob Milne, Island Planner
Vicky Bockman, Recorder

Others Present There were two (2) members of the public in attendance – am
There was one (1) member of the public in attendance - pm

1. CALL TO ORDER

Chair Busheikin called the meeting to order at 11:30 am. She acknowledged that the meeting was being held in traditional territory of the Coast Salish First Nations.

2. APPROVAL OF AGENDA

The following additions to the agenda were presented for consideration:

13.2 Ferry Service
13.2.1 Draft Letter to Minister Todd Stone

By general consent the agenda was adopted as amended.

3. TOWN HALL AND QUESTIONS

Karen Ross expressed general disagreement with the inclusion of roadside ditches in the Riparian Areas Regulation (RAR) bylaw providing rationale for this position; and specifically objected to the inclusion of the ditch on Central road which in her opinion has no fish bearing potential. She stated that she has walked this area and believes the map is in error. She also suggested that any property that includes the community path should be excluded from the RAR requirements as the Streamside Protection and Enhancement Area has already been compromised there.

Planner Milne responded by requesting that the information regarding the potential mapping error be presented to him in writing so that he could follow-up with the consultant that completed the mapping to discuss the issue.

Discussion followed on the RAR requirements, process, mapping practices, provincial approval of the professionals to make the assessments, the Ministry of Transportation and Infrastructure (MOTI) road right of way considerations and potential assessment costs.

Trustees asked Planner Milne several questions relating to the ditches within the MOTI road allowance as they explored possible alternative options. Planner Milne responded that RAR makes it clear that roadside ditches are RAR applicable if they meet the criteria provided within the regulation and that the applicability of such ditches on Hornby Island has been evaluated by Qualified Environmental Professionals approved by the province to make those assessments. Trustees acknowledged that providing relief from the requirements of the RAR as they apply to watercourses and ditches assessed as being RAR applicable is beyond the authority of the Local Trust Committee (LTC) and that some exemptions have been included in an attempt to ease some of the restrictions for property owners.

4. COMMUNITY INFORMATION MEETING

None.

5. PUBLIC HEARING

None.

6. MINUTES

6.1. Local Trust Committee Minutes Dated February 13, 2015 for Adoption

By general consent, the minutes were adopted.

6.2. Local Trust Committee Special Meeting Minutes Dated March 6, 2015 for Adoption

The following amendment to the minutes was presented for consideration:

Page 2, third bullet, first line: change to read “the RAR does not apply to agriculture or institutional uses or to the reconstruction...”

By general consent the minutes were adopted as amended.

6.3. Section 26 Resolutions-without-meeting Report

None.

6.4. Advisory Planning Commission Minutes

None.

7. BUSINESS ARISING FROM MINUTES

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

Planner Milne summarized the Follow-up Action List.

7.2. LTC Goal Setting Session Report

7.2.1. Memorandum Dated March 13, 2015

Trustees appreciated the record of the Goal Setting Session as a tool to reference over the course of the term.

A trustee requested correction of the typographical errors in the report on Page 1, Summary, 10th bullet to read: "topics in review".

8. DELEGATIONS

None.

9. CORRESPONDENCE

9.1. Email Dated March 7, 2015 from Karen Ross regarding RAR

The LTC received the correspondence. Planner Milne advised that responses to several points raised in the email have been included for consideration in the staff report, item 11.1.1 on the agenda.

10. APPLICATIONS AND REFERRALS

10.1. HO-SUB-2015.1 (Scott)

10.1.1. Memorandum dated March 3, 2015 regarding 10% Road Frontage Requirement Waiver

The LTC considered the memorandum that addresses the request for a waiver of the 10% road frontage requirement for the proposed subdivision.

HO-2015-009

It was **MOVED and **SECONDED****

that the Hornby Island Local Trust Committee waive the 10% road frontage requirement for proposed Lot 2, on current Lot K, Section 16, Hornby Island, Nanaimo District, Plan 30237 for subdivision file HO-SUB-2015.1 (Scott).

CARRIED

10.1.2. Memorandum dated March 17, 2015 regarding Cost Recovery

Planner Milne advised that the proposed subdivision covenant required pursuant to the Section 946 of the *Local Government Act* requires review by legal counsel and an agreement to enter into a cost recovery agreement with the applicant.

The applicant was in attendance and spoke of her intentions for the property in the proposed subdivision. Trustees discussed the Section 946 process and noted that the minimum lot size requirement change that is currently before the Ministry of Community, Sport and Cultural Development for approval has no effect on this subdivision request.

HO-2015-010

It was MOVED and SECONDED

that the Hornby Island Local Trust Committee instruct staff to enter into a cost recovery agreement allowing Islands Trust legal counsel to draft and/or review a Covenant under Section 946 for Subdivision application HO-SUB-2015.1 (Scott).

CARRIED

The applicant expressed concern about the timeline for the legal review of the required covenant as explained to her by planning staff, and Planner Milne provided an overview of the process.

11. LOCAL TRUST COMMITTEE PROJECTS

11.1. Riparian Areas Regulation Implementation

11.1.1. Staff Report Dated March 16, 2015

Planner Milne summarized the staff report, the submissions received from the Community Information Meeting, and the response to the concerns raised in the email correspondence.

Discussion followed regarding the inclusion of roadside ditches in the RAR. Trustees explored possible approaches to address concerns. Planner Milne provided clarity on the provincial regulation requirements and the approval process that would likely make these approaches unobtainable.

Planner Milne explained that it is possible to move the RAR bylaws forward at this time while noting that there will be a process for possible future amendments to the mapping to address changes that may occur over time.

HO-2015-011

It was MOVED and SECONDED

that the Hornby Island Local Trust Committee amends the Draft Land Use Bylaw by:

1. The addition of the following text to the end of the existing paragraph in Section 9.6, "Development Permit Area No. 6: Riparian Areas – Guidelines" of the draft Land Use Bylaw:
"unless the proposed activity is otherwise exempted by Section 9.6.2".
2. The insertion of an Information Note following Section 9.6.1 which reads as follows:
"Information Note: The installation of a culvert and construction of a driveway access from a Highway is exempt from the requirement to obtain a development permit."

CARRIED

Trustees questioned the process and the lack of identifying numbers for the draft bylaws. Planner Milne explained that these are draft bylaws proposing to amend a proposed bylaw which is before the Minister for approval and would be assigned numbers in the future. He indicated that in the meantime, the process of sending out the proposed bylaws for referrals, Advisory Planning Commission comments and public consultation can occur.

HO-2015-012

It was MOVED and SECONDED

that the Hornby Island Local Trust Committee give the draft bylaws that address Riparian Areas Regulation first reading and direct staff to formally refer the bylaws to the relevant agencies, including the Agricultural Land Commission and First Nations.

CARRIED

By general consent the meeting was recessed at 1:05 pm and reconvened at 1:25 pm.

12. REPORTS

12.1. Work Program

12.1.1. Top Priorities Report Dated March 17, 2015

Planner Milne presented the Top Priorities Report. Trustees observed that Priority No. 2 is awaiting Ministerial approval and while it is premature to remove that item at this time, it might be possible to add another item to the list. Discussion followed on items on the Projects List that might be considered for inclusion as a Top Priority.

HO-2015-013

It was MOVED and SECONDED

that “Develop and implement a Development Approval Information Bylaw” be included as a distinct activity within Top Priority No. 1 “Riparian Areas Regulation mapping and implementation” as per the Project Charter.

CARRIED

12.1.2. Projects List Report Dated March 17, 2015

Trustees reviewed the Goal Setting Session notes to identify possible topics to place on the Projects List.

HO-2015-014

It was MOVED and SECONDED

that “A collaborative planning process for the Public Use area on Hornby Island” be added to the Projects List.

CARRIED

Discussion followed on the Goal Setting Session item “provide information to community on building and development issues and processes” with trustees recognizing the need for this material. Planner Milne suggested that the LTC consider utilizing a Student Planner, who will be available during the summer, to undertake this project.

12.2. Applications Report Dated March 17, 2015

Planner Milne provided an overview of the Applications Report and responded to questions from Trustees.

12.3. Trustee and Local Expense Report Dated February, 2015

Received.

12.4. Adopted Policies and Standing Resolutions

Received.

12.5. Local Trust Committee Webpage

Trustees requested that the Trustee Bios be added back to the webpage as they have disappeared. They indicated their desire to add brief Trustee comments monthly to the Trustee Corner section and the process was discussed. They affirmed their desire to have public consultation events posters regularly placed on the website.

A trustee questioned why the website refers to the “Strait of Georgia” rather than “Salish Sea” and Chair Busheikin offered to inquire about this.

12.6. Chair's Report

Chair Busheikin reported on her attendance at the Grace Islet Celebration Ceremony held recently. She noted that next week the Executive Committee will

hold its first meeting following Trust Council and commented on some of the items that are on the agenda for discussion at that meeting.

12.7. Trustee Reports

Trustee Allen reported on the recent Trust Council meeting held on Gabriola Island. He commented that he enjoyed sharing common concerns and learning about other islands' projects that might also be useful on Hornby Island such as Gabriola Island's community Gertie bus transportation option and the Gabriola Commons. He appreciated the Islands Trust funding initiative in support of developing relationships with First Nations and noted that the 2015-2016 budget was passed.

Trustee Law commented that he brought information from the Trust Council meeting on the Gabriola Island Gertie bus and energy project to a Hornby Island Community Economic Enhancement Corporation committee that he is working on to inform consideration of community-wide projects that could include solar and transportation related components. He reported on the project that he is involved with to support establishment of butterfly habitat in Helliwell Park and commented that they may be ready to re-introduce larvae next spring.

12.8. Electoral Area Director's Report

Chair Busheikin reported that she contacted Director Jolliffe, providing him with the meeting schedule and an invitation to attend. She indicated that he did appreciate the information, however did not anticipate the need to attend at this time.

12.9. Trust Fund Board Report

Trustee Law reported that the Trust Fund Board held a meeting recently and a report of the results of that meeting will be disseminated to LTCs for their information. He commented on his participation in the latest meeting of the multi-agency Coastal Douglas Fir and Associated Ecosystems Conservation Partnership where a strategy for implementation is being developed. He noted that the Trust Fund Board will be evaluating that material and will be presenting information for LTCs when available.

13. NEW BUSINESS

13.1. Board of Variance Report

13.1.1. Staff Report Dated February 2, 2015

Trustees reviewed the staff report presenting background information regarding Board of Variance (BOV) appointment options and requirements. Discussion followed on process, the LTC's preference to pursue a joint BOV, and the desire to explore the interest of former members for the Hornby Island Local Trust BOV area to continue in their roles in order to benefit from their familiarity with the bylaws, the issues and the process.

HO-2015-015

It was MOVED and SECONDED

that the Hornby Island Local Trust Committee direct staff to advertise for membership in a Board of Variance appointed jointly with other Local Trust Committees in the Northern Region.

CARRIED

HO-2015-016

It was MOVED and SECONDED

that staff contact Northern Region Board of Variance former members before placing an advertisement for new members.

CARRIED

13.2 Ferry Service

13.2.1 Draft Letter to Minister Todd Stone

Trustee Law advised that the Province of BC will soon be establishing the latest version of the *Coastal Ferry Services Contract* with BC Ferries and that acting now to request a change in the service levels by extending the peak period for ferry routes serving Hornby Island might be effective. He submitted a draft letter to Minister Todd Stone with information and data supporting such a change for the LTC consideration.

HO-2015-017

It was MOVED and SECONDED

that the Chair of the Hornby Island Local Trust Committee be requested to write to the Minister of Transportation and Infrastructure requesting that the *Coastal Ferry Services Contract* for the performance term 2016-2020 be amended to extend the peak season schedule for the ferry routes serving Hornby Island (Routes 21 and 22) so that it is in place from mid-May to mid-October with copies to MLA Don McRae, Director Bruce Jolliffe, the Denman Island Local Trust Committee, Denman Island Residents Association, Hornby Island Residents and Ratepayers Association, Hornby Island Community Economic Enhancement Corporation, Hornby/Denman Ferry Advisory Committee and Denman WORKS!.

CARRIED

Trustees requested that the letter also be copied to Kirk Handrahan and Trustee Law will provide the contact information to staff. Chair Busheikin indicated that she may also suggest that the Denman Island Local Trust Committee write a letter in support of this action and thanked Trustee Law for this initiative.

14. UPCOMING MEETINGS

14.1. Next Regular Meeting Scheduled for May 15, 2015 at 11:30 am at Room to Grow, The Hornby Island Resource Centre, 2100 Sollans Road, Hornby Island, BC

The LTC confirmed that the next regular meeting is scheduled for May 15, 2015 at 11:30 am at Room to Grow.

15. TOWNHALL

Sheila Farrington appreciated the LTC's initiative to request an extension of the BC Ferries peak period and encouraged the Local Trust Committee to continue to urge the Province to support coastal communities.

She noted that there was an application regarding a Section 946 subdivision on today's LTC agenda and asked if the minimum lot size requirement change that is currently before the Ministry of Community, Sport and Cultural Development for approval has any effect on this subdivision request. She asked what the LTC's responsibility is for monitoring the covenant on the property.

Planner Milne and the trustees responded that the Land Use Bylaws are in the process of being changed to help mitigate inappropriate use of Section 946 subdivisions, however are not yet in effect. They provided an explanation of the process and confirmed that the LTC has no ability or authority to monitor these covenants.

Sheila Farrington expressed her opinion that there should be a different system for these subdivisions. She thanked the LTC for providing the second Town Hall opportunity on agendas.

16. CLOSED MEETING

16.1. Motion to Close the Meeting

HO-2015-018

It was MOVED and SECONDED

that the meeting be closed to the public in accordance with the *Community Charter*, Part 4, Division 3, s.90(1)(a) for the purpose of considering Advisory Planning Commission Appointments and s.90(1)(d) for Adoption of In-Camera Meeting Minutes Dated October 10, 2014 and that the recorder and staff attend the meeting.

CARRIED

The meeting closed to the public at 2:35 pm.

16.2. Recall to Order

The meeting reopened to the public at 2:43 pm.

16.3. Rise and Report

Chair Busheikin reported that in the closed meeting the LTC adopted In-Camera meeting minutes of October 10, 2014 and that staff has been requested to re-advertise for expressions of interest in the Advisory Planning Commission.

17. ADJOURNMENT

By general consent the meeting was adjourned at 2:45 pm.

Laura Busheikin, Chair

Certified Correct:

Vicky Bockman, Recorder

RWM From: February 04, 2015 To: May 05, 2015

Hornby Island

Resolution #	Action	Resolution Description	Resolution Date
2015-03	In Favour	That the Hornby Island Local Trust Committee grant signing authority of the covenant for file HO-SUB-2015.1 to the Chair Laura Busheikin and Trustee Tony Law.	May 05, 2015
2015-02	In Favour Trustees Law and Allen - in favour; no response Trustee / Chair Busheikin	"That the Hornby Island Local Trust Committee give First Reading to Bylaw No. 151, cited as "Hornby Island Official Community Plan (Hornby Island) Bylaw 149, 2014, Amendment No. 1, 2015", and; that the Hornby Island Local Trust Committee give First Reading to Bylaw No. 152, cited as "Hornby Island Land Use Bylaw 150, 2014, Amendment No. 1, 2015"."	Apr 30, 2015



Islands Trust

Print Date: May-05-2015

Follow Up Action Report w/ Target Date

Hornby Island Apr-25-2014

No.	Activity	Responsibility	Target Date	Status
1	HO-2014-020 that the Hornby Island Local Trust Committee direct staff to proceed with the implementation of the Riparian Areas Regulation Implementation project as described in the endorsed Project Charter.	Rob Milne		On Going

Feb-13-2015

No.	Activity	Responsibility	Target Date	Status
1	Staff to discuss issues with Comox Valley Regional District staff arising from the January 28, 2011 meeting to address water supply wells on Hornby Island.	Rob Milne		Done

Mar-27-2015

No.	Activity	Responsibility	Target Date	Status
1	That the Hornby Island Local Trust Committee direct staff to advertise for membership in a Board of Variance appointed jointly with other local trust committees in the Northern Region. Staff to contact previous members for expressions of interest.	Lisa Webster-Gibson		Done
1	That the draft RAR LUB amending bylaw be amended as per the recommendations of the staff report and that the draft RAR bylaws be considered for first reading and referral to relevant agencies including the ALC and First Nations.	Rob Milne		On Going

April 12, 2015

Hi Tony, Alex and Laura,
Cc: Rob Milne, planner

As I committed to at the March 27th Island Trust meeting, I have had a look at the Figure 17 map showing the Central Road ditches, in the Mimilus report, for accuracy. I don't know about all the details they show, as I have been unable to print the map off, independently from the rest of the report.....so when I go and look on foot, it is from memory. Overall, I think the ditches shown do seem to be fairly accurate.

The problem with the report is therefore probably not the mapping, the problem is the scale, gradients, soil composition of the ditches, etc.

Some feedback from the "Trust Business Meeting" on March 27th:

Point 1: Supporting Studies.

Laura was absolutely right in asking if the Trust could refer to studies done by different government departments.

She suggested referring to the CVRD Sensitive Habitat Area atlas, online in 2012, which does not identify any significant water catchment along Central Road, on Hornby Island. (there are lots of other areas identified, mostly not identified in the Mimilus report)

<http://imap2.comoxvalleyrd.ca/imapviewer/>

Islands Trust mapping also does not show ditches as significant sources of reliable water for the creeks.

<http://www.islandstrust.bc.ca/media/205769/11.10.17%20IT%20Hornby%20shoreline%20mapping.pdf>

Point 2: Fish bearing or non-bearing?

Tony suggested non fish bearing bodies of water should be excluded. Again, correct.

The SCIENCE & RESEARCH tab of the Ministry of Environment RAR website says "In the detailed RAR assessment, potential fish habitat impacts are examined in a 30 metre riparian assessment area. The focus of the assessment is on riparian vegetation and its functional role in maintaining fish habitat."

www2.gov.bc.ca/gov/topic.page?id=97DA6F6619714FF99941C4E7B2B24167

In the March, 2012 Mimilus Report/Executive Summary: No fish were observed in either drainage area during the field survey..... No information from provincial or federal databases contain any records of fish presence in Beulah Creek.

Point 3: Alex suggested that the SPEA area falls within the highways road allowance. Right again.

In the Madrone report, dated Jan., 2014, in Section 4.0, **Discussion and Recommendations**, include:

Based on the low-magnitude of the streams throughout all the assessed watersheds and the measured bankfull widths, all mapped streams would be associated with 10 m SPEAs under the Detailed Assessment.

Based on the fact that ditches are associated with narrower SPEAs, the DPA that is implemented by Islands Trust could be less than the DPA associated with watercourses that are not classified as ditches.

Point 4: Tony suggested that the fact that Highways routinely has to dig vegetation, etc. out the ditches highlights that they are non-supportive of fish habitat, and should thereby be excluded. Yet again, correct.

The stated intent of the Regulations is to preserve fish habitat, etc.

It appears that, as local Trustees, you are sincerely looking for way to do the right thing with the RAR regulations. Please do not feel disheartened, or be pushed into doing the wrong thing. The Madrone report refers to the instructions they were given, when hired, were to “meet or beat” RAR requirements. Let’s be realistic here, Hornby doesn’t have any significant, reliable self-sustaining salmon cycles. Don’t take a button and sew on a sweater.

To summarize the points that I have been trying to make in this regard. I believe if the local Trust committee uses the Mimilus report’s recommendations, without applying common sense, it would be unfair and unwise.

Unfair, because none of the other Hornby mapping included the highway ditches. None in the Whaling Station or Galleon Beach areas; none in the south Central Road (heading up the hill to Seawright Road) and Slade road areas; none in the Ford Creek area. Of course, these areas were mapped by a different company (Madrone report), and the ditches are not included. Interestingly, the whole Maude Brook waterway wasn’t mapped at all.

The Madrone report is dated Jan. 2014 and cited the Mimilus report dated March, 2012, as a resource. Nevertheless, the Madrone report did not follow the lead of the Mimilus report in terms of the roadside ditches. Do you know why?

Additionally, Bernhard Weiss hired a Q.E.P. to do a detailed assessment (after the Mimilus Report was done) on the lots at 5300, and 5220, Central Road, and the **Q.E.P.’s detailed assessment report**, following the **Regulated Assessment Methods**, applied a 2 meter setback to those particular roadside ditches, which are fairly representative of the rest of the Central Road neighbourhood!

Another inconsistency is that the last two properties on the St. John's Point Road stretch are excluded from the ditch mapping, even though the ditch is contiguous from the Coop corner to the Big Tree. What is the rationale for this?

Unwise, as targeting only part of the ditches opens up the can of worms:

i) Hornby Island does not have any creeks of significance in the “fish bearing” or “sensitive” category. The original foundation for creating the RAR's identified actual fish bearing streams that needed protection.

Ministry of Environment's – A USERS' GUIDE TO WORKING IN AND AROUND WATER

http://www.env.gov.bc.ca/wsd/water_rights/cabinet/working_around_water.pdf

2.2 The Fish Protection Act and Riparian Area Regulation

The provincial Fish Protection Act was enacted in 1997 as a key element of British Columbia's Fisheries Strategy to protect fish stocks. The Act is based on four objectives: ensuring sufficient water for fish; protecting and restoring fish habitat; improving riparian protection and enhancement; and supporting local government powers in environmental planning. The following have been designated as sensitive streams. On Vancouver Island & associated islands: Black Creek, Goldstream River, Englishman River, Little Qualicum River, French Creek, Little River and Fulford Creek.

ii) Condoning pollution is both “untrust-like”, but also contrary to the Regulations:

On the govt. website:

<http://www2.gov.bc.ca/gov/topic.page?id=FB284A0570084959BEBF55B9D4D4AEC2>

The purpose of the Riparian Area Regulation is to protect fish habitat considering:

- Sources of large organic debris, such as fallen trees and tree roots;
- Areas for stream channel migration;
- Vegetative cover to help moderate water temperature;
- Provision of food, nutrients and organic matter to the stream;
- Stream bank stabilization; and
- Buffers for streams from excessive silt and surface run-off pollution.

Clearly highways ditches are the receptacles of oil, gas, rubber, salt, silt and garbage associated with vehicular traffic/people using that road. In face, of the stated purpose of RAR's, how can the Trust condone dumping this “surface run-off pollution” into Beulah Creek? Including these ditches as an important part of the “nutrients” for a “protected” area implies approval of this practice.

This anti-pollution stance is furthered in the Science & Research section of the Govt. website:

<http://www2.gov.bc.ca/gov/topic.page?id=97DA6F6619714FF99941C4E7B2B24167>

The main functions addressed in the assessment are:

- the role of riparian vegetation in providing wood for in-stream channel and fish habitat structure,
- the role of rooted vegetation in stabilizing the stream banks,
- and the role of the sites vegetation in providing shade and maintaining stream water temperature, in providing food and nutrients for fish, and in filtering sediment.

The assessment also describes how to develop measures to maintain the integrity of the area that provides these functions, and protect the area from harms that could come from proposed development. **Karen's note: like highways ditches.**

iii) For the particular properties on the north side of Central Road, located **between the School and the 4800 block of Central Road**, there are **no contiguous ditches**, to Beulah Creek. However, in Section 4.3.5.1 of the Mimulus report an unsubstantiated opinion is offered (despite there being no downhill gradient), that *"ultimately some of this water would seep into Tributary 3 and/or the Beulah Creek mainstream."* **Karen's note: over 1000 feet away.**

iv) And maybe most importantly, the actual Regulations show the folly in using a 30 meter R.A.R. setback. Folly in that, the onus for needlessly spending money will befall the residents of each individual parcel if they should want to do any building on their properties. **If a Q.E.P. report was done on these properties, the Assessment Methods for the Riparian Area Regulations is outlined. In Table 3-7, SPEA widths for ditches are outlined, and range from 2 to 10 meters, depending on if the ditch is fish bearing or not. Clearly on Hornby, the Central Road, and St. John's Point Road, ditches should have a 2 meter setback.**

(note: see previous reference to the 2 on Central Road that have already got exceptions to the R.A.R., in reports dated July, 2012 by Baynes Sound Environmental, Registration # 1967 Email kayt.chambers@gmail.com)

v) Impact on the residents from this "ditch" the "ditch mapping" process:

a) COMMENTS FROM RESIDENTS:

- *Including roadside ditches is ridiculous in my opinion.*
- *this whole process is being crammed down our throats.*
- *I look at the RAR as a make-work-program for biologists, concocted by biologists! Let's hope the LTC finds a rational way to address that.*
- *Those property owners affected by the Mimulus report just have to spend unnecessary money on unnecessary assessments and permits.*

- *Roadside ditches provide much needed oil and fuel laced fresh water and empty beer cans as nutrients to the main stems of fish bearing streams.*
- *I will just do what I want, nobody is going to be overseeing this*

b) CREDIBILITY:

Bringing in the roadside ditches WITH A 30 meter R.A.R., will undermine the ability of the Trust for more important work. The properties which are in the dubious ditch “catchment area” include:

- those occupied by residents living in the triangle from the School to the Big Tree (on St. John Pt. road), (with two properties excluded), and from the School to the Coop on Central Road;
- Families living on the other side of Central Road
- ISLA affordable housing development;
- the Coop Store’s Ringside Market;
- the Gas Bar;
- Elder Housing;
- the Telus installation;
- the School;
- Botanica garden centre and fruit stand

SOLUTION OPTIONS:

- i) Be fair and remove all roadside ditches from the R.A.R., and Hornby Bylaw amendments.
- ii) Use the setback as determined by regulation for ditches in the R.A.R. Assessment Methods, mainly 2 meters.
- iii) To be fair, pay to have another report done for consistency on the island.
- iv) Add to the list of exclusions “all those properties on roads that have the Community Trail built along the road”. (this would remove the Central and St. John’s Point ditches, except from the Coop corner to Beulah Creek).

I urge the local Trustees to mandate the Trust staff to offer a solution that works for our island, and not resort to a blanket approach. Thank you for considering this submission and making some changes to these proposed bylaws.

Yours truly,
Karen Ross

Date April 13, 2015

File No.: 6500-20-(DAI)

To: Hornby Island Local Trust Committee
For the meeting of May 15, 2015

From: Rob Milne,
Island Planner

CC: Courtney Simpson
Regional Planning Manager

Re: Riparian Areas Regulation Implementation

Interim Report – Development Approval Information Bylaw

The purpose of this report is to present to the Local Trust Committee a draft Development Approval Information (DAI) Bylaw which is identified as a deliverable in the project charter for the implementation of the Riparian Areas Regulation (RAR).

Project Objectives

The objective of this portion of the project is the adoption and implementation of a Development Approval Information Bylaw.

Background

At the April 25, 2014 regular meeting of the Hornby Island Local Trust Committee (LTC) the following resolutions were adopted by the LTC:

HO-2014-019

that the Hornby Island Local Trust Committee endorses the draft Riparian Areas Regulation Implementation Project Charter and Workplan Overview as further expanded upon in the Deliverables and Milestones in the Staff Report of April 7, 2014.

HO-2014-020

that the Hornby Island Local Trust Committee direct staff to proceed with the implementation of the Riparian Areas Regulation Implementation project as described in the endorsed Project Charter.

Most recently, at the February 13, 2015 meeting of the LTC, consideration was given to draft bylaws which had been referred to various agencies and First Nations for early review and comment. As part of that review the LTC directed staff to conduct a Community Information Meeting to be held on March 6, 2015 to inform the community on the RAR implementation process and to seek community feedback on the process and the draft bylaws, in accordance with the adopted project charter (Attachment 1).

One of the deliverables identified in the April 15, 2014 project charter is the preparation of a Development Approval Information (DAI) bylaw for the Hornby Island Local Trust Area for the ultimate adoption by Trust Council.

Relevant Policy

Trust Council Strategic Plan:

Goal “B”, Stewardship of Island Resources, of the Trust Council Strategic Plan includes the objective –

3. Protect quality and quantity of water resources; to be achieved in part through strategy 3.3:
 - Use Land use planning tools and decisions to protect water quality and quantity.

Goal “C”, Sustain Island Character and Healthy Communities, of the Trust Council Strategic Plan includes the objective –

4. Enhance community economic sustainability and security; to be achieved in part through strategies :
 - 4.2 Use land use planning tools and decisions to improve the availability of affordable le, accessible, appropriate housing
 - 4.3 Use land use planning tools an decisions to improve the availability of affordable, accessible and appropriate housing
 - 4.4 Use land use planning tools and decisions to increase local food security and farmland protection
 - 4.5 Use land use planning tools to promote socio-economic diversity

Trust Policy Statement:

- 5.2 Trust Council holds that growth and development in the Trust Area should be compatible with preservation and protection of the environment, natural amenities, resources and community character.

Official Community Plan:

The current Hornby Island Official Community Plan, Bylaw No. 104, 2002 does not contain any language or references to development approval information.

Bylaw No. 149, the proposed Hornby Island Official Community Plan which is currently awaiting Ministerial approval includes Section 7.3, “Development Approval Information”. This section proposes that The Hornby Island Local Trust Area is designated as an area under which development approval information may be required for a wide range of application types and uses.

Analysis

The intent of a DAI bylaw is to identify the information the LTC feels is necessary and appropriate for an applicant to provide to the LTC to allow the LTC, and the community, to make informed decisions on development applications. The authority for a LTC to adopt a DAI bylaw resides in Section 920.1 of the *Local Government Act (LGA)* and is a tool which has been employed by other LTAs within the Islands Trust.

Once such a bylaw has been adopted by the LTA an applicant for:

- a) an amendment to a zoning bylaw under Section 903
- b) a development permit under section 920; or
- c) a temporary use permit under section 921

can be required to provide to the LTC, at their expense, development approval information in accordance with the procedures or policies established within the DAI bylaw pursuant to Section 920.1 of the *LGA*. However, a DAI bylaw can only be adopted and this requirement utilized if the official community plan (OCP) invokes the provisions of Section 920.01(1) of the *LGA*. A review of the present Hornby Island Official Community Plan, Bylaw No. 104, 2002 shows this bylaw to lack the necessary conditions to allow the use of a DAI bylaw at this time. However, the proposed Hornby Island Official Community Plan, Bylaw No. 149, 2014 which is currently awaiting Ministerial approval does contain the necessary provisions and, at such time as that bylaw has been approved by the Ministry of Community, Sport and Cultural Development, and approved by the LTC a DAI bylaw may be adopted.

Community Consultation

It should be noted that a DAI bylaw is an administrative bylaw which does not require a statutory public hearing prior to adoption. Community consultation on such a bylaw is at the discretion of the LTC.

Timeline

As noted in a previous staff report the development and adoption of a DAI bylaw is included as a deliverable in the project charter for the adoption of RAR implementation bylaws. The DAI component was not brought forward earlier in the process due to concerns of complicating the community discussion related to the adoption and implementation of RAR bylaws for Hornby Island. An extract of the project charter, which is attached to this report, is inserted below.

Deliverable / Milestone	Target Completion Date
Trustee Notebook	June, 2014
Small venue community information and mapping review meetings (4)	Spring/Summer 2014
Report to LTC on consultation (LTC direction to revise draft bylaws)	September 2014
LTC review of draft bylaws to amend OCP and LUB & draft DAI bylaw	December 2014/January 2015
Early First Nations referral of draft bylaws	January 2015
Community Information meeting	February 2015
First reading of bylaws and statutory referrals	March, 2015
Referral comment review	April, 2015
Public hearing	May, 2015
Submission of DAI bylaw to EC	June, 2015
Adopted bylaw amendments	July, 2015
Adoption of DAI bylaw by Trust Council	September, 2015

In order to advance the establishment of a DAI bylaw for the Hornby Local Trust Area, the following steps are required:

1. The LTC gives formal notice to Trust Council by resolution that it intends to prepare a DAI bylaw to require information for development permit, temporary use permit and zoning amendment applications;
2. The LTC directs staff to prepare a draft DAI bylaw;
3. Staff submits the draft DAI bylaw and Request for Decision to Executive Committee (policy requires that this be submitted to Executive Committee at least 4 weeks before Trust Council);
4. Trust Council considers three readings of the DAI bylaw at a regularly scheduled meeting. Adoption may be considered by Resolution without Meeting.

As the development of a DAI bylaw was approved through its inclusion as a deliverable in the Riparian Areas Regulation project charter item 2 in the list above can be considered to be completed.

Staff Comments

As has been noted this project was initiated as part of the Riparian Areas Regulation implementation project. Draft bylaws for that purpose were sent out for early referral comments which have been incorporated into the draft bylaws where deemed appropriate and a Community Information Meeting (CIM) was held on March 6, 2015. It is the view of staff that it is now an appropriate time to begin consideration of the DAI bylaw in anticipation of the adoption of proposed Bylaw No. 149 which will in turn allow for the adoption of the two draft RAR bylaws.

Staff reviewed a number of draft and proposed DAI bylaws when considering an appropriate approach to a DAI bylaw for Hornby Island. It was the view of staff that the bylaw should reflect the rural context and community sensibilities of Hornby Island and that it should be simple and effective in its approach.

It should be noted that the DAI bylaw is an administrative bylaw and as such it does not require a statutory public hearing.

Recommendations

THAT the Hornby Island Local Trust Committee:

1. Give notice to Trust Council that it intends to forward a Development Approval Information Bylaw for Trust Council's consideration at the regularly scheduled June 2015 Trust Council meeting for the purpose of allowing the Hornby Island Local Trust Committee to obtain information on the anticipated impacts of development permit, temporary use permit and zoning amendment applications; and
2. Direct staff to prepare a Request for Decision for submission to the Executive Committee.

Prepared and Submitted by:

Rob Milne

April 22, 2015

Rob Milne
Island Planner

Date

Concurred in by:

Courtney Simpson

April 27, 2015

Courtney Simpson, RPP MCIP
Regional Planning Manager

Date

Attachments:

1. Project Charter
2. Draft DAI Bylaw

Riparian Areas Regulation Implementation - Charter v1

Hornby Island Local Trust Committee

Date: April 15, 2014

Purpose *This project will improve the protection of fish and fish habitat on Hornby Island by improving stream mapping accuracy and amending the Official Community Plan and Land Use Bylaw to come into compliance with the Riparian Areas Regulation (RAR) of the provincial Fish Protection Act.*

Background *This project has been initiated by the Hornby Island Local Trust Committee (LTC) pursuant to the Islands Trust Council 2008-2011 Strategic Plan objective 1.1 "to identify and protect riparian areas". There are 5 watersheds on Hornby Island containing streams that meet the definition of RAR; Ford Creek, Beulah Creek, and 3 unnamed streams. Stream mapping was conducted to a high degree of accuracy between 2012 and 2014 in two separate contracts by qualified environmental professionals.*

Objectives

- Effectively communicate the process and outcome to the community
- Engage the community and solicit feedback
- Improve the protection of riparian habitat on Hornby Island
- Become compliant with the RAR

Scope & Deliverables

- Four small venue community information and mapping review meetings
- One formal community information meeting after draft bylaw preparation
- New Development Permit Area for riparian areas
- Amendments to the development approval information provisions of the OCP
- Hornby Island Development Approval Information bylaw (adopted by Trust Council)

Workplan Overview

Deliverable/Milestone	Date
Small venue community information and mapping review meetings (4)	June-August, 2014
Report to LTC on consultation and recommendation to draft bylaws	September, 2014
LTC review of draft bylaws (OCP and LUB & DAI) and early First Nations referral	December, 2014 / January 2015
Community Information Meeting	February, 2014
First Reading of OCP and LUB amending bylaws and referrals	March, 2014
Public Hearing	May, 2015
Bylaw adoption	September, 2015

Project Team

Rob Milne, Island Planner	Project Manager
Marnie Eggen, Planner	RAR Advisor
Barb Dashwood, GIS Technician	Mapping support
Penny Hawley, Office Admin Asst.	Meeting arrangement
Lisa Webster-Gibson	Referrals and PH

RPM Approval:

Courtney Simpson

Date: April 15, 2014**LTC Endorsement:**

Resolution #:

Date:**Budget**

Budget Source: Mapping-RAR project; communications-LTC local expenses; PH-program

Fiscal	Item	Cost
12/13	Stream Mapping (Mimulus)	\$15,000
13/14	Stream Mapping (Madrone)	\$14,122
14/15	Communications	\$500
15/16	Public Hearing	\$1,500
	Total	\$31,122

**ISLANDS TRUST COUNCIL
BYLAW NO. --**

A bylaw to establish procedures and policies for requiring development approval information for
the Hornby Island Local Trust Area

WHEREAS the Hornby Island Local Trust Committee, pursuant to s.920.01 of the *Local Government Act*, has specified in an official community plan areas and circumstances for which development approval information may be required;

The Islands Trust Council, pursuant to s.920.1 of the *Local Government Act* and s.29(3.1) of the *Islands Trust Act*, enacts as follows:

PART I TITLE

1. This Bylaw may be cited for all purposes as "Hornby Island Local Trust Committee Development Approval Information Bylaw No. , 2015".

PART II PURPOSE

2. The purpose of this bylaw is to allow the Local Trust Committee to obtain information on the anticipated impact of proposed activities or development on the community, and to provide a degree of certainty and consistency in the nature and content of reports required from applicants.

PART III APPLICATION OF BYLAW

3. The requirements of this Bylaw apply to:
 - (a) applicants for amendments to a bylaw of the Hornby Island Local Trust Committee enacted under s.903 of the *Local Government Act*;
 - (b) applicants for a development permit; and
 - (c) applicants for a temporary use permit,if the activity or development that is the subject of the application is in an area specified for the provision of development approval information in Hornby Island Official Community Plan Bylaw No. 149 or is an activity or development for which development approval information is otherwise required by that Bylaw.
4. The requirements of this Bylaw do not apply to any application for an activity or development that is a reviewable project under the *Environmental Assessment Act*.
5. Where development approval information is to be provided, the information shall be provided by the applicant, at the applicant's cost, in the form of a report prepared by the appropriate professional as set out in this bylaw.

PART IV PROCEDURE

6. The official assigned from time to time to provide staff services to the Hornby Island Local Trust Committee is the official for the purposes of this Bylaw.
7. Within 30 days of receipt of an application, an official shall determine whether and to what extent development approval information will be required in accordance with this bylaw and shall communicate the requirement to the applicant in writing.
8. An official may determine that all or part of the required development approval information must be provided for each application pursuant to Part III.
9. An applicant may request reconsideration by the Local Trust Committee of a decision of an official under this Bylaw within 30 days of the date on which the decision is mailed, faxed or emailed to them.
10. A request for reconsideration must be delivered in writing to the Legislative Clerk and must set out the grounds on which the applicant considers the requirement is inappropriate and what, if any, requirement the applicant considers the Local Trust Committee ought to substitute.
11. The Legislative Clerk must place each request for reconsideration on the agenda of the next meeting of the Local Trust Committee following the date on which the request for reconsideration was delivered, provided the request is received at least 10 days prior to that meeting.
12. The Legislative Clerk must notify the applicant and any other person who the Legislative Clerk reasonably considers may be affected by the reconsideration, of the date of the meeting at which the reconsideration will occur.
13. At the meeting, the Local Trust Committee may either confirm the requirement or decision of the official or substitute its own requirement or decision.

PART V S. 920 (DEVELOPMENT PERMIT) APPLICATION REQUIREMENTS

14. For Development Permit applications specified in sections 15 and 16 of this bylaw, the applicant shall provide, as part of the development permit application, a report in the specified form.
15. For an application for a permit in respect of a development permit area designated under s. 919.1 (1)(a) and (i) of the *Local Government Act* for protection of the **natural environment, its ecosystems** and **the promotion of water conservation** the report shall contain the following information:
 - (a) A site plan professionally prepared at an appropriate scale, based on a legal survey, delineating the proposed development and associated features, the development permit area boundary, existing buildings and structures, and significant natural features identified in the site inventory and conservation evaluation. Site profiles and cross sections demonstrating terrain conditions prior to disturbance and intended conditions post development, where development would occur on slopes exceeding 20% grade.
 - (b) A site inventory, providing information on existing, pre-development plant communities, marine, aquatic and terrestrial habitats, sensitive ecosystems, nesting trees, the presence of rare species and rare plant communities, current on-site and adjacent land

uses, slope stability, erosional processes, hydrology and flood potential.

- (c) A site background analysis that includes the following known information on the site:
- A check for observed species and ecosystems at risk;
 - A description of the context of the site including the use of adjacent lands and proximity to protected areas;
 - A check for the presence of raptor and heron nests;
 - A check for the presence of fish-bearing water courses.
- (d) A conservation evaluation to identify environmentally valuable features on or near the proposed development based on current best practices, such as the Resources Information Standards Committee Standards for Describing Terrestrial Ecosystems in the Field.
- (e) A description of the proposed development detailing construction, cut and fill, blasting, road or driveway construction, vegetation clearing or trimming, alteration to hydrological systems, alterations affecting the marine foreshore, septic field installation, landscaping, or other land alteration during or after the development phase. The report should also identify alternative development options.
- (f) An assessment of the nature and extent of the impact of the proposed development on the site, in particular anticipated impacts on identified environmentally valuable features, including but not limited to sensitive ecosystems, rare plant communities, rare species habitat, and site hydrology.
- The assessment should identify impacts stemming from the construction phase, the intended long-term use of the site, and any cumulative impacts of development in the area.
- (g) Recommended measures to limit, mitigate and manage the impacts of the proposed development on environmentally valuable features. The report should describe mitigation measures and their anticipated effectiveness in maintaining the health, form and function of environmentally valuable features, including any recommended monitoring requirements.
- (h) Recommended actions to restore or enhance ecosystem functions or habitat that have been degraded prior to development or that would be impacted by the proposed development.

16. For an application for a permit within a development permit area designated under s. 919.1 (1)(b) of the *Local Government Act* for protection of development from **hazardous conditions**, the report shall contain the following information:

- (a) A site survey including topographic features showing natural slope contours in 1 to 5 metre contour intervals, significant natural features, current and proposed buildings and structures, roads and driveways, proposed site grading and post development contours.
- (b) An assessment of potential geotechnical hazards that may affect the subject site and neighbouring properties. This should include a summary of the method of hazard analysis and the level of field work.
- (c) A description of the proposed development.
- (d) An assessment of whether the proposed development would result in an accepted probability of a geotechnical hazard, accompanied by supporting rationale.
- (e) Where an unacceptable level of hazard is identified, recommendations for measures to reduce hazards on the subject site and neighbouring properties.

17. Development Approval Information required in sections 15 and 16 must be prepared by a professional, with qualifications specified in the table below, except that the official may approve the involvement of a person having different qualifications if demonstrated, relevant, experience and qualifications are in the official's opinion suitable for the preparation of the information being provided in relation to a particular development permit application

TYPE OF INFORMATION	CONSULTING PROFESSIONAL
Sensitive Ecosystem	Registered Professional Biologist (R.P. Bio.)
Geological Hazard	Geotechnical Engineer (P. Eng.) or Professional Geoscientist (P. Geo.)

18. If the official is not satisfied that the impact information provided by the applicant is sufficient to comply with the requirements of the bylaw, either in scope, level of detail, accuracy or in any other respect, or does not address any particular information requirements that are identified in or arise from any applicable guidelines in an official community plan, the official may require the applicant to provide, at the applicant's expense, further information reasonably required to comply with the bylaw, but a requirement for further information may be imposed once only.

PART VI TERMS OF REFERENCE

19. Upon the request of an official and within the time specified in the request, an applicant for an activity or development described in Part III must provide to the official written Terms of Reference for the preparation of information on the impact of the activity or development that is the subject of the application.
20. To the extent that the proposed activity or development can reasonably be expected to have an appreciable impact on any of the following matters, the Terms of Reference must include those matters in the scope of the information that is to be prepared:
- (a) the natural environment of the area affected including adjacent marine areas, surface drainage and groundwater, ecosystems and biological diversity, with particular emphasis on areas of unusual environmental sensitivity and any rare plant or animal species;
 - (b) local highways, ferry facilities including off-island parking areas, water supply and sewage disposal systems including wells and ground sewage absorption systems, fire protection systems, municipal solid waste disposal and recycling facilities, utilities, local parking facilities and any other affected public infrastructure;
 - (c) local and off-island school facilities; local, regional and provincial parks; hospitals and other health care services; local transportation services including public transit and water taxis;
 - (d) local and off-island commercial services and employment opportunities, but the question of market demand for the activity or development need not be dealt with when the application is for a development permit;
 - (e) agricultural and forestry lands, and agricultural and forestry uses in the vicinity of the development;
 - (f) cultural heritage resources including resources of historical, archaeological, paleontological or architectural significance whether on land or underwater; and
 - (g) aesthetic values including the appearance of the development from off the island and the effect of any artificial lighting proposed.

21. In addition to any matter listed in s.15 above, the applicant may include in the Terms of Reference any matter on which the applicant considers information ought to be provided to the Local Trust Committee to permit a full understanding of the impact of the proposed activity or development on the island community affected.
22. In the case of an application for a development permit or temporary use permit, the Terms of Reference must address any particular information requirements that are identified in or arise from any applicable guidelines in an official community plan, and in all cases must address any particular information requirements specified for such an application in any development application procedures bylaw of the Local Trust Committee.
23. In addition to any other requirements the Terms of Reference may require the person preparing the impact information to provide information on the relationship between the proposed activity or development and
 - (a) the object of the Islands Trust set out in the *Islands Trust Act*;
 - (b) the Islands Trust Policy Statement; and
 - (c) in the case of a proposed zoning amendment, the official community plan of the Local Trust Committee.
24. The Terms of Reference may specify that the impact information will be prepared by a person having professional expertise in the matters included in the Terms of Reference, and may include information specifying the identity, qualifications and experience of the person who the applicant proposes to engage to prepare the information.
25. The Terms of Reference must specify the date by which and the form and the number of copies in which the impact information will be provided.
26. Within 10 business days of receipt of the Terms of Reference the official must indicate in writing to the applicant that:
 - (a) the Terms of Reference submitted by the applicant are acceptable;
 - (b) the Terms of Reference submitted by the applicant are acceptable if additional matters specified by the official and within the scope of s.15 of this Bylaw are included;
 - (c) the Terms of Reference submitted by the applicant are acceptable if a person other than one who has been proposed by the applicant in the Terms of Reference, whose selection has been approved in writing by the official, prepares the impact information; or
 - (d) the Terms of Reference are unacceptable and must be replaced by the applicant.
27. For the purposes of s.26(b), when accepting Terms of Reference the official may advise the applicant of other projects proposed or under development in the area that may be affected by the applicant's proposed activity or development.
28. If the official does not provide advice pursuant to s.26 by the end of the tenth business day the official is deemed to have accepted the proposed Terms of Reference.

PART VII PREPARATION OF DEVELOPMENT APPROVAL INFORMATION

29. Upon receipt of notice accepting the Terms of Reference or where the Terms of Reference have been deemed to be accepted, the applicant must prepare the impact information in accordance with the accepted Terms of Reference and within the time specified in the

Terms of Reference must provide it to the Local Trust Committee, at the applicant's expense.

30. For every matter within the scope of s.20 that is included in the Terms of Reference, the applicant must
 - (a) identify relevant baseline information and document the nature of the resource or other matter on which the proposed activity or development may have an impact;
 - (b) identify and describe the potential and likely impacts of the activity or development including any cumulative effects when combined with other projects proposed or under development;
 - (c) evaluate the impacts in terms of their significance and the extent to which and how they might be mitigated; and
 - (d) make recommendations as to conditions of approval that may be appropriate to ensure that undesirable impacts are minimized or avoided,all in accordance with generally accepted impact assessment methodology.
31. If Terms of Reference approved under s.26 specify professional expertise in the preparation of impact information, prior to authorizing the preparation of the information by any person the applicant must deliver to the official information specifying the identity, qualifications and experience of the person who the applicant proposes to engage to prepare the information, unless that information was included in the approved Terms of Reference.
32. Within 10 business days of receipt of the information, the official must advise the applicant whether the proposed person is acceptable, and if the person is not acceptable the official must advise the applicant in writing of the reason and may propose one or more alternative acceptable persons. If such advice is not provided by the end of the tenth business day, the official is deemed to have accepted the proposed person.
33. If the official is not satisfied that the impact information provided by the applicant is sufficient to comply with the Terms of Reference, either in scope, level of detail, accuracy or in any other respect, the official may require the applicant to provide, at the applicant's expense, further information reasonably required to comply with the Terms of Reference, but a requirement for further information may be imposed once only.

PART VIII INDEPENDENT REVIEW

34. If the official considers that the impact information provided by the applicant, or any portion of it, requires an independent review prior to being considered by the Local Trust Committee, the official may require the applicant to provide such a review of the information including the methodology used in its preparation.
35. The official may specify that the independent review be conducted by a member of the faculty of a university or college, a member of the Planning Institute of B.C., a member of the Architectural Institute of B.C., a member of the Association of Professional Engineers and Geoscientists of B.C., a Qualified Environmental Professional (QEP) or a Registered Professional Forester, and may specify terms of reference for the review.

36. The applicant must arrange for the independent review to be conducted and submitted in writing to the local trust committee, at the applicant's expense and within the time specified by the official.

PART IX PROPRIETARY RIGHTS IN INFORMATION

37. The information that is provided to the Local Trust Committee pursuant to this Bylaw is required by the Local Trust Committee in the exercise of its powers under the *Local Government Act* and the *Islands Trust Act*. Every report or other document provided to the Local Trust Committee pursuant to this Bylaw must accordingly contain an express grant of permission to the Local Trust Committee to use and reproduce the information contained in the report or other document for non-commercial purposes.

READ A FIRST TIME this _____ day of _____, 2015.

READ A SECOND TIME this _____ day of _____, 2015.

READ A THIRD TIME this _____ day of _____, 2015.

ADOPTED this _____ day of _____, 2015.

Chair

Secretary



Top Priorities

Hornby Island

No.	Description	Activity	Received/Initiated	Responsibility	Target Date	Status
1	Riparian Areas Regulation mapping and implementation. To include Development Approval Information bylaw as per approved Project Charter	Project charter revised at April 25, 2014 LTC meeting. Draft DAI bylaw to be presented at May, 15/2015 LTC meeting	Feb-03-2012	Rob Milne	Dec-31-2012	On Going
2	Official Community Plan and Land Use Bylaw Review.	Targeted review and update of the OCP and LUB. OCP bylaw awaiting Ministerial approval.	Feb-03-2012	Rob Milne		On Going
3	Appointments to the Advisory Planning Commission.		Nov-21-2014	Rob Milne		On Going



Projects

Hornby Island

No.	Description	Activity	Received/Initiated	Status
1	Development Procedures Bylaw	<i>Consider options prepared by staff for amending the development procedures bylaw to include requirements for posting of signs on property with respect to significant applications.</i>	Feb-03-2012	On Going
1	Review of home occupation regulations to allow the rental of accessory building space to a non-resident of the property for commercial use.			On Going
1	Review of Siting and Use Permit Bylaw No. 52 regarding applicability to the construction of secondary suites within a dwelling and research requirements for proof of adequate water and septic capability.		Feb-01-2013	On Going
1	Review and update 'Building on Hornby Island' brochure and include HPO information.		Feb-01-2013	On Going
1	Review of environmentally sensitive areas OCP map schedule (D2) as a stand alone mapping project or addition to the community profile.		Apr-26-2013	On Going
1	Establish a community process to review residential density to address community housing needs following the completion of the official community plan and land use bylaw reviews.		Jun-07-2013	On Going
1	Inventory and assessment of beach access and other unopened road allowances		Jul-12-2013	On Going
1	Information and education with respect to the marine environment and shoreline protection		Feb-07-2014	On Going

1	Review approaches to ground water protection and water conservation on Hornby Island including consideration of the Gulf Islands Ground Water Protection Regulatory Tool Kit and the possible use of Development Permit areas for water conservation.			On Going
1	Develop and implement a project to support accessible opportunities for small-scale farming involving consultation with relevant agencies and review of applicable policies and regulations.			On Going
1	Conduct a consultative process for the Ford Cove area			On Going
1	Relationship building with K'omoks First Nation including considering content of Official Community Plan as it relates to K'omoks First Nation interests.		Aug-15-2014	On Going
1	Support collaborative planning process for Public Use area.		Mar-27-2015	On Going
3	Review of vacation home rental regulations by 2017		Sep-13-2013	On Going
3	GHG Emissions Reduction	Facilitate community communications regarding greenhouse gas emissions in collaboration with community organizations.	Feb-03-2012	On Going
4	Communications strategy for revised OCP and LUB		Feb-03-2012	On Going
5	Review community profile by adding further information on environmentally sensitive areas and important habitat and including information in Schedule D2 of OCP.		Nov-23-2012	On Going

Applications w/ Status - Hornby Island Status: Open

Applications

Development Variance Permit

File Number	Applicant Name	Date Received	Purpose
HO-DVP-2013.2	Zaharko Land Surveying Inc. Planner: Marnie Eggen	Sep-17-2013	to vary Lot 5 front lot line

Planning Status

Status Date: Feb-03-2015

Applicant confirming septic capability before moving forward with DVP.

Status Date: Nov-19-2013

Applicant revising subdivision plan; DVP put on hold

Status Date: Nov-05-2013

Mailout sent Nov 5, 2013 / Hand Delivery Nov 8 - Statutory Notice Period Nov 8 - 21, 2013

Subdivision

File Number	Applicant Name	Date Received	Purpose
HO-SUB-2013.1	Zaharko Land Surveying Inc. Planner: Marnie Eggen	Jun-13-2013	4115 Roburn Road, Hornby Island 2 lot subdivision, Section 946 Local Government Act

Planning Status

Status Date: Feb-03-2015

no change

Status Date: Jul-29-2013

Referral report emailed to MOTI; requires variance and 946 covenant

Status Date: Jun-25-2013

Planner reviewing

File Number	Applicant Name	Date Received	Purpose
HO-SUB-2014.1	Peter Mason Planner: Teresa Rittermann	Jul-02-2014	To create 2 parcels under sec. 946

Planning Status

Status Date: Apr-29-2015

No change in status.

Status Date: Mar-11-2015

No change in status.

Status Date: Feb-03-2015

File remains on Hold. No change in status.

File Number	Applicant Name	Date Received	Purpose
HO-SUB-2015.1	Jennifer Scott Planner: Teresa Rittermann	Dec-24-1900	S.946 Subdivision (2 lot subdivision)

Planning Status

Status Date: Apr-29-2015

Cost recovery agreement has been signed by applicant. Cost recovery in process. Legal services has drafted the covenant and it has been reviewed by staff. LTC now needs to appoint signatories (likely by RWM) to sign the covenant.

Status Date: Mar-27-2015

During regular business meeting, the LTC waived 10% road frontage requirement and approved entering into cost recovery agreement with the applicant

Status Date: Mar-23-2015

Revised PLA issued by MOTI

Siting and use Permit

File Number	Applicant Name	Date Received	Purpose
HO-SUP-2015.3	DALE GAMBLE Planner: Marnie Eggen	Mar-06-2015	Addition to existing Cabin and new Accessory Building, Sewerage treatment plant and dispersal field

Planning Status

Status Date: Mar-11-2015

Planner reviewing

File Number	Applicant Name	Date Received	Purpose
-------------	----------------	---------------	---------

HO-SUP-2015.4

Etienne DeVilliers Mar-30-2015
Planner: Marnie Eggen

new building with Bedroom and Laundry; Main Residence and Studio

Planning Status

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

635 Hornby	Invoices posted to Month ending March 2015	<u>Budget</u>	<u>Spent</u>	<u>Balance</u>
65000-635	LTC "Trustee Expenses"	700.00	932.58	-232.58
LTC Local				
65200-635	LTC - Local Exp - LTC Meeting Expenses	2,500.00	2,435.04	64.96
65210-635	LTC - Local Exp - APC Meeting Expenses	750.00	1,415.64	-665.64
65220-635	LTC - Local Exp - Communications	300.00	480.00	-180.00
65230-635	LTC - Local Exp - Special Projects	750.00	387.82	362.18
TOTAL LTC Local Expense		<u>4,300.00</u>	<u>4,718.50</u>	<u>-418.50</u>
Projects				
73001-635-2004	Hornby OCP/LUB	<u>3,000.00</u>	<u>1,087.78</u>	<u>1,912.22</u>
TOTAL Project Expenses		<u>3,000.00</u>	<u>1,087.78</u>	<u>1,912.22</u>

Hornby Island Local Trust Committee

POLICIES AND STANDING RESOLUTIONS

No	Meeting Date	Resolution No.	Issue	Policy
1.	November 22, 2013	HO-O43-2013.	Enforcement Actions related to rentals of Accessory buildings by non-residents	It was MOVED and SECONDED, 1. that whereas the Land Use Bylaw and Official Community Plan for the Hornby Island Local Trust area are currently undergoing a community review process which amongst other items includes a review of home occupation AND THAT whereas neither document addresses the rental of accessory buildings for non-commercial use it is resolved that enforcement actions related to the rental of accessory buildings shall be considered to be a low priority; 2. that nothing in this enforcement policy should be interpreted as giving permission to any party to violate the Land Use Bylaw and the Hornby Island Trust Committee may change this policy at any time and may give direction to commence enforcement activities without notice; and 3. that unless the Hornby Island Local Trust Committee extends the effective period on this enforcement policy it expires on September 30, 2014 or when the Land Use Bylaw and Official Community Plan review is complete, whichever is the sooner.
2.	September 19, 2014	HO-IC-2014-001	Amend Expiration date of Resolution No. HO-043-2013	During Rise and Report in the regular business meeting Chair Graham reported the following resolution: It was MOVED and SECONDED, that the Hornby Island Local Trust Committee amend the expiration date of Resolution No. HO-043-2013 to September 30, 2015.

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.

REQUEST FOR DECISION

To: Hornby Island Local Trust Committee **For the Meeting of::** May 15, 2015

From: Rob Milne, Island Planner **Date Prepared:** April 21, 2015

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

RECOMMENDATION: That the Hornby 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: Hornby 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 Hornby 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: Rob Milne, Island Planner

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

Hornby Island Local Trust Committee

The Hornby Island Local Trust Committee held eight regular business meetings as well as one special meeting, one community information meeting (CIM) and two public hearings for this fiscal period. A focus for this period was the completion of the of public consultation process for the review of the current official community plan (OCP) and land use bylaw (LUB). The CIM was held in May and was followed by a public hearing for the proposed OCP and LUB In July. The proposed OCP and LUB bylaws were submitted to the Ministry of Culture, Sport and Community Development in September 2014 and are currently awaiting Ministerial approval prior to final adoption by the LTC.

In 2014 the stream mapping and watershed assessments were completed for the remaining unmapped portion of the Beulah Creek watershed as well as three other RAR applicable watersheds. A series of four open houses were held in July to allow public review of the completed watershed assessments and mapping. Draft bylaws were presented to the LTC at their October meeting and subsequently sent out for early referral to stakeholders and agencies.

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)

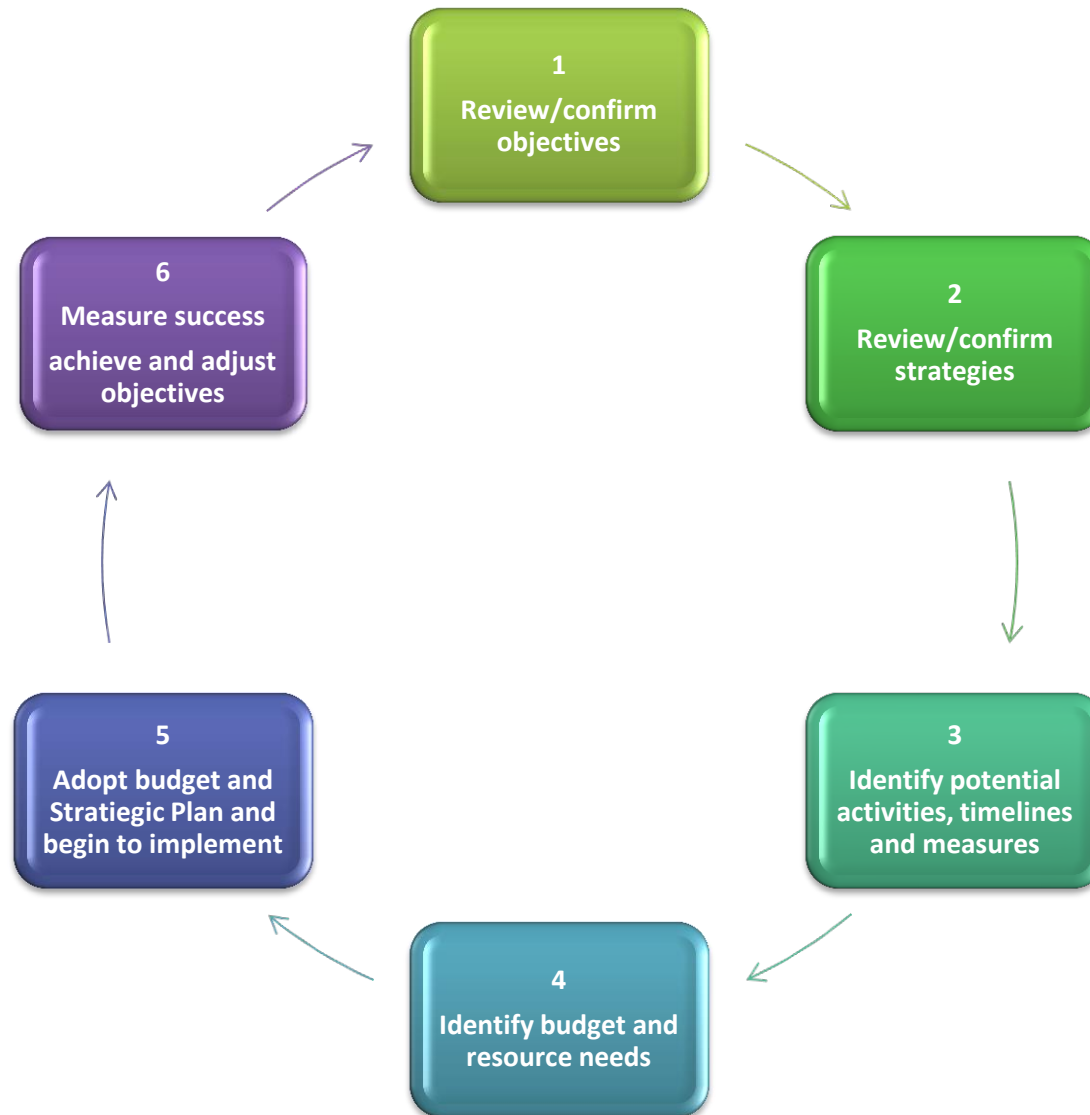
Endorsed by EC: Feb 17/15

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: • 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

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?

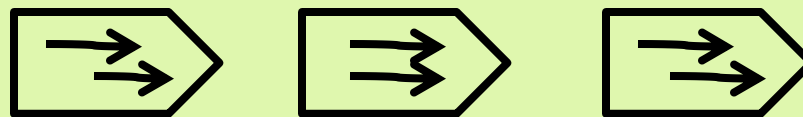
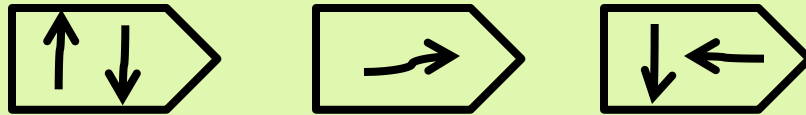
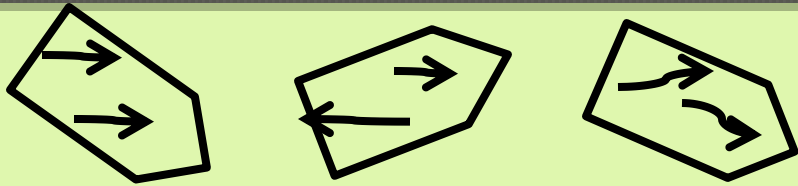
- ◎ A 'high level' plan that outlines your *mission* and key *goals* and *objectives* for the medium to long term, and sets out *strategies* for achieving your *goals* and *objectives*.
- ◎ A plan for at least three-four years.
- ◎ Strategic plans can last for longer than a term of office.
- ◎ Council 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

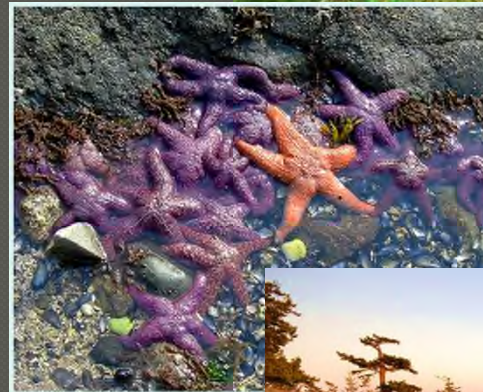
- ◉ A general statement of desired results to be achieved over an unspecified period of time.
- ◉ The Islands Trust's goals are currently defined in its Policy Statement.
- ◉ Missions and goals should stay fairly stable over a long period.



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.

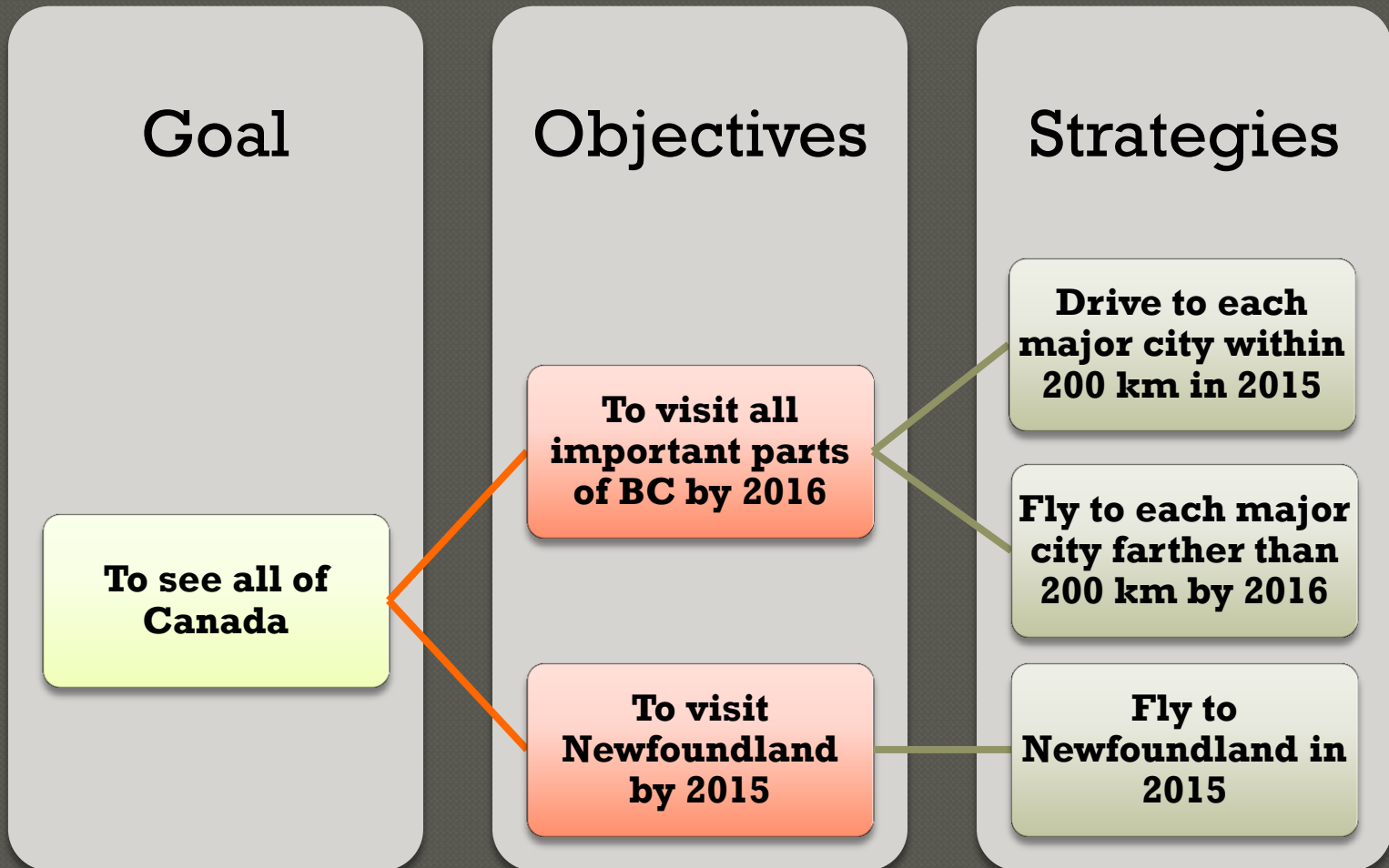


Understanding the Terms

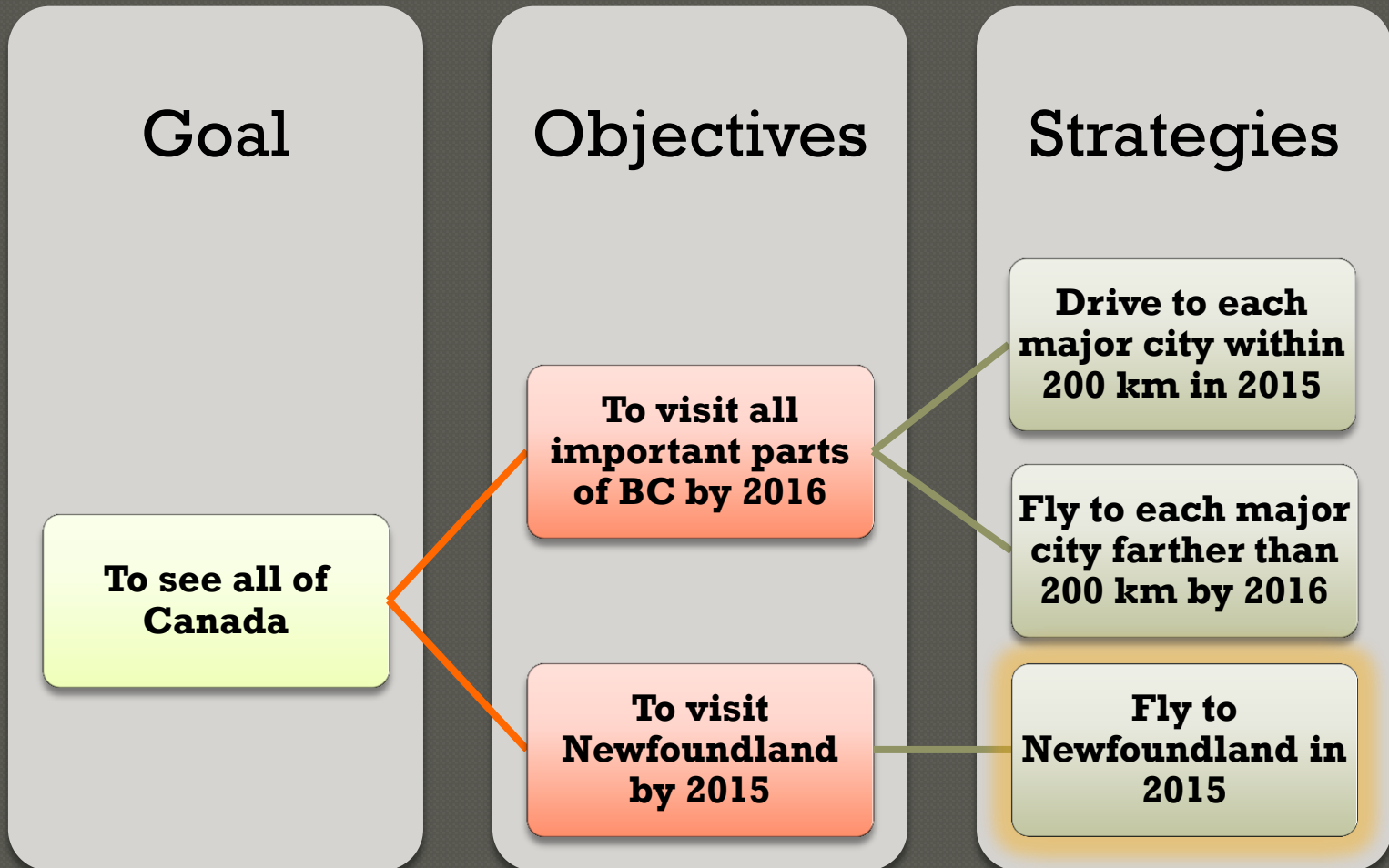
- Goals, Objectives and Strategies

- Activities and Measures

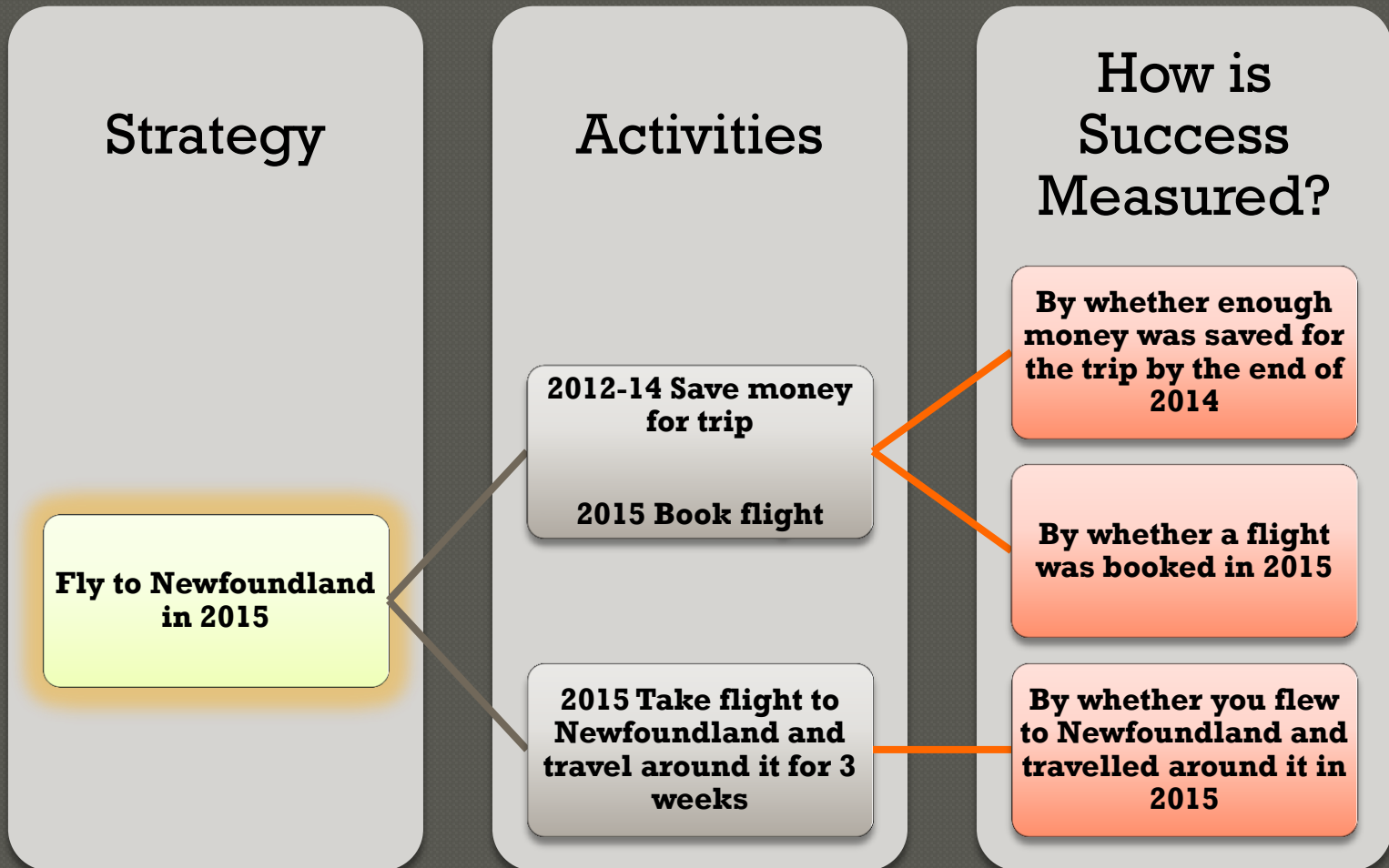
Goals, Objectives and strategies



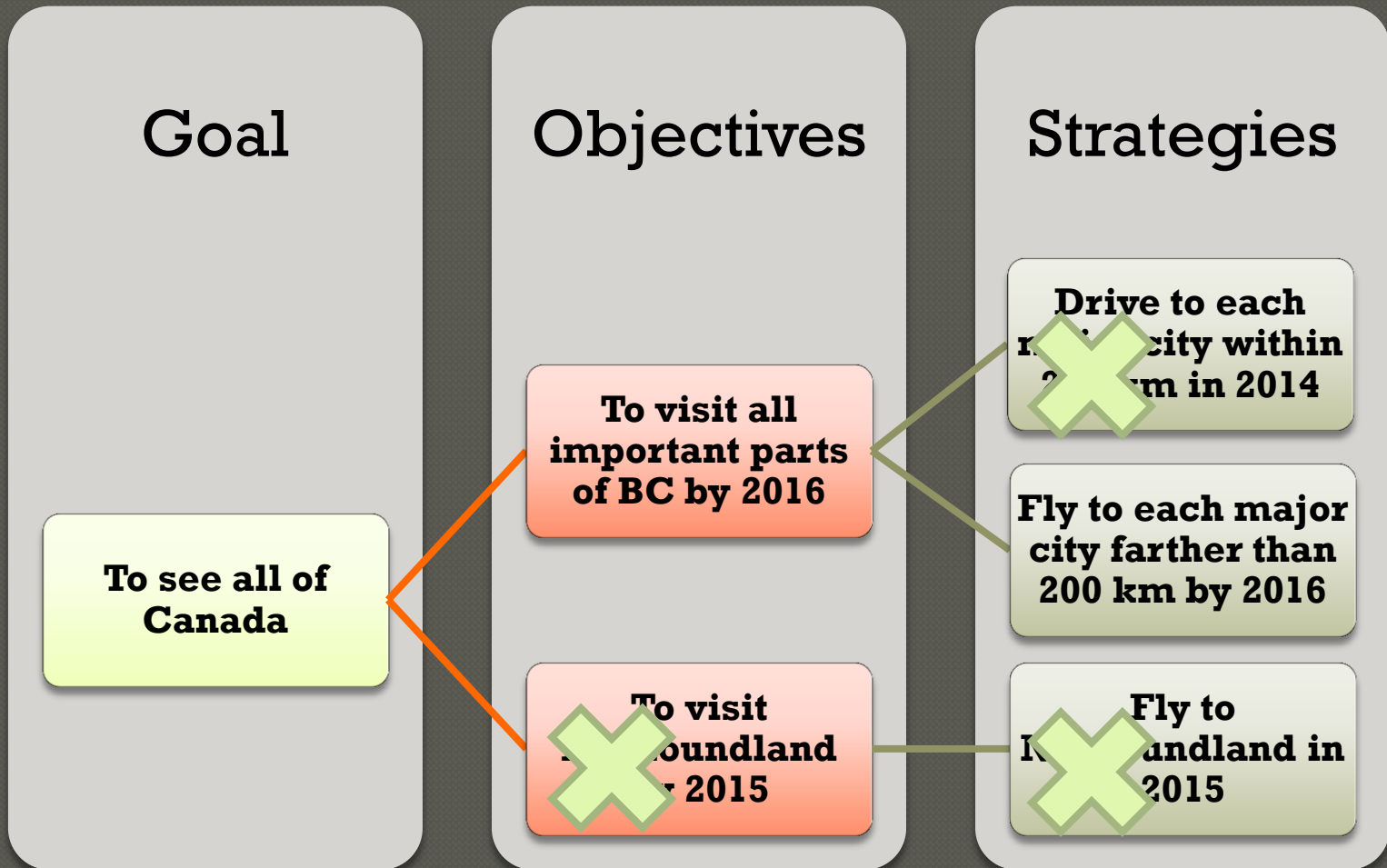
Goals, Objectives and strategies



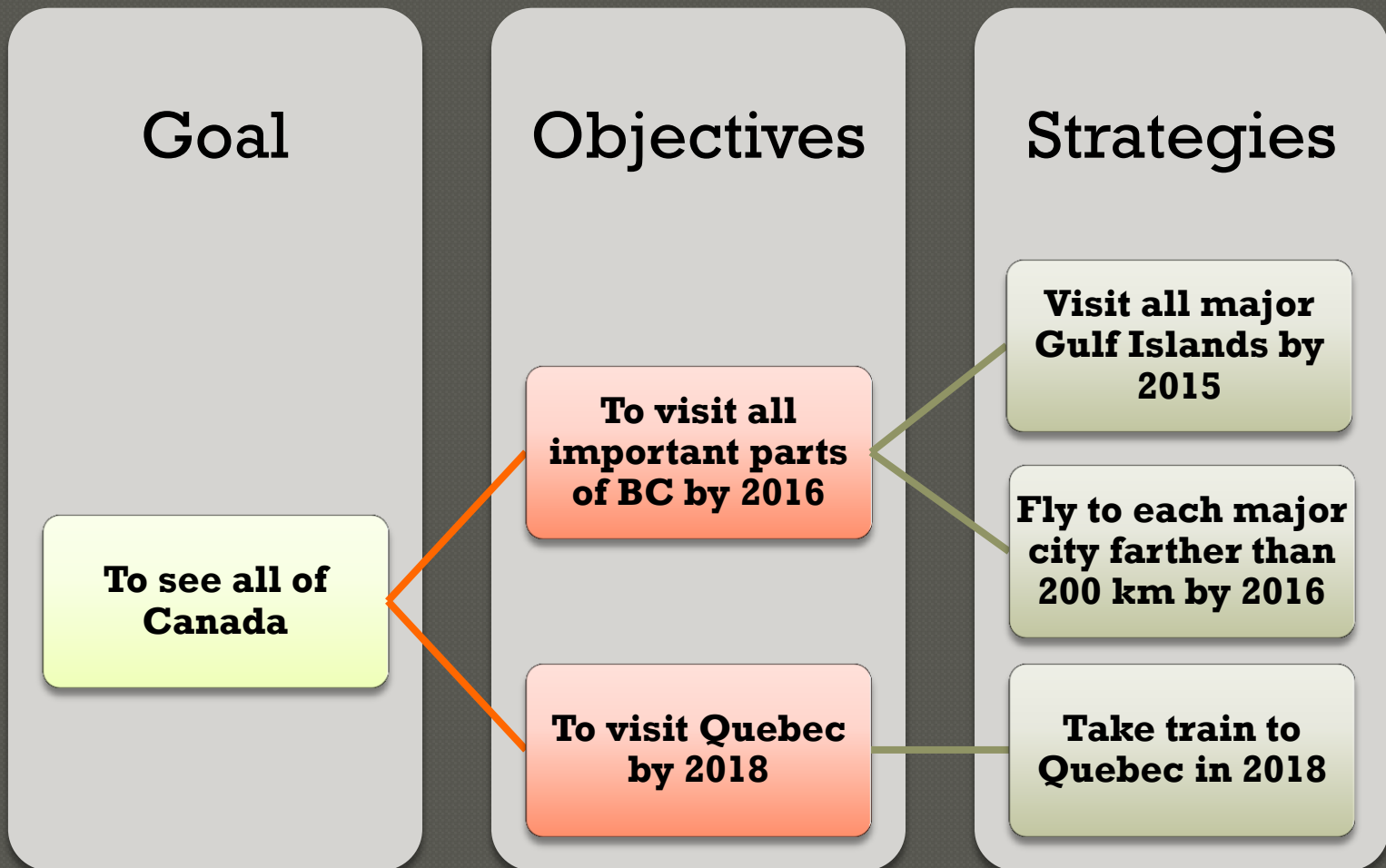
Strategies, activities and measures



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

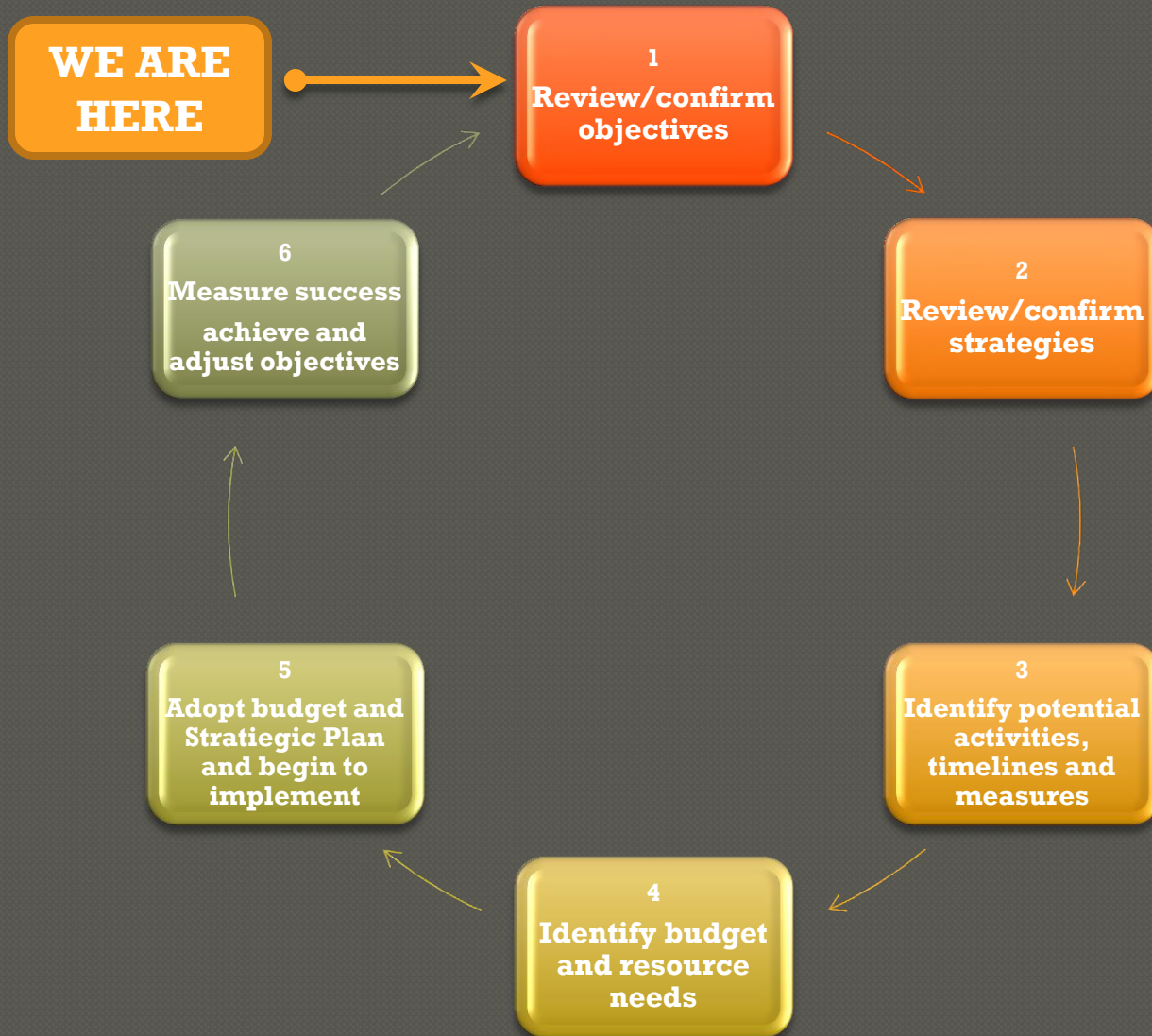
◎ Strategic Item

- 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

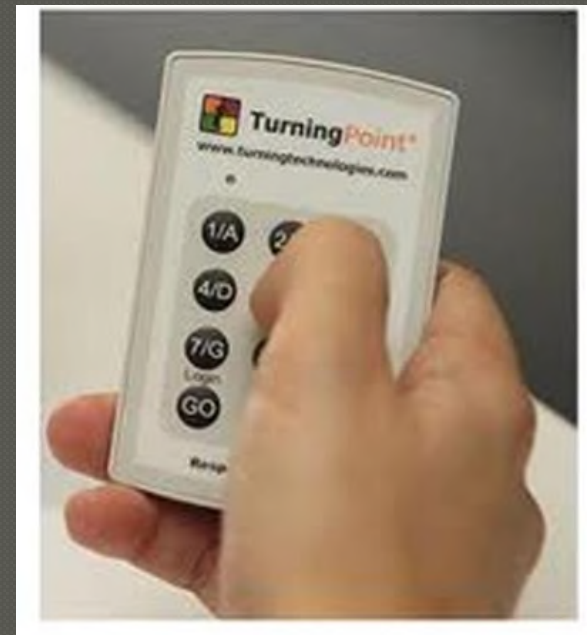
SOME POTENTIAL OBJECTIVES IDENTIFIED BY TRUSTEES SO FAR:

- 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

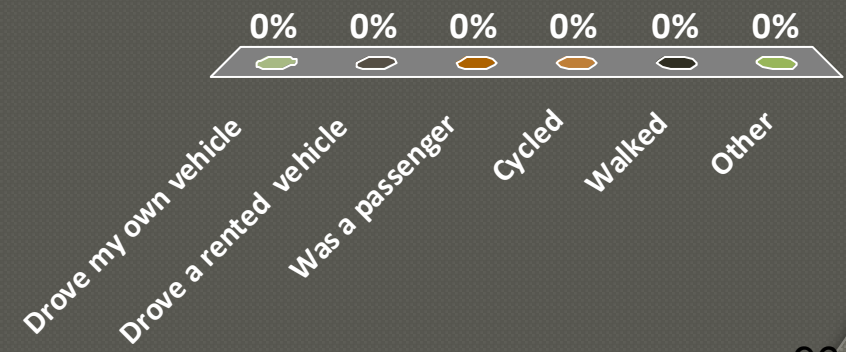
- Council exercise to identify how important these potential priorities are

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



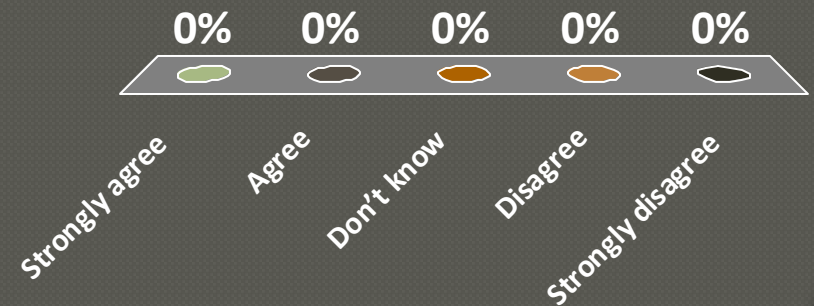
Practice Question 1: How did you travel to Trust Council?

- 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.



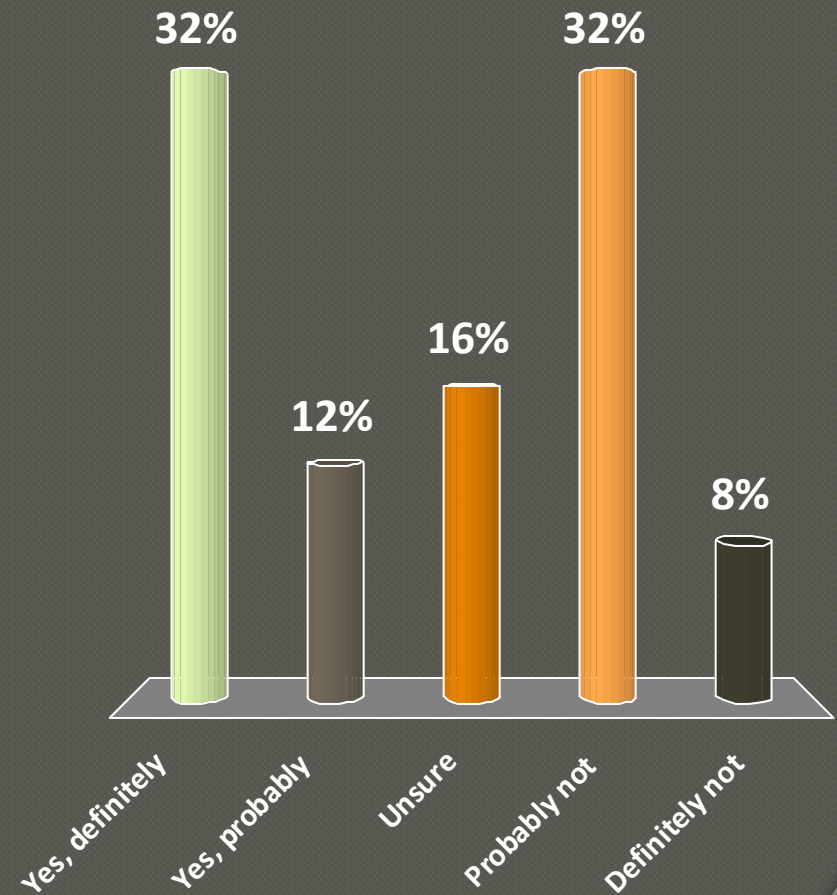
Do you believe

'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

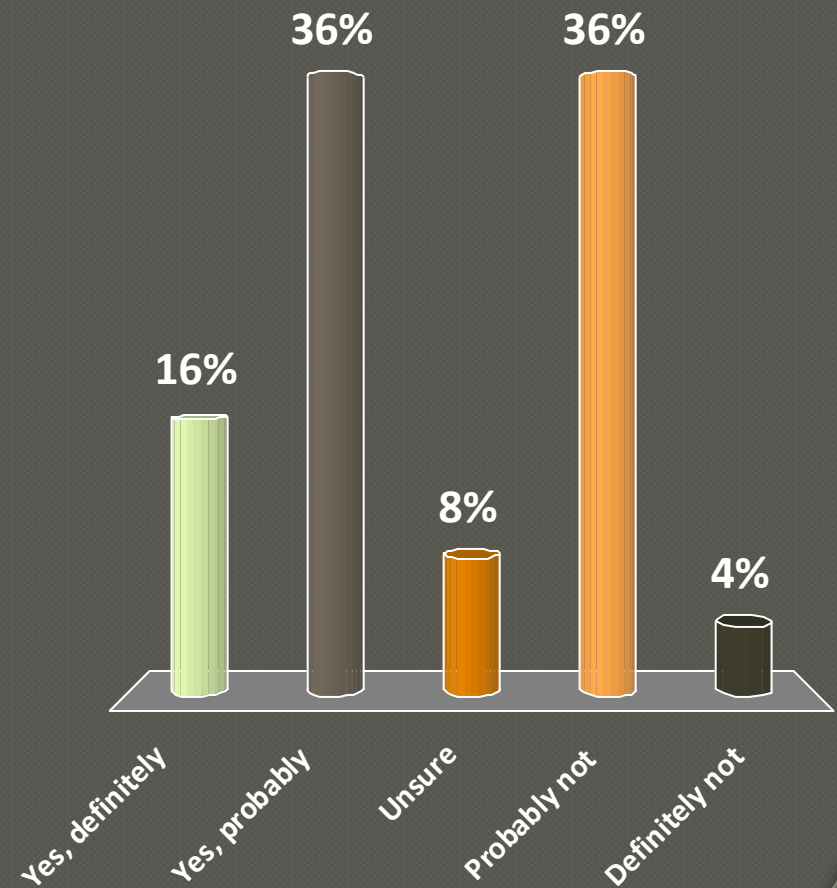
Do you believe
'Reduce GHG emissions in communities'
should be a strategic priority this term?

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



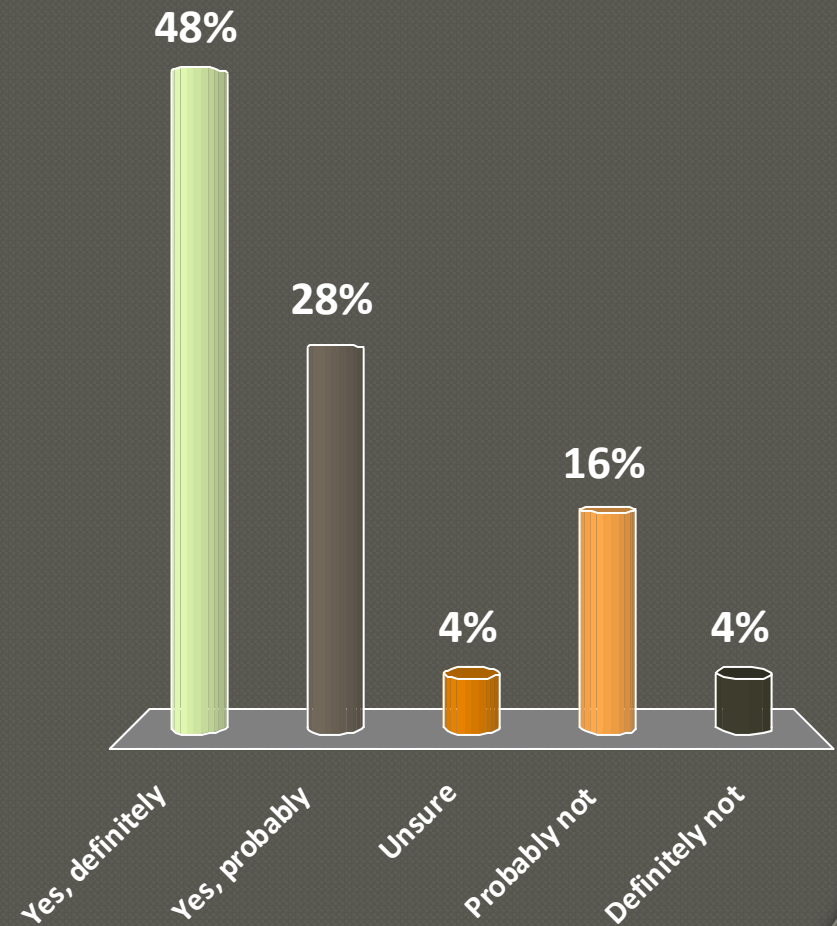
Do you believe
'Protect freshwater quality and quantity'
should be a strategic priority this term?

- 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?

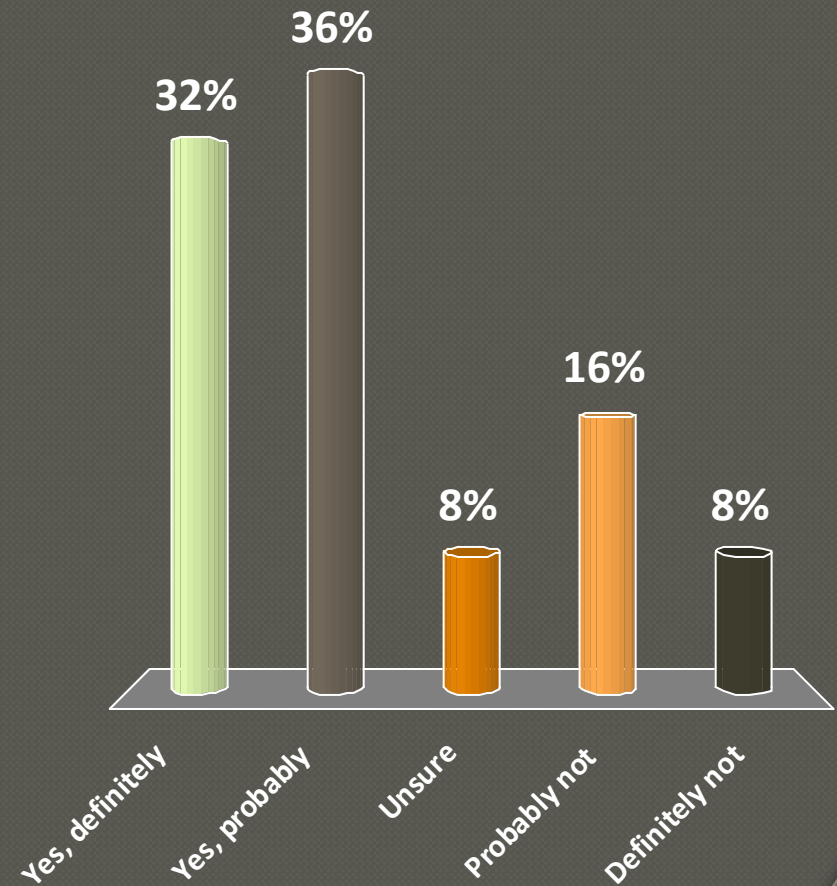
- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



Do you believe

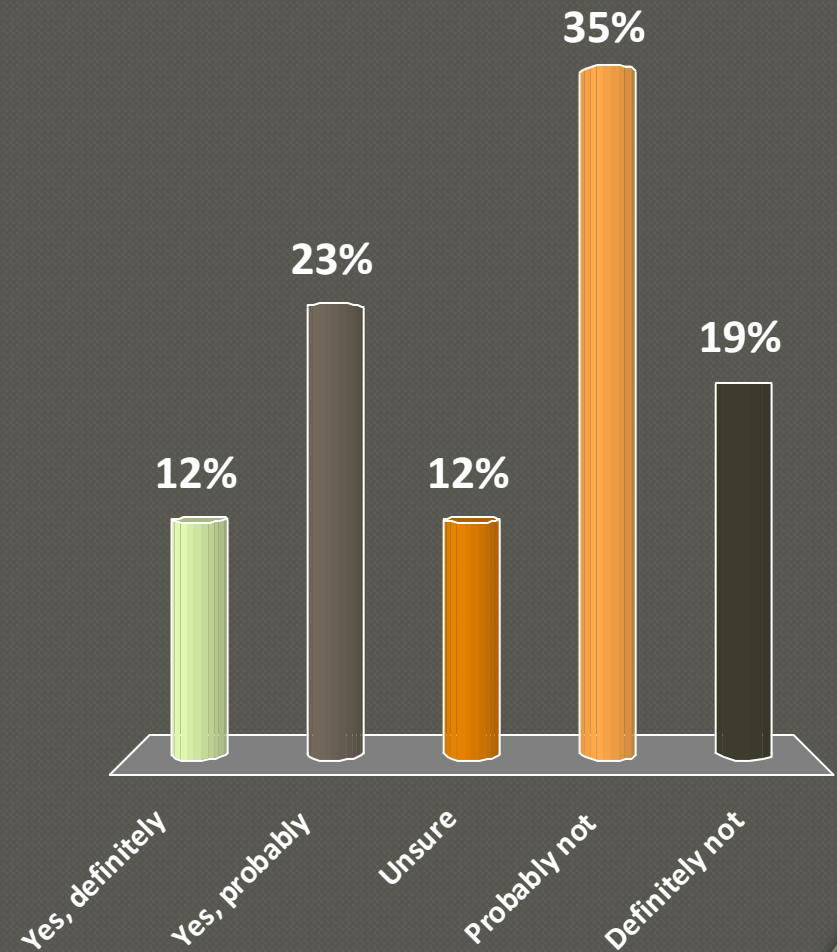
'protect/restore community socio-economic diversity'
should be a strategic priority this term?

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



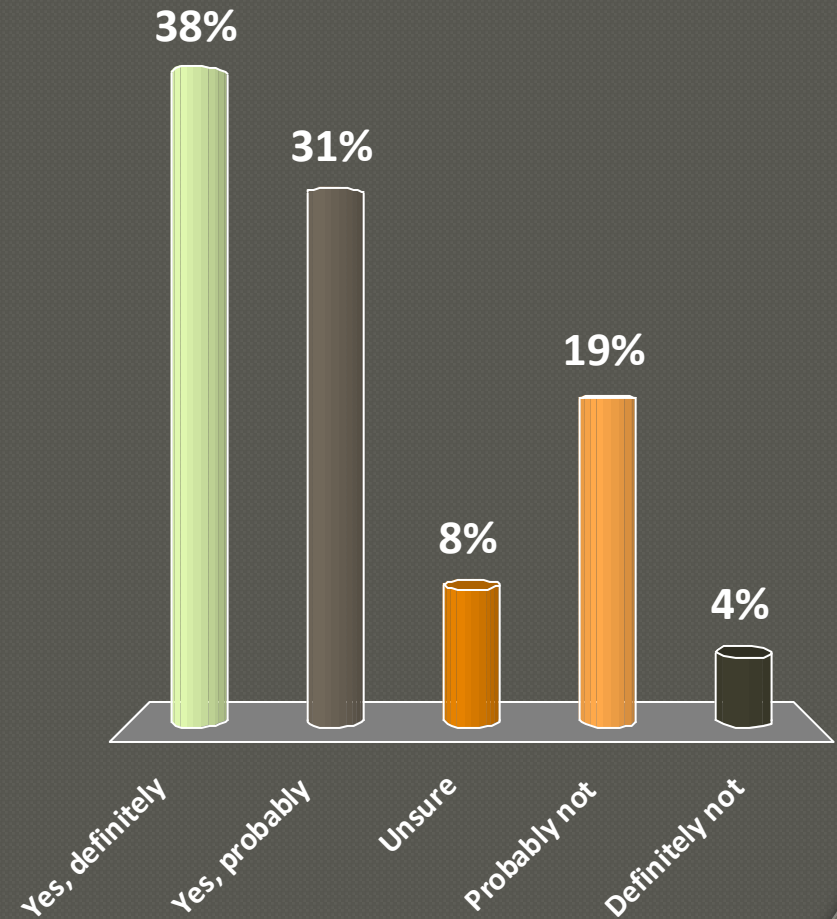
Do you believe
'enhance food security'
should be a strategic priority this term?

- 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



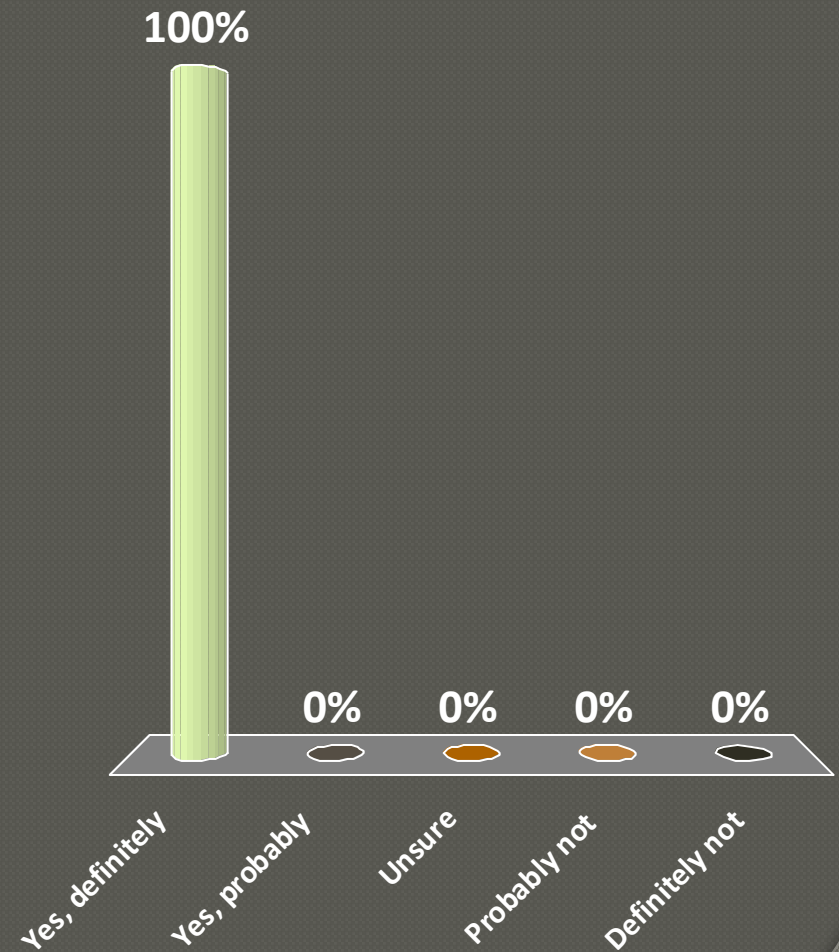
Do you believe

'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

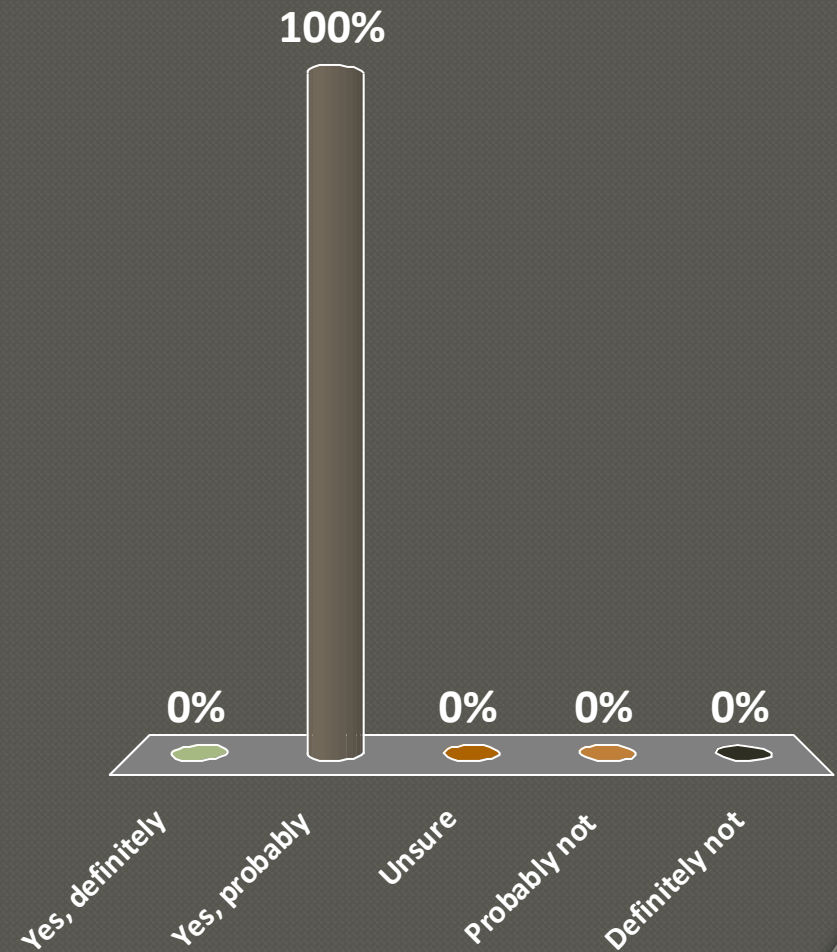
Do you believe
'improve Islands Trust cost effectiveness and resilience'
should be a strategic priority this term?

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



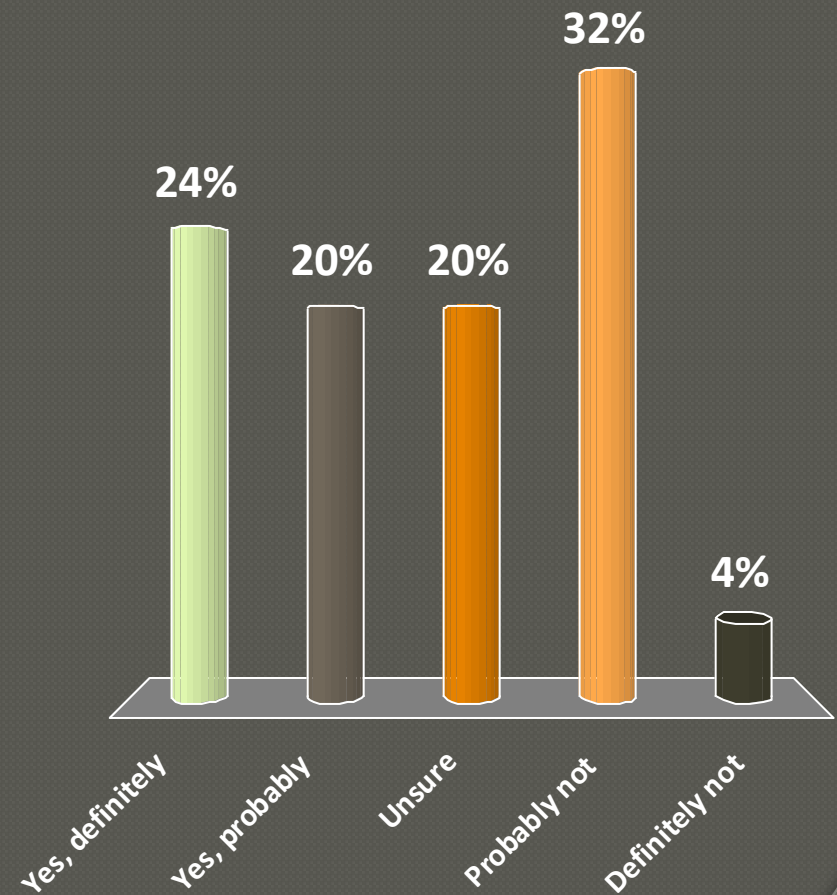
Do you believe
'improve development application procedures'
should be a strategic priority this term?

- 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?

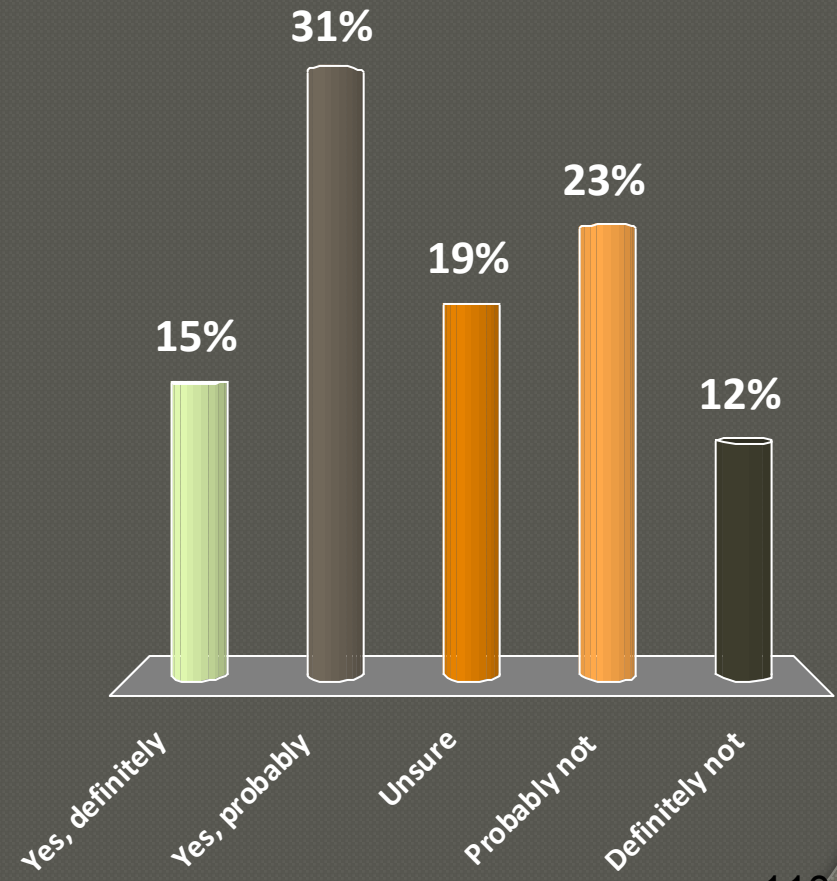
- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



Do you believe

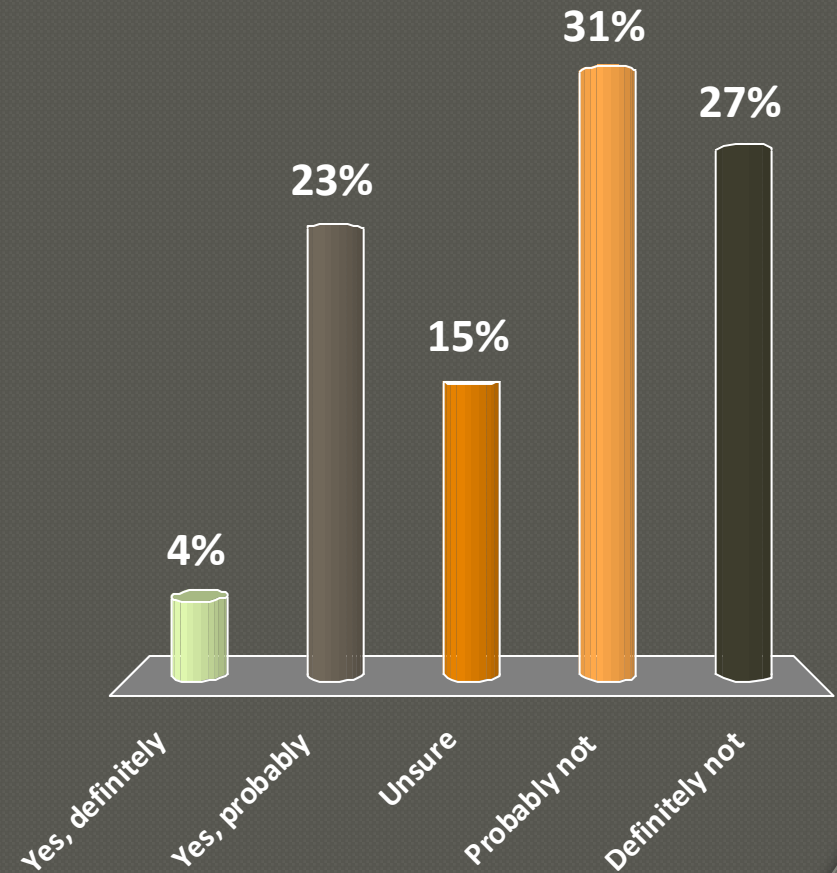
'improve understanding and support for the IT object'
should be a strategic priority this term?

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



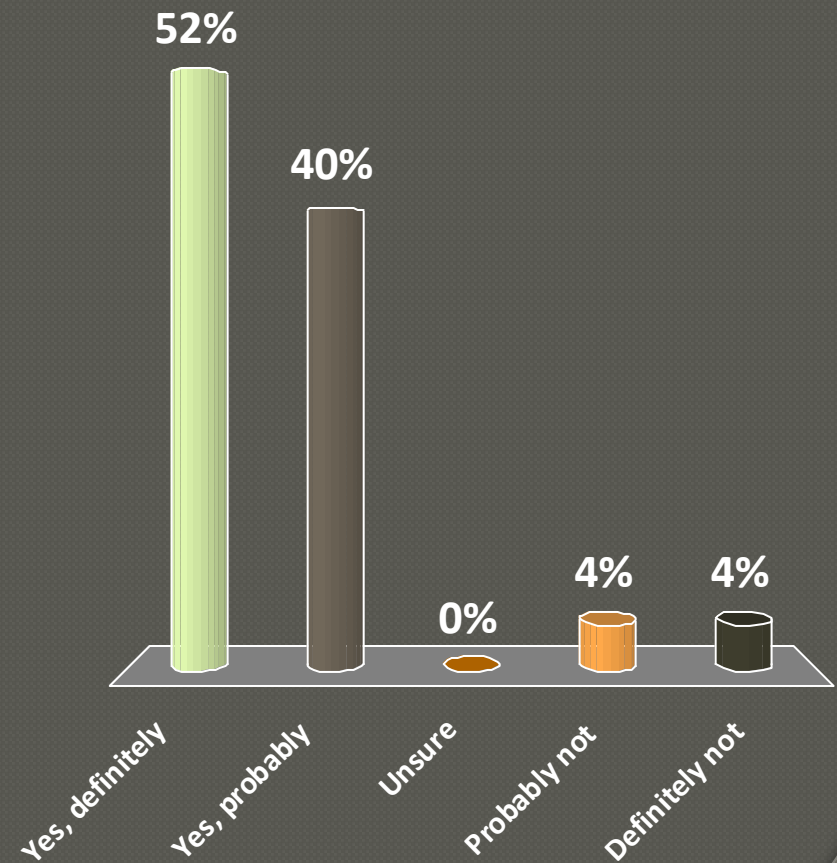
Do you believe
'improve open and transparent government'
should be a strategic priority this term?

- 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?

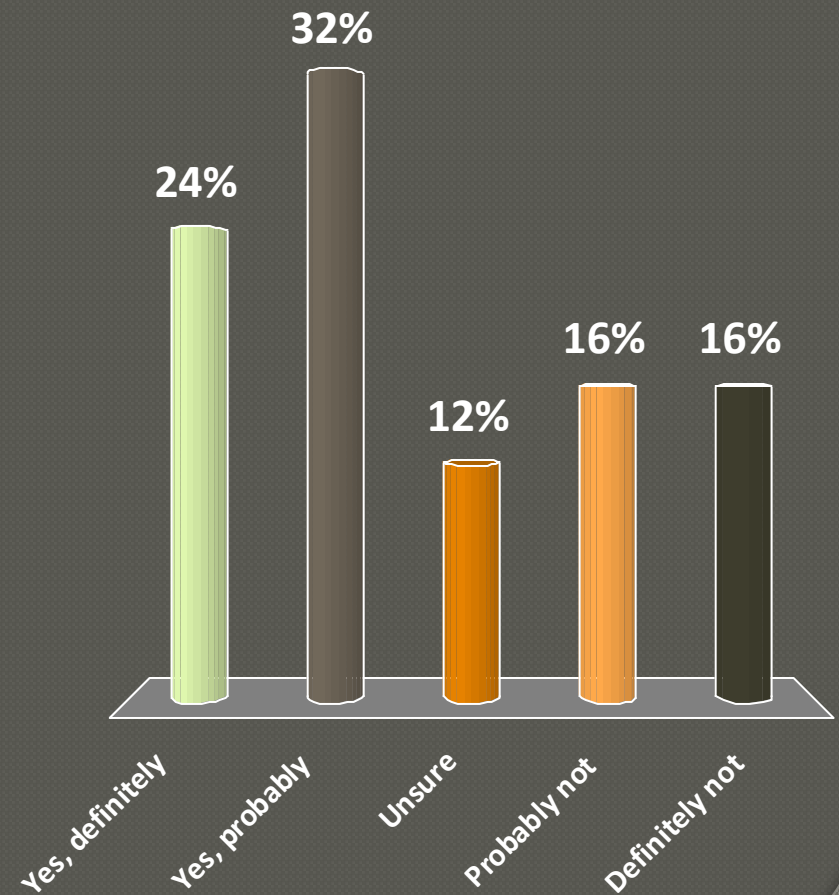
- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



Do you believe

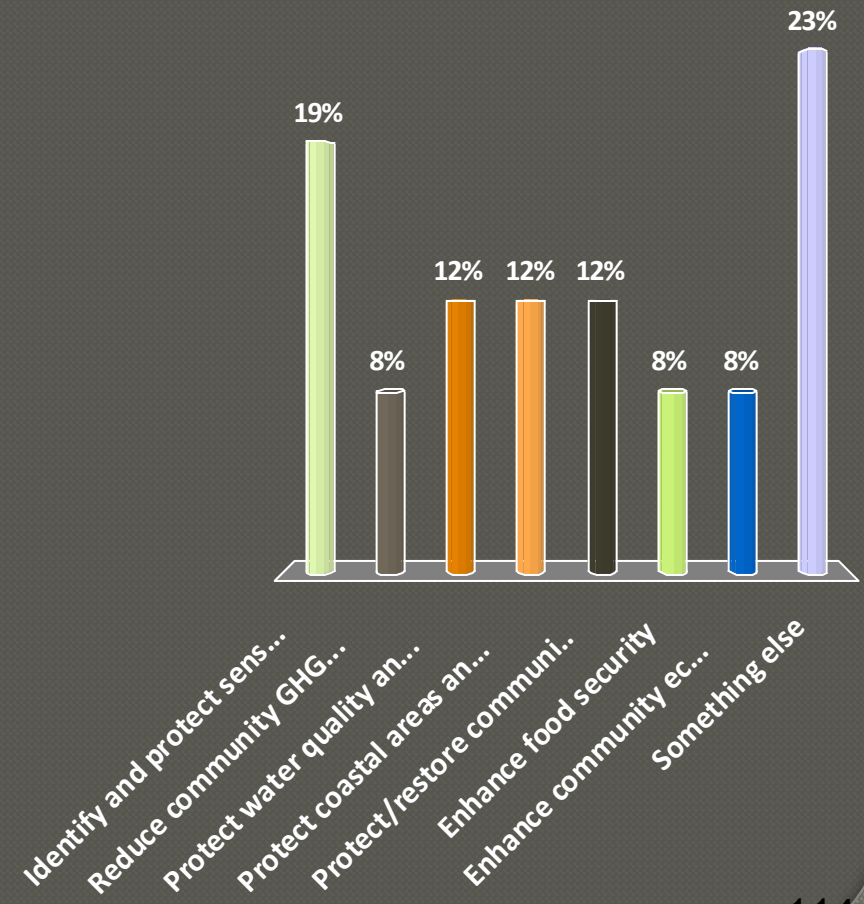
'Review/confirm the Islands Trust vision and policies'
should be a strategic priority this term?

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



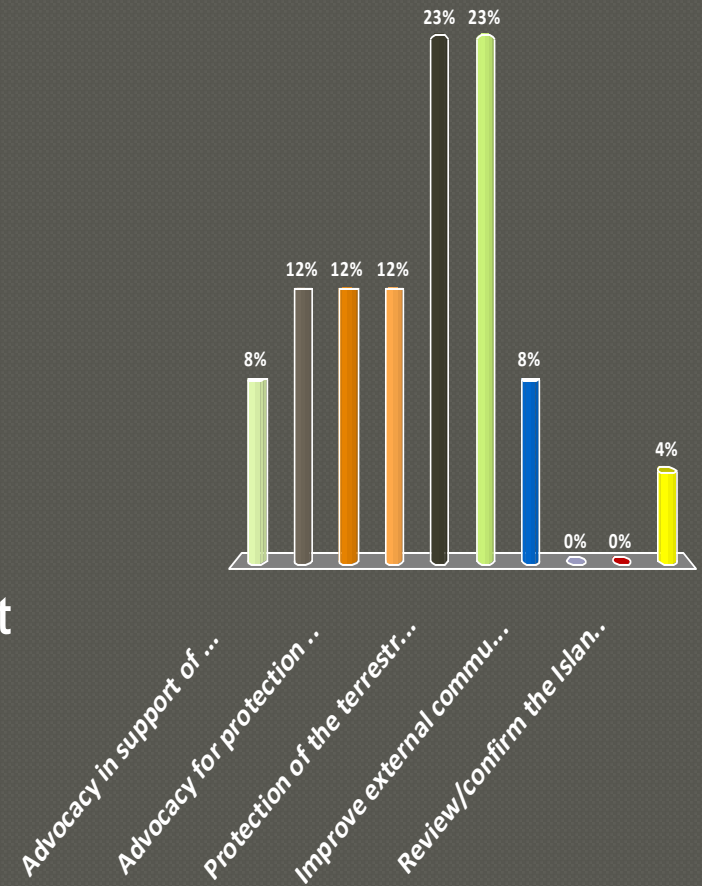
Which are the 3 most important land use planning topics for your Local Trust Committee to work on?

- 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



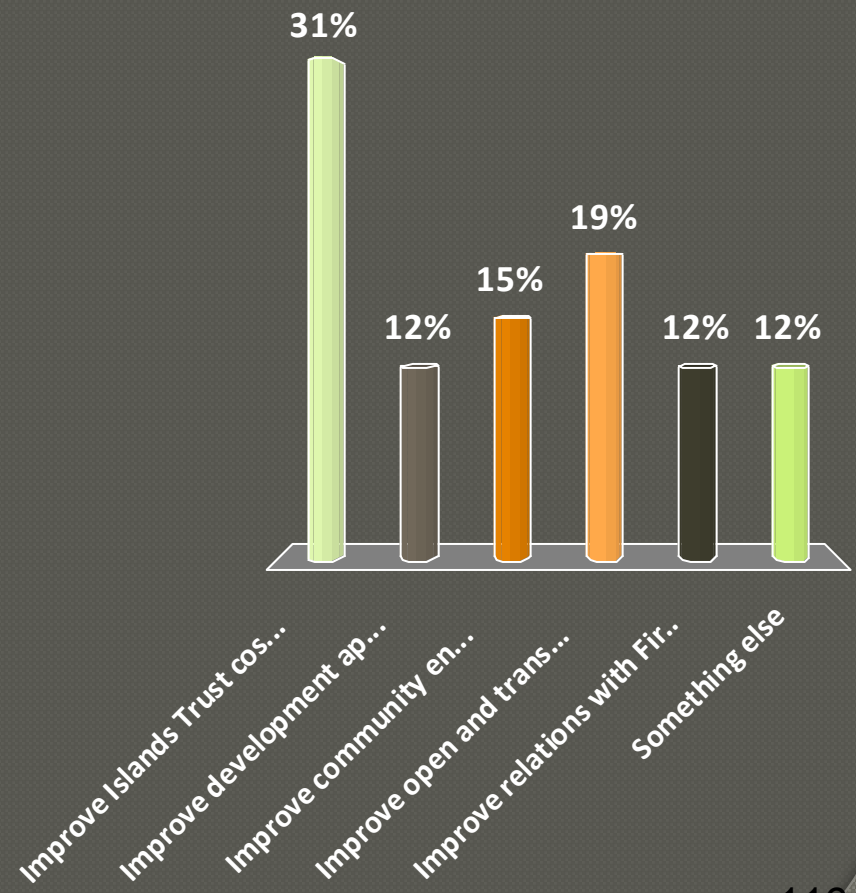
What are the 3 most important topics for Trust Area Services to work on?

- 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



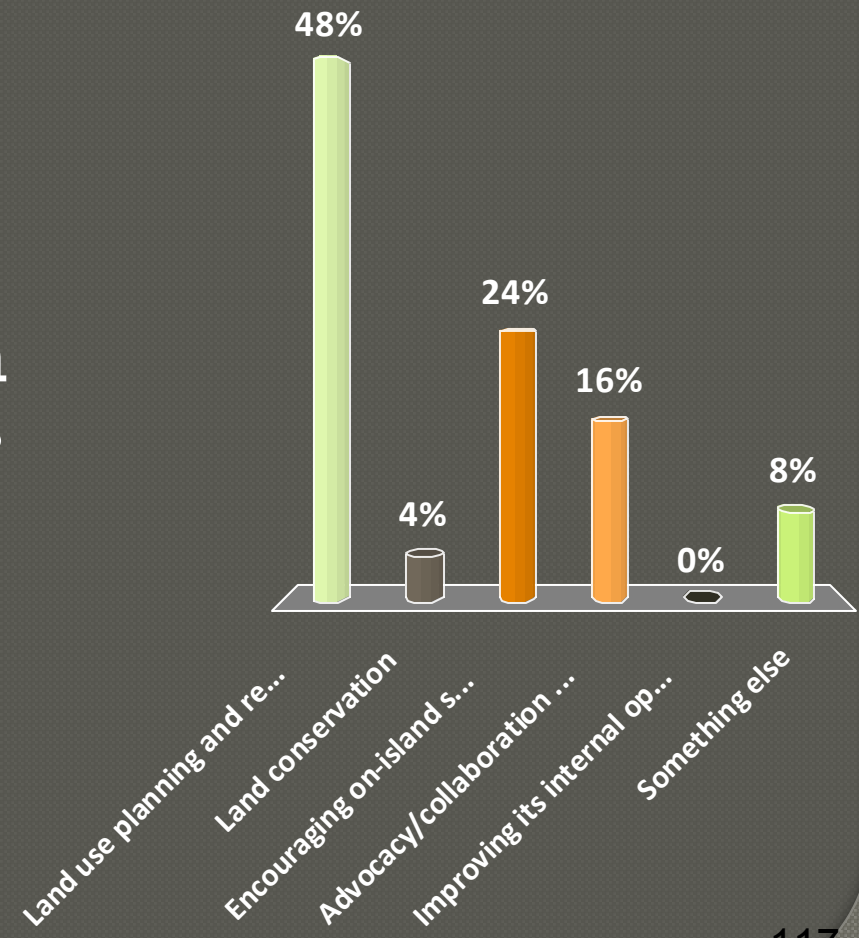
What are the 3 most important organizational improvements we could make?

- 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

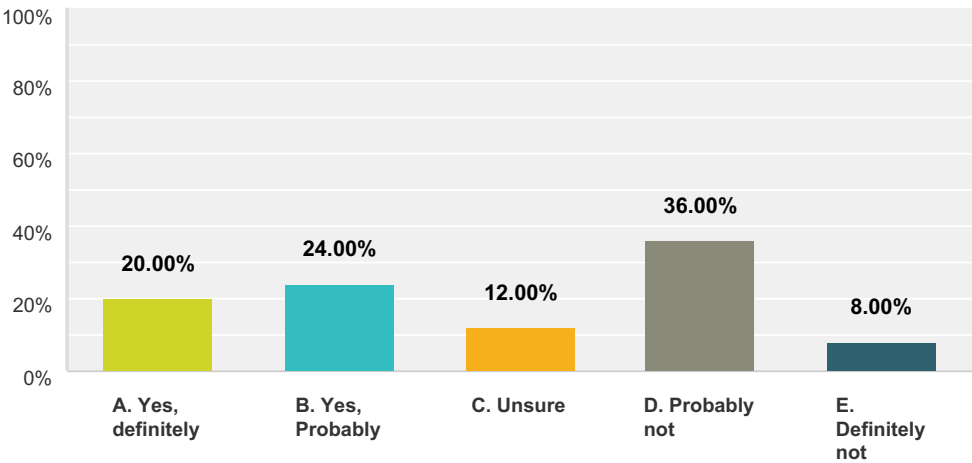
- ◉ Discussion by Council Committees, LTCs, Bowen Island Municipality, Trust Fund Board.
- ◉ Draft of potential priority objectives and strategies for review by Trust Council in June 2015.
- ◉ Executive Committee will solicit public input based on Council's adopted list of objectives and strategies.
- ◉ 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?

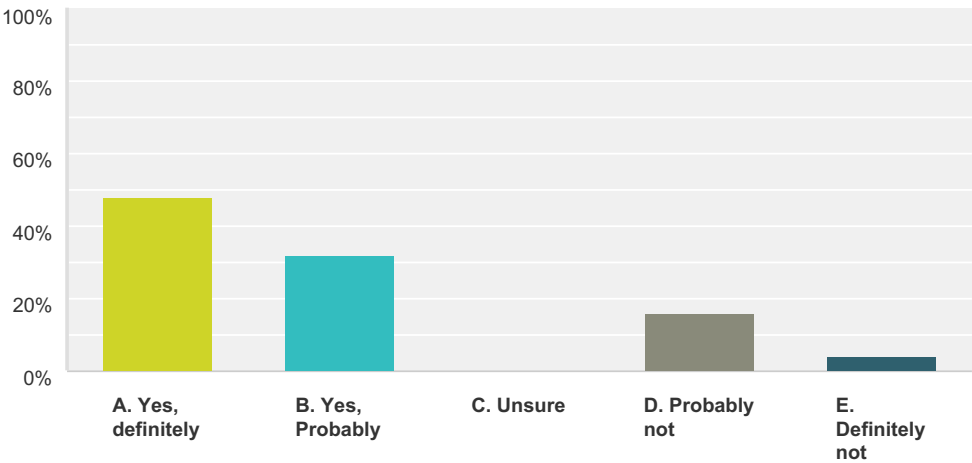
Answered: 25 Skipped: 0



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?

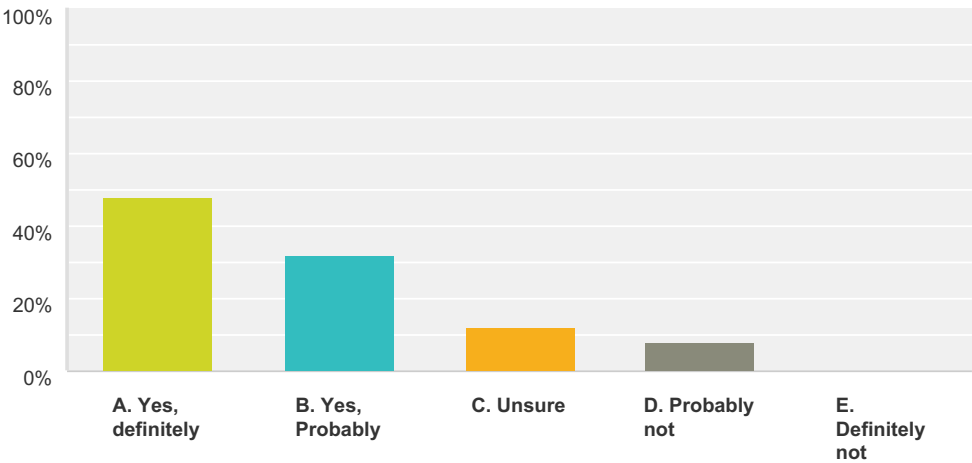
Answered: 25 Skipped: 0



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?

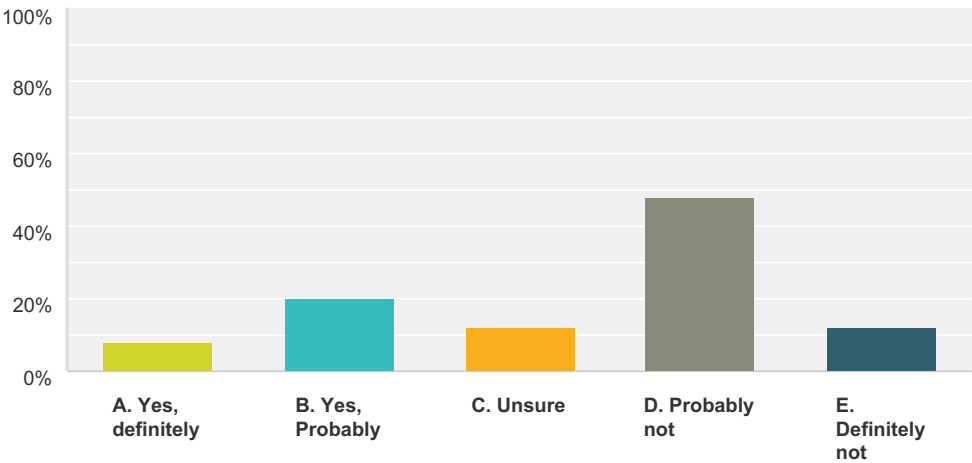
Answered: 25 Skipped: 0



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?

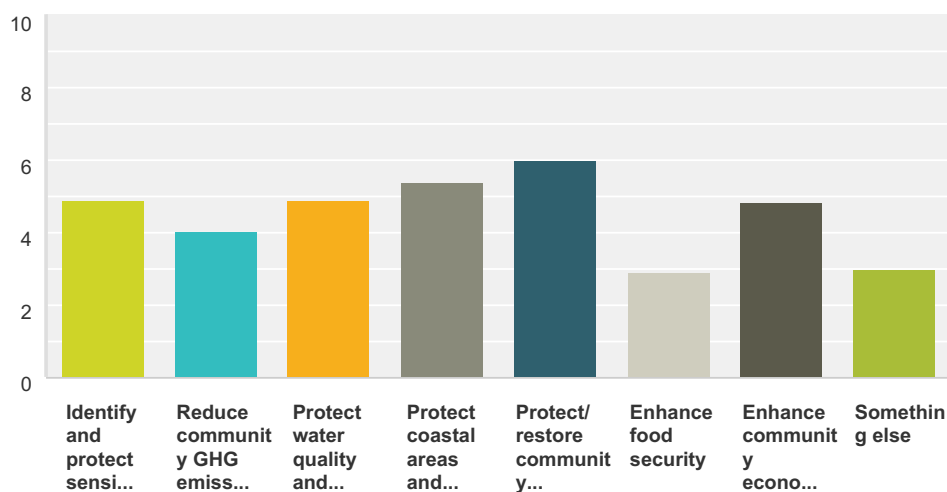
Answered: 25 Skipped: 0



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

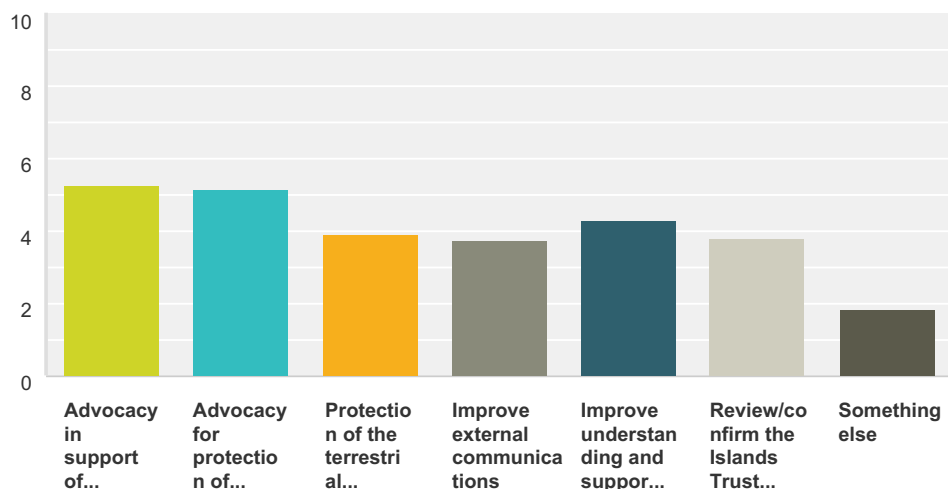
Q6 If you chose "Something else" as one of your top 3, please describe the topic.

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

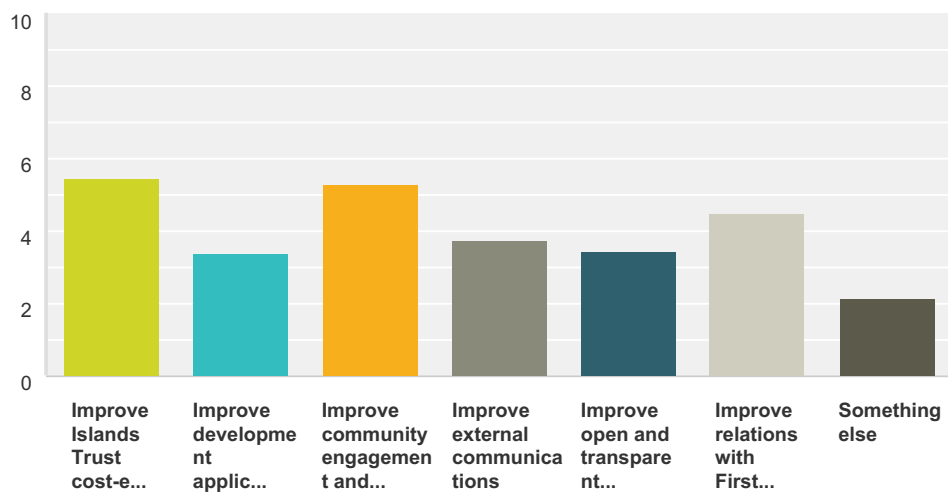
Q8 If you chose "Something else" as one of your top 3, please describe the topic.

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



Contents

The Islands Trust Area 3

 Our Provincial Mandate 3

The Islands Trust Council 3

Trust Council’s Current Strategic Plan..... 4

Strategic Plan Review and Update 5

Strategic Plan Discussion Draft for 2014-2018 6

Attachment 1 – Islands Trust Strategic Plan – Discussion Draft..... 7

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 \(from the Islands Trust object\)](#)

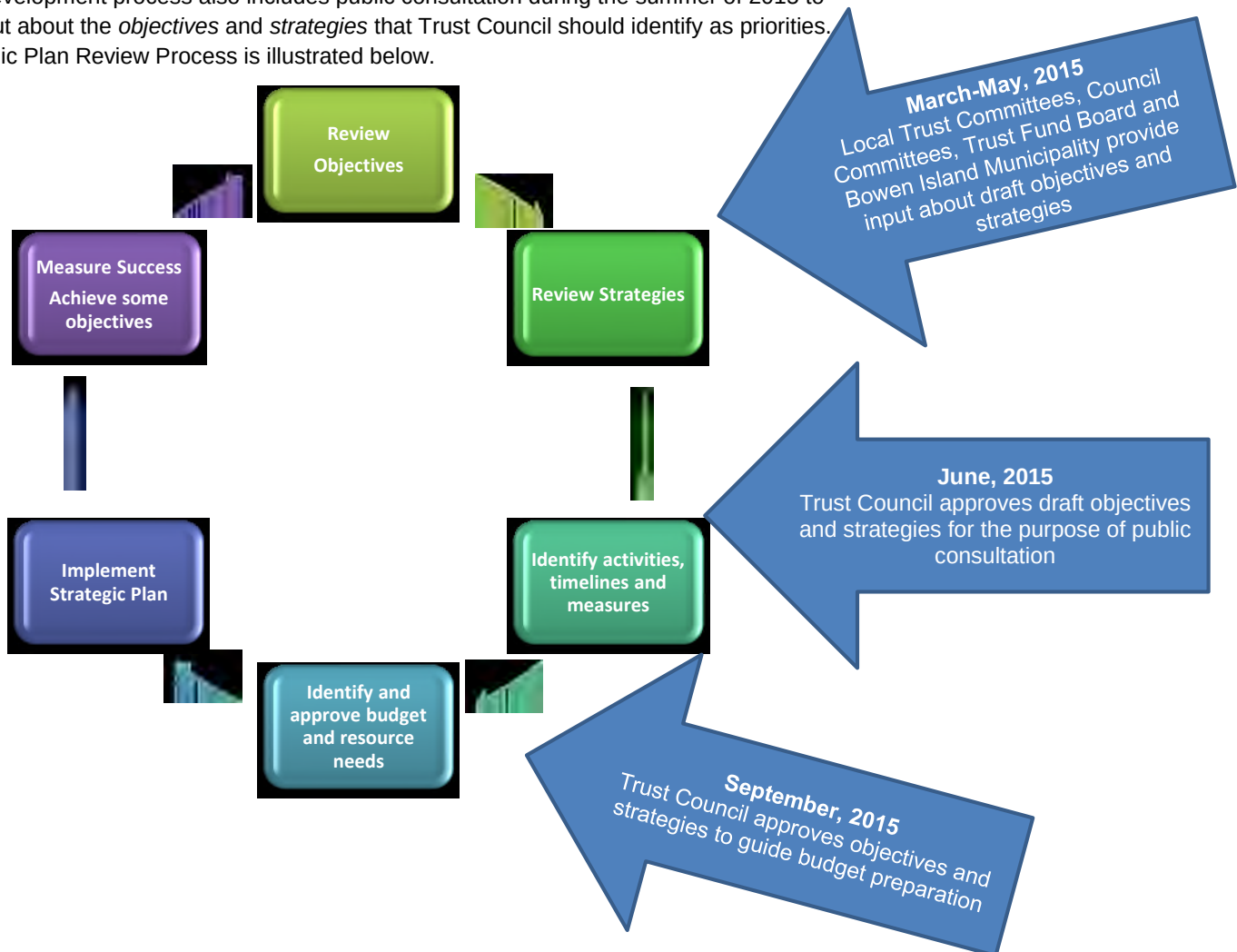
The Islands Trust will work with others by:

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	LTCs**	**	TBD	TBD
	4.5 Work with other agencies to promote economic sustainability	To be determined 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

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.



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

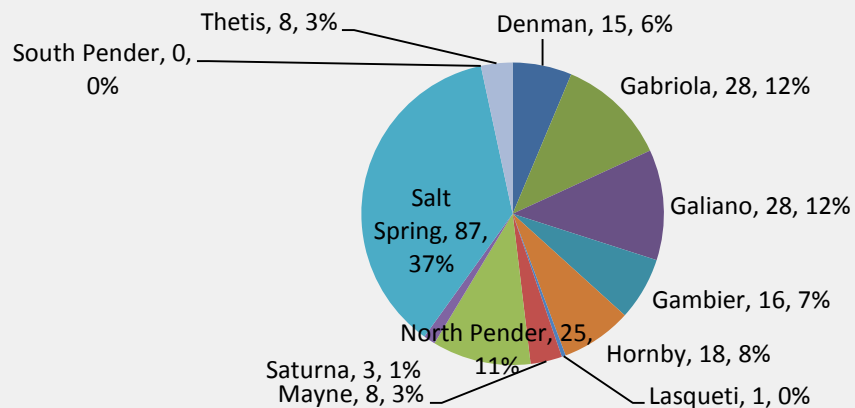
Chief Administrative Officer

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

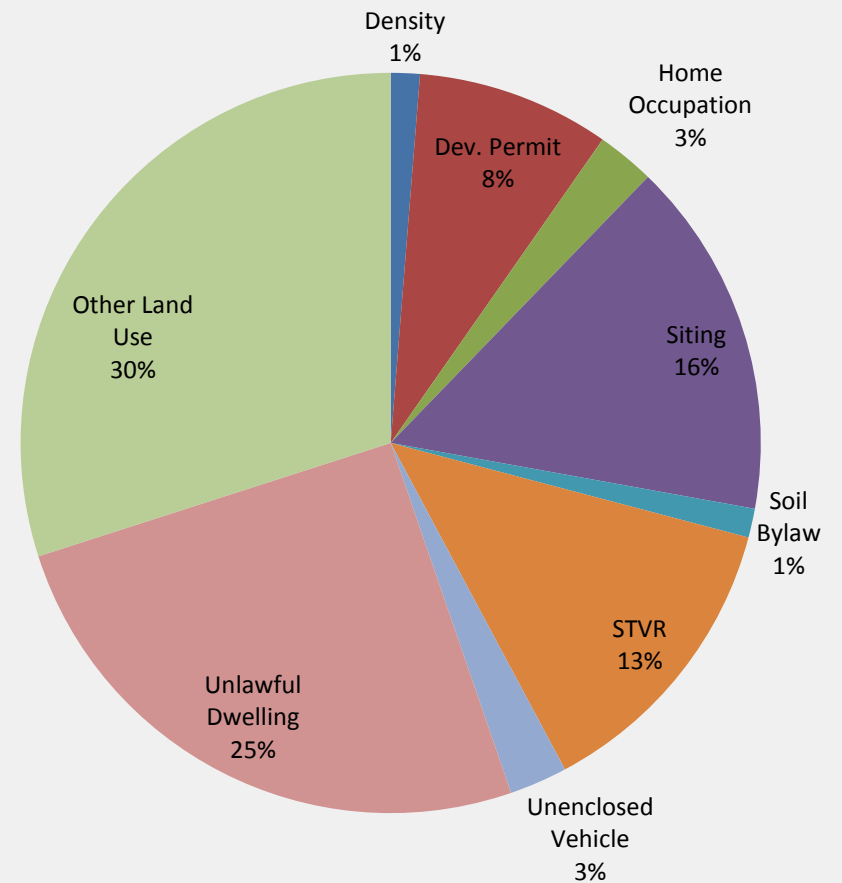
The numbers for each quarter are a running total of all open and closed files in the period.

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%	