



Islands Trust

Annual Report

2016 – 2017



Islands Trust

Preserving *island* communities, culture and environment

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Message from the Islands Trust Council Chair

This year marks 42 years of leadership and governance of our *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 co-operation with others*. This report chronicles the unique work of Islands Trust Council and the 13 individual local governments of the Islands Trust in 2016–2017. These past 12 months have been a time of change as we gained understanding of First Nations and began a process of Reconciliation with the 37 First Nations with territorial interest in the islands of the Salish Sea. We know we have much to learn.

In 2016–2017 the Islands Trust developed engagement principles to help us build meaningful relationships with First Nations. The Islands Trust now has a strong desire and vision of enduring relationship with First Nations based on trust, honour and goodwill. The Islands Trust is committed to changing its organizational approach to relations with the First Nations based on a goal to move beyond formality and have interactions rooted in a sincere and genuine relationship of mutual respect.

In other efforts, trustees and staff continued to implement our special mandate: “Preserve and Protect” through our land use planning. Another focus of our work is the Islands Trust Fund, which is guided by the [Regional Conservation Plan](#) to collaborate with others to protect ecologically important spaces.

Our Object to preserve and protect also encourages us to work with others and one way we do this is through advocacy. It is with advocacy that the expectations of island residents and trustees are furthered. Much of this work is often pressing and urgent with respect to preserving and protecting these islands for British Columbians. Advocacy undertaken this year included concerns with oil pipelines, freighter anchorage and species at risk. Advocating on marine issues has been, and will continue to be, a high priority. This focus on marine issues has

further brought home the need to build new relationships with First Nations.

We know that development on the land can have negative impacts on the marine environment surrounding our islands. We also know that many kinds of human activities can have impacts on sensitive habitats, wildlife and aquatic ecosystems. We have also learned this year that these same impacts significantly affect and compromise the interests and livelihood of First Nations, who for thousands of years have depended on healthy land and marine environments. This annual report highlights the many efforts that local trust committees, the Islands Trust Fund directors, Trust Council and staff have made this year to preserve and protect the islands.

I am often reminded of the history of First Nations by the names of places, the iconic artwork and archaeological sites that mark the villages, places of industry and commerce. These First Nations village sites are a record of a history of a rich and diverse culture where homes were built, aquaculture developed and trade and land use management established, thousands of years ago. I look forward to the Islands Trust identifying First Nations village sites and other place names in their languages, in our signage, mapping and documents.

The 37 First Nations in the Islands Trust Area have been stewards and protectors of their lands and waters through the millennia. The Islands Trust shares the interest with First Nations to protect and preserve the islands. I am hopeful that the Islands Trust will be successful in finding opportunities to collaborate with First Nations in preserving and protecting the islands. I am very excited to be a part of the commitment made and the work begun.



Peter Luckham
Chair, Islands Trust Council



Message from the Islands Trust Fund Board Chair

“The Islands Trust is committed to changing its organizational approach to relations with the 37 First Nations with interests in the lands and waters in the Trust Area. The goal is to move beyond formality and have interactions rooted in a sincere and genuine relationship of mutual respect.”

These words are from the Islands Trust’s First Nations Engagement Principles Policy and are strongly echoed by the Trust Fund Board. We recognize that our ability to preserve ecosystems is possible because the stewardship of the 37 First Nations with interests in the lands and waters in the Trust Area has left a lasting legacy of diverse ecosystems throughout the islands.

Since 1990, islanders have entrusted the Islands Trust Fund with the responsibility to protect habitat on many well-loved islands places. As a land trust, the Islands Trust Fund promises the land and covenants we receive are protected forever. We treat each donation we receive as an investment in our islands’ future.

This year we reached an important milestone of 100 Protected Places in the Trust Area, preserving over 1,190 hectares of diverse island ecosystems for future generations. We acknowledge with gratitude our partners, land stewards, other local land trusts and conservancies working on conservation in the islands.

Looking to the future, Trust Fund Board and staff are in the process of renewing the Regional Conservation Plan (RCP), working in concert with the other entities of the Islands Trust, our regional conservancy partners, the people of the islands and First Nations. Recognizing the diversity of voices and connections with the landscape will help shape a new RCP to achieve common goals for strengthening the protection of nature in our area.





PAMELA HAFEY

In the spirit of reconciliation, the Islands Trust Fund commits to listening and learning from First Nations. We understand Nations are inundated with requests for consultation and participation and that treaty negotiations may involve lands identified for conservation. Our hope is that respectful and collaborative relationships, based on recognizing values and interests, can ensure that healthy island ecosystems flourish alongside healthy communities.

A handwritten signature in black ink, appearing to read 'Tony Law'.

Tony Law
Chair, Trust Fund Board



Message from the Chief Administrative Officer

It has been a pleasure to work with trustees, staff and community members over the last year as we further the interests of islands communities and the Object of the Islands Trust. We have had a productive year, but remain humbled by the work we still have to do to protect this region and ensure a viable future for the Trust Area.

In September 2016, Islands Trust Council approved a Transition Plan for the potential incorporation of Salt Spring Island. The Plan is a road-map: it tells us what we will have to change and identifies challenges. It also paves the way for Trust Council to envision long-term service changes as we preserve and protect this remarkable area. Regardless of the outcome of the vote, staff is prepared to move forward and make positive change. The coming year could be pivotal in the story of the Islands Trust; we may need to reimagine how we do our work and how we will best serve the region. We will remain focused on supporting staff through the incorporation process and ensure the Islands Trust remains an employer of choice.

Trust Council has also made it a priority to review the *Islands Trust Act* to explore opportunities to further our success on behalf of islanders and the citizens of B.C.

How we communicate is central to our mission. We know that we have to engage, more often and better, to keep the Islands Trust relevant and vibrant. We are working on it. In June, the Islands Trust conducted a telephone survey of island residents and property owners to learn more about islanders' priorities, values and concerns. The survey results help staff understand how communities are changing and how they want to engage with the Islands Trust.

In September 2016, Trust Council took the opportunity to discuss the vision for the organization. The result was an agreement that reconciliation and collaboration with First Nations need to be a priority now and into a successful future. Support for community, affordability and inclusion were set as key themes against a backdrop of a healthy

natural environment. Trust Council subsequently furthered its vision by adopting a First Nations Engagement Principles Policy and a Language and Tone Guide. Any local government in British Columbia would be proud of these documents. They represent a strong desire for enduring relationships with First Nations based upon trust and goodwill. Islands Trust staff is embracing this opportunity and we have changed how we refer land use changes to First Nations governments to ensure we have relevant and meaningful information.

In March 2017, Trust Council approved an annual budget of \$7.7 million for 2017–2018, which included funding for strategic initiatives such as, a freshwater specialist position on a temporary basis, housing affordability project, census data analysis, First Nations relationship building, and for the activities we will undertake in response to the potential incorporation of Salt Spring Island.

Local government in B.C. is itself changing. The relationship between elected officials, staff and public is being affected by social media, strong interests and an amplified ‘win or lose’ rhetoric.

However, that is not the case at the Islands Trust. This body is remarkable in its level of civic discourse and it has been wonderful to see it in action.

I want to express my gratitude to the staff of the Islands Trust, both for their work and for their support as I have become part of the Islands Trust family. Our staff demonstrates a deep commitment and pride in the mandate and mission of the Islands Trust and support of Trust Council.



Behind the Scenes – Staff Recognition Awards

The eighth annual staff recognition awards, presented in December 2016, gave staff an opportunity to recognize the achievements and contributions of their colleagues.

The **Legacy Award** goes to a staff member who has done something that makes a significant difference for all of us who work for the islands. This is only the seventh nomination in this category. **Jennifer Eliason**, Islands Trust Fund Manager, received the award for her work increasing protected land on Thetis Island, especially her leadership and collaboration on fundraising to acquire Moore Hill on the Island, and her ability to find creative and inventive ways to manage complex negotiations with landowners and conservancies.

The **Service Excellence Award** goes to an individual who provides excellent customer service (internally or externally), is courteous, co-operative and dependable, assists others and is an excellent team member.

Sonja Zupanec was awarded for going above and beyond her routine work responsibilities, attending committee meetings on behalf of other planning staff, creating a new public hearing script for LTC Chairs, and engaging in various community education and outreach opportunities including meeting with Gabriola Village Vision, VIU students, local realtors, the Welcome Wagon and newcomers to Gabriola.

The **Excellence in Leadership** goes to an individual for supervising staff, leading a special project team, encouraging teamwork, empowering the team, mentoring staff and/or communicating well. The award this year went to **David Marlor**, Director of Local Planning Services for his providing mentorship to numerous staff from junior planners to regional managers, actively promoting advancement of staff and calmly leading his team through the sometimes extreme learning curves.

The **Exceptional Team Effort** Award goes to a regular or ad hoc team, or to a special team formed for a project. It is awarded for “exceptional effort beyond standard performance; effort that exceeds normal expectations; and for overcoming major challenges.” Members of the **Local Planning Services team on Salt Spring Island** received the award for keeping a high morale and commitment to the organization’s work in the face of challenges including incorporation studies, water servicing moratoriums and staff turnover.

The **Unsung Hero Award** goes to an individual who is dependable, assists others, is courteous, co-operative and is willing to take on tasks that no one else wants to. The award went to **Phil Testemale** for providing in-house design support to the whole organization by designing advertising posters, greeting cards, title pages for public reports, public consultation boards and information brochures.



Russ Hotsenpiller,
Chief Administrative Officer



The Islands Trust Area

The Islands 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, with the exception of Texada Island. It is approximately 5,200 square kilometres (2,000 square miles) in size and has a resident population of more than 25,000 and an additional 10,000 non-resident property-owners.

Located in the Strait of Georgia and Howe Sound, the Islands Trust Area is a unique and special place – a scenic archipelago of 13 large islands and more than 450 smaller islands and islets.





The area provides habitat for an exceptional variety of species: more than 200 types of migratory and resident birds and numerous species of fish and other marine and intertidal life, terrestrial wildlife and vegetation. Outstanding scenery and recreational resources include panoramic viewpoints, sheltered bays, protected marine waterways and anchorages, all of which contribute to the beauty, appeal and tranquility of this area.

The unique natural environment of the islands in the Strait of Georgia and Howe Sound has given the area national recognition. Realizing this, the government of British Columbia enacted special protective legislation in 1974 entitled the *Islands Trust Act*. The Act states that the Object of the Islands Trust is 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 co-operation with the municipalities, regional districts, improvement districts, other persons and organizations, and the Government of British Columbia.”

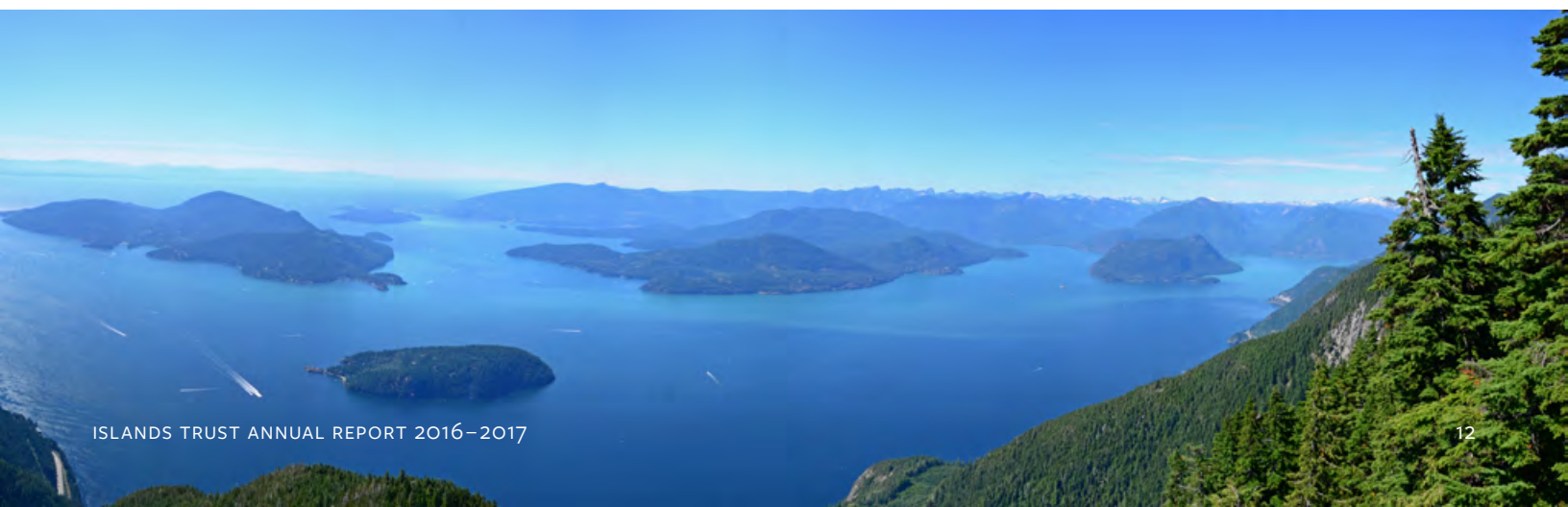
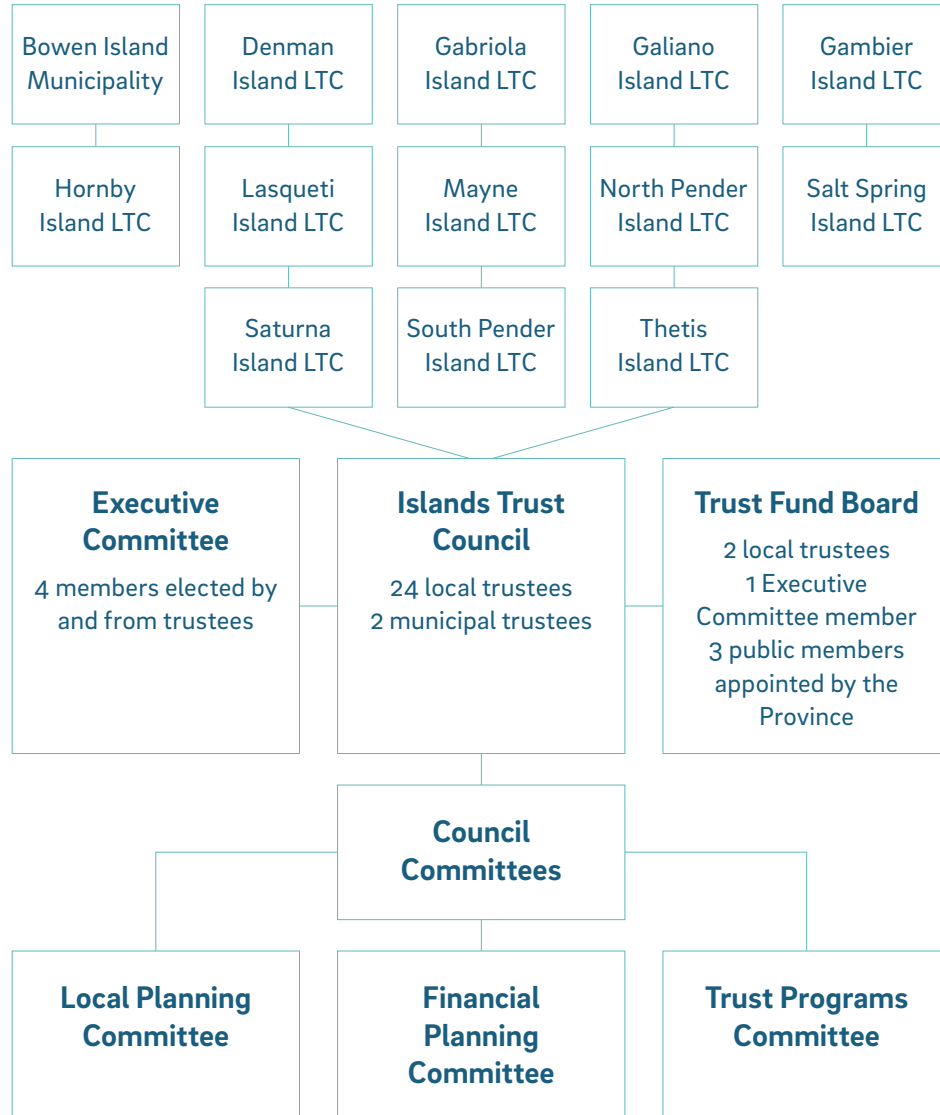
Organization & Responsibilities

The Islands Trust is a unique federation of 12 special-purpose local government bodies and Bowen Island Municipality, all of which plan land use and regulate development in the Islands Trust Area. The Islands Trust consists of a number of distinct corporate entities: Islands Trust Council, Executive Committee, 12 local trust committees, Bowen Island Municipality and Trust Fund Board.

Like other communities in British Columbia, island communities currently elect their local representatives every four years. Each group of islands, designated as a local trust area or island municipality, elects two local trustees. For the 12 local trust areas, the two local trustees, together with an appointed chair from the Executive Committee, are responsible for the land use decisions within their local area. For Bowen Island Municipality, the two local trustees are part of a seven-member council that is responsible for all functions of a local government, including land use decisions. Unlike the Bowen Island Municipal Council, each local trust committee also has jurisdictional authority for the smaller islands and waters that surround the major island in that local trust area.

Islands Trust Legislative Structure

Local Trust Committees and Island Municipalities



2016–2017 Accomplishments

1. Executive Summary of Strategic Plan and Policy Statement Accomplishments

Islands Trust Council uses the three main categories in the Islands Trust Policy Statement to organize its strategic plan, which in turn sets priorities and goals for each term. Trust Council adopted its 2014–2018 Strategic Plan in September 2015 and updates it at every quarterly meeting to align its strategic priorities with its staff resources and budget. Trust Council is focusing on 11 priorities, each supported by a number of strategies and activities. Selected accomplishments from this year are highlighted below:

Policy Statement Goal A: To Foster Preservation and Protection of the Trust Area's Ecosystems

- The Trust Fund Board protected 6.12 hectares on Hornby Island and 2.15 hectares on Salt Spring Island with voluntary conservation covenants and approved a land conservation strategy to protect high biodiversity areas in the Trust Area. The Board also acquired 21-hectare nature reserve on Moore Hill (Thetis) with private donations, an Ecological Gift from a landowner, \$273,000 in funding from the Habitat Stewardship Program for Species at Risk and a covenant registered with Cowichan Community Land Trust. To assist with appraisal costs for a potential conservation property, the Board awarded an Opportunity Fund grant of \$3,250 to the Lasqueti Island Nature Conservancy.
- Trust Fund Board staff delivered a conservation covenant presentation at the Gulf Islands Realtors Conference on Gabriola Island. Trust Fund Board staff also completed forage fish habitat mapping for Salt Spring, Valdes, Galiano and Lasqueti Islands (Denman, Hornby, Thetis, North Pender, South Pender, Gambier, Keats and Bowen Islands were already complete).



\$800k+

*in cash
and land
donations*

- The Gambier Island Local Trust Committee hosted the Howe Sound Community Forum, a group of local governments and First Nations collaborating to protect Howe Sound.
- Islands Trust Council undertook a two-hour marine shipping information session with participants from a variety of agencies. Following this session, Islands Trust Council Chair Peter Luckham wrote to the Prime Minister opposing proposed anchorages near Gabriola Island and to the federal Minister of Transport requesting community consultation on any Nanaimo Port Authority Expansion.



Policy Statement Goal B: 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.

- The Hornby Island Local Trust Committee produced a brochure on water conservation.
- The Salt Spring Island Local Trust Committee completed the Grantville Neighbourhood project to protect water quality and quantity.

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

- Islands Trust Council held a Community Housing Forum, in which 70 individuals, community groups, local governments and elected officials shared experiences, challenges, opportunities and examples of how to work together to achieve affordable housing on

islands in the Salish Sea. Following this, Trust Council approved a report “Community Housing in the Trust Area,” that included seven recommendations to improve the Islands Trust’s ability to meet community housing needs across the Trust Area.

- The Hornby Island Local Trust Committee completed official community plan and land use bylaw amendments to permit secondary suites and increased cottage size. The Committee also produced new brochures for housing and water conservation.
- The Salt Spring Island Local Trust Committee completed public consultation for three draft bylaws that encourage socio-economic diversity and enhance economic sustainability and security by meeting the needs for commercial industrial lands on Salt Spring Island for the next 25 years.

Policy Statement Goal D: Effective, Efficient and Collaborative Governance

- Islands Trust Council adopted the Islands Trust Transition Plan regarding the potential incorporation of Salt Spring Island.
- Islands Trust Council held a session to review legal principles associated with local government and First Nations governance and a session on archeology to raise trustees’ awareness of how archeology is a tool of land use planning for identification and protection of places of historical value.
- Islands Trust Council adopted a First Nations Engagement Principles Policy to guide all of the work of Trust Council, its committees and local trust committees. Council also endorsed a Language and Tone Guide that is designed to improve communications with First Nations.
- Saturna Island Local Trust Committee hosted an afternoon SENCOTEN History of Saturna Island with four knowledge-holders from Tsawout First Nation.
- Islands Trust staff offered terrestrial and nearshore ecosystem mapping to all First Nations in the Islands Trust Area.



WARREN DINGMAN

2. Islands Trust Council

Role

The 26-member Islands Trust Council establishes general policies for carrying out the Object of the Islands Trust. Islands Trust Council also adopts an operational budget for the Islands Trust and manages the financial undertakings of all parts of the Islands Trust except for the Islands Trust Fund, which manages its own operations. Islands Trust Council appoints staff and auditors and adopts an annual budget. Tax levies on properties within the Trust Area are the primary funding source for the operations of the Islands Trust. Additional revenue comes from a provincial grant and development application fees.

The *Islands Trust Act* requires Islands Trust Council to implement the Trust Policy Statement that is applicable to the whole Trust Area. The Minister of Community, Sport and Cultural Development approves it, before the Policy Statement is adopted. The Policy Statement provides broad policy guidelines for Islands Trust Council, the Trust Fund Board and the local trust committees and island municipality regarding the protection of ecosystems, the stewardship of resources and the promotion of sustainable communities. The positions and philosophy of Islands Trust Council contained in the Policy Statement also constitute a policy framework for reference by the public and other agencies such as the regional districts of the Islands Trust Area, the province and its agencies.

Islands Trust Council has three standing committees of trustees, which provide policy advice to Trust Council on a range of issues: the Local Planning Committee, Trust Programs Committee and the Financial Planning Committee.





Members of Islands Trust Council

Bowen	Alison Morse, Sue Ellen Fast
Denman	David Critchley, Laura Busheikin
Gabriola	Heather O'Sullivan, Melanie Mamoser
Galiano	George Harris, Sandy Pottle
Gambier	Dan Rogers, Kate-Louise Stamford
Hornby	Alex Allen, Tony Law
Lasqueti	Susan Morrison, Timothy Peterson
Mayne	Brian Crumblehulme, Jeanine Dodds
North Pender	Derek Masselink, Dianne Barber
Salt Spring	George Grams, Peter Grove
Saturna	Lee Middleton, Paul Brent
South Pender	Bruce McConchie, Wendy Scholefield
Thetis	Ken Hunter, Peter Luckham



2016–2017 Advocacy

The Islands Trust Policy Statement guides Trust Council’s advocacy program. According to the Policy Statement, in order to achieve its Object, the Islands Trust must be an educator, coordinator, and initiator, guiding individuals, organizations and other agencies in support of the Object. While the Islands Trust can provide the necessary leadership, responsibility for stewardship of the Trust Area rests with many. Individuals, other government agencies, organizations and the province itself all have important roles to play. Cooperative actions are required of other agencies, organizations and individuals to ensure that activities are carried out in a manner that is sensitive to the needs of Trust Area ecosystems and island communities.

In response to concerns raised by communities through their elected trustees and supported by objectives in its 2014–2018 Strategic Plan, Islands Trust Council continued to place a high priority on its advocacy program, most of which is overseen and implemented by Trust Council’s Executive Committee. This work is guided by the Advocacy Policy (Policy 6.10.iii).

In 2016–2017, Islands Trust Council advanced its advocacy priorities by writing letters, making submissions to consultation processes, hosting meetings, passing resolutions and working with partners under the following topics:

Ecosystem Preservation and Protection

Marine shipping safety and oil spill preparedness and response

The Islands Trust successfully sponsored a resolution [endorsed](#) by the Association of Vancouver Island and Coastal Communities and the Union of British Columbia Municipalities asking Transport Canada to assess the cumulative impacts of the projected increased vessel traffic in the Salish Sea and develop a 20-year mitigation plan.

In April, Chair Luckham presented at a Clear Seas workshop on Better Decision Making through Maritime Traffic Monitoring & Modelling

In April, Vice-Chair Grams attended a Western Transportation Advisory Council (WESTAC) Round Table on Marine Spill Prevention.

In May, four Islands Trust trustees and four staff participated in workshops hosted by the Western Canada Marine Response Corporation to assist with their development of tactical localized response strategies, formally known as Geographic Response Strategies.

In June, Islands Trust Council held a marine shipping safety session during the regularly scheduled Council meeting to provide trustees with an overview of the current and future risks and impacts associated with shipping traffic and anchorages in the region. Panelists included speakers from Raincoast Conservation Foundation, Transport Canada, Canadian Coast Guard, Vancouver Fraser Port Authority, Port of Nanaimo and the Chamber of Shipping of British Columbia.

In June 2016, at the request of Islands Trust Council, the Chair [wrote](#) to the Prime Minister of Canada to express Trust Council's opposition to the proposal to establish new freighter anchorages off the north-east coast of Gabriola Island, and to ask for a moratorium on any new freighter anchorages within the waters surrounding the Islands Trust Area until Transport Canada has:

1. assessed the cumulative risk and impacts associated with projected vessel traffic increases in the Salish Sea,
2. developed a 20-year mitigation plan that includes measures to minimize anchorage use and
3. implemented a process for comprehensive environmental, social and economic impact assessment prior to the establishment of any new anchorages.

In June 2016, the Chair also [wrote](#) to the Minister of Transport encouraging Transport Canada to engage in full community consultation and a detailed public analysis of the potential implications of extending the

13

Letters sent

jurisdiction of the Nanaimo Port Authority, with a particular focus on compatibility with the Object of the Islands Trust.

In May 2016, Chair Luckham and staff attended Transport Canada workshops about the Area Response Planning Initiative. Chair Luckham [followed up](#) with a letter providing suggestions about the proposed risk assessment methodology and its connection to policy and legislative enhancements.

In July 2016, Chair Luckham [wrote](#) to the House of Commons Standing Committee on Finance to request that the 2017 Federal Budget

provide funding to support construction of necessary vessel sewage pump out infrastructure to protect the Georgia Strait's marine and shoreline environment from the impacts of pleasure craft sewage dumping.

In August 2016, Chair Luckham presented to the federal Trans Mountain Pipeline Expansion Project (TMX) Ministerial Panel. He [followed up](#) in September with a letter providing Trust Council's 2015 [letter of comment](#) on the proposed Trans Mountain Pipeline Expansion Project.

In October 2016, Chair Luckham [wrote](#) to the Canadian Environmental Assessment Agency to provide comments on the marine shipping components of the proposed Roberts Bank Terminal 2 Project.

In December 2016, Chair Luckham [wrote](#) to the Prime Minister to express profound disappointment about the federal government's decision to approve the Trans Mountain Pipeline Expansion Project. Later in December, Chair Luckham sent a separate letter to the Prime Minister expressing Trust Council's appreciation for the commitments made through the National Oceans Protection Plan and reiterating Trust Council's continued opposition to the Trans Mountain Pipeline Expansion Project.

Industrial project concerns

In October 2016, Chair Luckham [wrote](#) to the BC Environmental Assessment Office to provide comments on the Environmental Impact Statement/Application for the Proposed BURNCO Aggregate Mine Project. He urged caution in approving any new industrial projects until there is a better understanding of the cumulative effects of existing and



approved projects in Howe Sound, and highlighted the need for on-going consultation with the community.

In March 2017, the Executive Committee met with the Malahat Nation's CEO to discuss matters of common interest, including the proposed Malahat LNG facility in the Saanich Inlet and associated tug and tanker traffic.

Stewardship of Resources

In October 2016, Trust Council's Executive Committee met with the Agricultural Land Commission's Vancouver Island Panel to discuss agricultural issues in the Islands Trust Area.

In November 2016, Chair Luckham [wrote](#) to the BC Ministry of Environment to provide input into a public engagement process about species at risk. In the letter he explained that the Islands Trust Area contains one of the highest levels of biodiversity in British Columbia as the Coastal Douglas-fir biogeoclimatic zone (the zone which encompasses most of the Islands Trust Area) is a stronghold for many species at risk of extinction or extirpation, and has the highest density of species of both global and provincial concern of all sixteen zones in British Columbia. He further explained that more than 68 per cent of the land base in the Islands Trust Area is privately-owned compared to about five per cent in the rest of B.C.

In November, Chair Luckham also [wrote](#) to the Canadian Wildlife Service to provide input on the Government of Canada's draft policies on the implementation of the *Species at Risk Act*.

Sustainable Communities

In June 2016, Chair Luckham [wrote](#) to the Prime Minister to request that Canada not participate in the Trans-Pacific Partnership Trade Agreement until there is certainty that the agreement will have no impact upon local government authority with respect to regulation, procurement, service provision and environmental protection.



33% of the Coastal Douglas-fir Biogeoclimatic Zone is within the Islands Trust Area



In July 2016, Chair Luckham [wrote](#) to the Minister of Transportation and Infrastructure to request a meeting to discuss the deteriorating roads in the Islands Trust Area. A meeting was subsequently held on October 12, 2016 between Chair Luckham, Vice-Chair Grams, Vice-Chair Morrison, Islands Trust staff and staff from the Ministry of Transportation and Infrastructure (MOTI) to discuss the condition of roads on the islands. The outcome was a better understanding of how MOTI’s contracts to maintain roads work, the difference between capital projects and road maintenance, and who to contact if trustee or community members have concerns regarding local road maintenance.

In September 2016, Vice-Chair Grams participated in a meeting about BC Ferries with the Coastal Regional Directors Chairs and the Minister of Transportation and Infrastructure Todd Stone. Vice-Chair Grams reiterated Trust Council’s request for additional provincial funding for BC Ferries to reduce ferry fares on the minor routes.

In November 2016, Chair Luckham provided a [submission](#) to a BC Ministry of Transportation and Infrastructure consultation process, the Sunshine Coast Fixed Link Feasibility Study. He expressed Trust Council’s opposition to fixed connections between Trust Area islands to Vancouver Island, the Mainland or another island.

Sustainability Indicators

In 2016, the Islands Trust undertook a State of the Islands project to investigate a selection of environmental and socio-economic [indicators](#) that illustrate what is happening on our islands and in our communities. These indicators will support public engagement and help the current Trust Council, as well as future Councils, to measure the Islands Trust’s progress in achieving its vision of “preserving and protecting” the Trust Area. The project included a [telephone poll](#) of Trust Area residents as well as analysis of a variety of indicators.

Delegations and Presentations to Islands Trust Council in 2016–2017

Trust Council invited the following guests to attend its 2016–2017 quarterly meetings:

- Misty MacDuffee, Raincoast Conservation Foundation, made a presentation titled *Value of Salish Sea's Biodiversity and Concerns with Increasing Vessel Traffic*.
- Chris Wellstood, Director of Marine Operations & Security and Harbour Master, Port Metro Vancouver, made a presentation titled *Vancouver Fraser Port Authority Shipping Trends*.
- Robert Dick, Regional Director General, Pacific Region, Transport Canada, spoke about regulations and operating within a marine environment.
- Captain Edward Dahlgren, Director of Operations and Harbour Master, Nanaimo Port Authority, spoke about the port authority's current initiatives.
- Robert Lewis-Manning, President, Chamber of Shipping of British Columbia recognized community concerns around pollution, spill response, anchorages, cumulative environmental impact, governance, process, consultation, growth and industrial development.
- San Juan County Council members provided an overview of the San Juan County's Leave No Trace Guiding Principles and Ethic, used by their parks department and state and federal agencies.
- Lynne Platt, the U.S. Consul General recognized the special qualities of the Salish Sea and the friendship, shared values and challenges between the two countries, as showcased by the Islands Trust and San Juan County.
- Reece Harding, Young Anderson provided a seminar on legal principles associated with local government and First Nations governance.

At each quarterly meeting of Islands Trust Council, members of the public are encouraged to make presentations and participate in a town hall session, a regular forum to promote dialogue between islanders and trustees.

At the June 2016 Islands Trust Council meeting on North Pender Island, Council heard from:

- Gulf Islands Alliance about the Trans Pacific Partnership Trade

Agreement and the potential negative implications of this federal legislation.

- Gabriolans Against Freighter Anchorages Society about concerns with the Tetra Tech EBA Environmental Overview Assessment of proposed Gabriola Island anchorages.
- Salt Spring Island Agriculture Alliance regarding the loss of agricultural land on the islands.
- Salt Spring Island Natural Growers about need to identify and address agricultural issues and the importance of agriculture as an economic driver and tourism growth.
- Michael Sketch of North Pender Island regarding the Island Trust's role in land use decisions and its jurisdiction.

At the September 2016 meeting in Sidney, B.C., Trust Council heard from:

- Mayne Island Syrian Refugee Support Group about its decision to work with government-assisted refugees vs. private sponsorship and its accomplishments, including a one-day picnic for 178 Syrians on Mayne Island.
- Paul LeBlond of from the Capital Regional District's Southern Gulf Islands Community Economic Sustainability Commission about its objectives, some of its initiatives and the Commission's vision.
- John Kimantas, representing BC Marine Trails Network Association, spoke about the Salish Sea Marine Trail proposal, a joint project of the Trans Canada Trail and the Association, which proposes a plan for a 257 km paddling route from Victoria to Vancouver via kayaking.
- Graham Brazier on behalf of the Gulf Islands Alliance, regarding the Islands Trust's visioning process and to re-affirm the Islands Trust mandate in future visions.
- Laurie Gourlay, Interim Director of the Salish Sea Trust, requesting a letter of support from Trust Council to have the Salish Sea considered for designation as a World Heritage Site.
- John Aiken from Mayne Island about truth and healing and the approach of working together to get people talking about First Nations issues in order to improve relations.
- Louise Decario, former Galiano Island trustee, thanking John Aitkin and trustees for all they do for their islands and the Islands Trust as a whole.

- Gary Holman, MLA Saanich North and the Islands, about the Steelhead LNG proposal for Saanich Inlet, which could impact waters within the Trust Area.
- Michael Sketch, North Pender Island, raised numerous topics including the sincere attention First Nations' interests are receiving in the Trust Area; ways of improving the process of referrals to First Nations; deficiencies in the agreement between the Islands Trust and the Agricultural Land Commission; and observations about the visioning session.

At the December 2016 meeting on Salt Spring Island, Trust Council heard from:

- Salt Spring Island Watershed Protection Authority representatives acknowledging Trust Council's support for the organization.
- Gulf Islands Alliance representative who presented a video on the history of the Islands Trust.
- Mayne Island Conservancy Society spoke regarding the local capacity to respond to petroleum spills in the Salish Sea and the Conservancy's continuing work in advocating for solutions.
- Laurie Gourlay on the application and qualifications for designation of the Salish Sea as a world heritage site.

In March 2017, Trust Council met on Gabriola Island and heard from:

- Gabriola Arts Council on their 20-year-anniversary "Serving Artists and the Community."
- Laurie Gourlay requesting support for his application to consider adding the Salish Sea to Canada's World Heritage Site list.
- Jacinthe Eastick about subdivision and density within the Trust Area.
- Gabriolans Against Freighter Anchorages Society on the Pipeline and Oceans Protection Plan and urging trustees to 'say no to increased anchorages throughout the area'.
- Steven Earle and Dyan Duns Moor-Farley about sustaining island care and healthy communities, lack of resources to support the Islands Trust mandate, increased density on the islands and affordable and mixed-use housing.
- Derek Kilbourn asking trustees to sign a petition to have paramedics considered an essential service in British Columbia.

Members of the public may address Islands Trust Council at any of its quarterly scheduled meetings held in March, June, September and December. The public can address Trust Council through a formal delegation or petition, or informally at the town hall session. All correspondence, formal delegation presentations and petitions are available to the public.



Communications

News Releases

The Islands Trust issued 11 news releases in 2016–2017 on public input on the annual budget, quarterly Islands Trust Council meetings and agendas, collaboration to tackle water issues, land rezonings to benefit communities, potential incorporation of Salt Spring Island and the Community Stewardship Awards program. Islands Trust Fund issued two news releases — the Fairyslipper Forest campaign and the protection of Moore Hill, ITF’s 100th Protected Place. Islands Trust news releases go to all media, elected officials and agencies with an interest in the Islands Trust Area, as well as to subscribers to the Islands Trust’s electronic distribution service. (See instructions on how to sign up below)

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News releases

Electronic Communications

Anyone may subscribe to e-mail notifications of information including news releases, chair correspondence and public meeting schedules. Islands Trust has 3,367 subscribers to its email list. To subscribe to one or more topics click “subscriber options” on the homepage: islandstrust.bc.ca. The Islands Trust also has a Twitter feed under the user name [Islands_Trust](#) and a YouTube channel under the user name [IslandsTrust](#). The Islands Trust Fund has a Twitter feed [IsldsTrustFund](#) and a Facebook page called [IslandsTrustFundBC](#).

1400+
Email subscribers

The Islands Trust Fund mailed its newsletter, *The Heron*, to 1,085 subscribers and organizations, and sent 108 Holiday cards in 2016–2017. The newsletter is available on the Islands Trust Fund website at islandstrustfund.bc.ca. The Trust Fund also sent eight electronic newsletter updates to 772 subscribers.



3. Islands Trust Council Committees

Executive Committee

Role

The Executive Committee (EC) comprises the Chair of Islands Trust Council and three Vice-Chairs, elected for a four-year term by Trust Council from among its members. In addition to the responsibilities of individual members who serve as the chair of local trust committees, the Committee oversees external communications for the Islands Trust, liaises with the provincial government, reviews and implements the Islands Trust Policy Statement and conducts other functions as directed by Trust Council.

The Executive Committee carries out the daily business of the Islands Trust, reviews the bylaws of local trust committees to ensure compliance with the Islands Trust Object and the Trust Policy Statement and acts as a local trust committee for the Ballenas-Winchelsea Island group north of Nanaimo.

Members

Serving during the 2014–2018 term

Peter Luckham, Thetis Island (Chair)

Laura Busheikin, Denman Island (Vice-Chair)

George Grams, Salt Spring Island (Vice-Chair)

Susan Morrison, Lasqueti Island (Vice-Chair)

Union of British Columbia Municipalities Annual Convention – September 26-30, 2016

Annually, at the Union of British Columbia Municipalities (UBCM) convention, Islands Trust representatives meet and share ideas with Members of the Legislative Assembly (MLAs) and local government representatives from across the province. Trust Council Chair Luckham and Vice-Chair Morrison attended the 2016 convention on behalf of Islands Trust Council. Chief Administrative Officer Russ Hotsenpiller also attended.

Trust Council's Executive Committee hosted a breakfast for Electoral Area Directors and MLAs serving the Islands Trust Area. Chair Luckham highlighted upcoming UBCM resolutions that would benefit the Islands

Trust Area and advance Trust Council’s 2014–2018 Strategic Plan. The main topics of discussion were visioning and the Salt Spring Island Incorporation Study.

The UBCM delegates voted to endorse the Islands Trust’s resolution calling on Transport Canada to assess the cumulative risks and impacts associated with projected vessel traffic increases in the Salish Sea and develop an innovative 20-year mitigation plan.

Bylaws Approved by Executive Committee

Before a local trust committee can adopt a bylaw, the Executive Committee must approve it for compliance with the Islands Trust Policy Statement. Before Bowen Island Municipal Council adopts an Official Community Plan Bylaw, the Executive Committee must approve the bylaw and comment on land use bylaws for the Bowen Island Municipal Council. In 2016–2017, the Executive Committee approved 49 bylaws.

Advisory Committees

Every term, the Chair appoints members of three standing committees of Trust Council (Local Planning, Trust Programs and Financial Planning) to explore selected topics in detail and make recommendations to the Council. Trust Council also strikes occasional select committees for special projects. Trust Council also struck a committee to hire the new Chief Administrative Officer and a Select Committee for the Review of Victoria Office Location.





Local Planning Committee

Role

The Local Planning Committee's role is to provide policy and planning advice to Trust Council by identifying and reporting to Council on emerging issues related to the committee's areas of responsibility (development management, community planning and sustainable community) and to develop guidelines, policies and models for use by staff and local trust committees.

Members

Serving during the 2014–2018 term

Paul Brent, Saturna Island (Chair)

Melanie Mamoser, Gabriola Island (Vice-Chair)

Alex Allen, Hornby Island

Tony Law, Hornby Island

Lee Middleton, Saturna Island

Timothy Peterson, Lasqueti Island

Sandy Pottle, Galiano Island

Wendy Scholefield, South Pender Island

Laura Busheikin, Denman Island (Executive Committee Representative)

Peter Luckham, Thetis Island (Ex Officio Member)

During 2016–2017, the Trust Council endorsed the following top priorities for the Local Planning Committee:

1. Community Housing Needs
2. Shoreline Marine Planning
3. Protect Coastal Douglas-fir and Associated Ecosystems
4. Appropriate Economic Development

Throughout 2016–2017, the Local Planning Committee has focussed its resources on community housing. It hosted a Community Housing Forum on June 13, 2016 to address housing challenges and solutions in the Trust Area. The forum was an invite only event and was attended by 70 people, including community members, staff from other agencies, trustees and Islands Trust staff.

The forum was supported by a Baseline Report, a reference document for local trust committees, planning staff, and community groups to use when drafting policy or working to address housing needs within the Trust Area.

The [Housing Forum Final Report](#) summarizes the discussions and feedback heard at the forum and makes recommendations for Trust Council action in advancing affordable housing throughout the islands. Islands Trust Council endorsed seven recommendations with resolutions passed in September 2016.



Trust Programs Committee

Role

The Trust Programs Committee's role is to provide policy advice to Trust Council on Trust-wide issues related to the committee's areas of responsibility (e.g. water, marine, sustainable communities, public awareness and education) and proposing amendments to the Islands Trust Policy Statement.

Members

Members appointed for the 2014–2018 term

Derek Masselink, North Pender (Chair 2014–November 14, 2016)

(resigned November 2016)

Brian Crumblehulme, Mayne Island (Vice-Chair 2014–November 14, 2016) (Chair November 14, 2016)

David Critchley, Denman Island

Sue Ellen Fast, Bowen Island

Tony Law, Hornby Island

Bruce McConchie, South Pender Island (resigned March 2016)

Heather O'Sullivan, Gabriola Island (Vice-Chair November 14, 2016)

Dan Rogers, Gambier Island (Keats Island)

George Grams, Salt Spring Island, Executive Committee Representative

Peter Luckham, Thetis Island, Ex Officio Member

2016–2017 Highlights

The Trust Programs Committee reviewed briefings and provided advice to Trust Council on:

- a. State of the Islands indicator reporting,
- b. Community Stewardship Award Policy,
- c. First Nations and public engagement and
- d. Strategic plan amendments.

In March 2017, Trust Council approved the Trust Programs Committee's request for \$25,000 in the 2017–2018 budget for water and marine conservation and advocacy projects.



Financial Planning Committee

Role

The Financial Planning Committee (FPC) is responsible for facilitating Trust Council's involvement in the annual budget process. This includes linking the annual strategic planning process with the annual budget process; reporting and making recommendations to Trust Council regarding the organization's financial management practices and reviewing audit reports and recommendations. Further, the Committee monitors and reviews the organization's financial management, budget and financial practices. The Committee also provides advice to the Trust Fund Board on financial services and support.

Members

The committee consists of 10 trustees from across the Islands Trust Area: the Chair (or an appointee) from each of the other standing committees (two), members of the Executive Committee (four), a member chosen by

the Trust Fund Board (one), and three other locally-elected or municipal trustees (three). The Chair of the Committee is elected from amongst the three other trustees. The Committee members include:

Members appointed for the 2014–2018 term

Peter Grove, Salt Spring Island, Chair

Alison Morse, Bowen Island, Vice-Chair

Derek Masselink, North Pender Island, Trust Programs Committee
(April 1–May 31, 2016)

Brian Crumblehume, Mayne Island, Trust Programs Committee
(May 31, 2016–March 31, 2017)

Paul Brent, Saturna Island, Local Planning Committee

Dereck Atha, Trust Fund Board appointee (April 1, 2015–March 31, 2016)

Robin Williams, Salt Spring Island, Trust Fund Board appointee
(April 4, 2017 following resignation of Dereck Atha. Susan Morrison,
Lasqueti Island, was the interim Trust Fund Board representative)

George Harris, Galiano Island

Laura Busheikin, Denman Island, Executive Committee

George Grams, Salt Spring Island, Executive Committee

Peter Luckham, Thetis Island, Executive Committee

Susan Ann Morrison, Lasqueti Island, Executive Committee

The Audit Committee is a sub-committee of the Financial Planning Committee that includes all members with the exception of the Executive Committee. The Audit Committee meets at least twice annually to meet with the external auditors and review the year-end audit work program, the final report and the management letter recommendations, and to determine necessary actions.

2016–2017 Highlights

As part of its ongoing responsibilities, the Financial Planning Committee oversaw the completion of the 2015–2016 financial audit for the Islands Trust and Islands Trust Fund, through its Audit Committee. The Audit Committee met the external auditors, KPMG, to review their audit findings report. Planning for the 2016–2017 financial audit was also initiated.

The Financial Planning Committee facilitated Trust Council’s involvement in the 2017–2018 budget, recommending that Trust Council adopt a budget with no tax increase to taxpayers, with the exception of Salt Spring and Bowen Islands. Salt Spring Island Local Trust Committee had requested a Special Property Tax Requisition for co-ordination of

the Salt Spring Island Watershed Protection Authority. Bowen Island Municipality's contribution increased due to higher assessed values in comparison to the rest of the Trust Area.

Quarterly financial updates on actual results, as well as forecasts based on the 2nd and 3rd quarter results, were provided to the Committee for information and review.

During the 2016–2017 fiscal period, the Financial Planning Committee contributed to several Trust Council Strategic Plan initiatives including:

Strategic Plan Objective 7. Improve organizational cost-effectiveness and resilience

T.7.1.3 Undertake Information Technology system audit and performance review

The Committee provided input into staff's response to the review by KPMG and forwarded that input to Trust Council.

The Financial Planning Committee provided input to the Executive Committee on updates to the 2014–2018 Strategic Plan.

In support of Trust Council's Strategic Plan Objective 6. *Improve organizational cost and operational effectiveness*, the Financial Planning Committee also initiated work to review several Trust Council policy changes, including:

- Purchasing Procedure Policy 6.5.iii
- Trustee Remuneration Policy 7.2.i
- General Revenue Fund Surplus Policy 6.5.i
- Municipal Tax Requisition Calculation Policy 7.2.vi

Select Committee – Review of Victoria Office Location

Role

To investigate whether relocation of some or all of the Islands Trust's Victoria head office might better serve the interests of Trust Area constituents. The Review of Victoria Office Location (RVOL) Select Committee was established by resolution of Islands Trust Council on September 17, 2015.

Members

The select committee consisted of six trustees and two Islands Trust members appointed on recommendation of the Chief Administrative Officer.

Serving during the 2014–2018 term:

Bruce McConchie, South Pender Island (Chair)

Dan Rogers, Gambier Island (Vice-Chair)

Alison Morse, Bowen Island

Susan Morrison, Lasqueti Island

Paul Brent, Saturna Island

Peter Grove, Salt Spring Island

Robert Kojima, Regional Planning Manager

Clare Frater, Senior Policy Advisor/Director, Trust Area Services

2016–2017 Highlights

In the reporting period, the RVOL Select Committee held six meetings. The Committee developed a decision-making matrix of various considerations based on the discussions and information received. In February 2017, the Committee concluded its work by recommending to the Islands Trust Council that the Management Team, their Administrative Support staff and the Trust Fund Board staff remain within the Greater Victoria area (32 km or less from current location) for the foreseeable future and that staff examine the possibility of a satellite office for the Southern Planning Team members and/or other staff.

4. Trust Fund Board

Role

The Islands Trust Fund was established in 1990 by the *Islands Trust Act* to preserve natural landscapes and ecosystems in the Islands Trust Area, which covers most of Canada's islands in the Salish Sea. As the regional land trust for the Islands Trust Area, the Islands Trust Fund works with landowners and communities to protect places of natural or cultural significance in perpetuity. The Islands Trust Fund receives donations of land, conservation covenants and cash, monitors and manages land to conserve and restore biodiversity and works with islanders on private land stewardship. As a *qualified donee*, the Trust Fund Board provides receipts for income tax purposes for all eligible donations received.

Members

Tony Law, Hornby Island (1996–2005, 2011–2014, 2014–2018,
Chair, 2012–present)

Susan Morrison, Lasqueti Island (2011–2014, 2014–2018)

Kate-Louise Stamford, Gambier Island (2014–2018)

Ron Bertrand, Abbotsford and North Pender Island
(Appointed Member, 2014–2015, 2015–2018)

Richard Hoops Harrison, Vancouver and Saturna Island
(Appointed Member, 2016–2019)

Robin A. Williams, Salt Spring Island
(Appointed Member, Jan. to Dec. 2017)

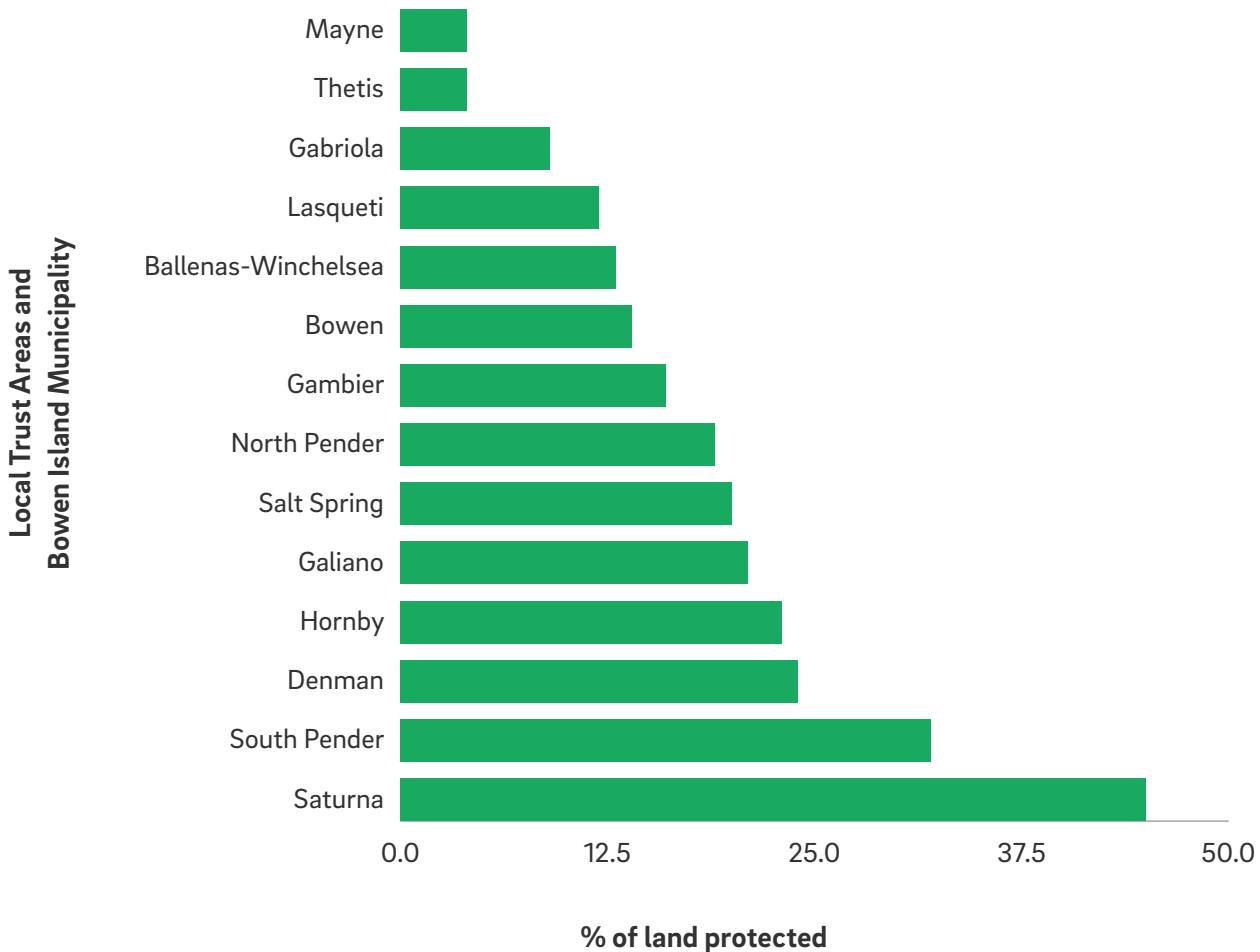




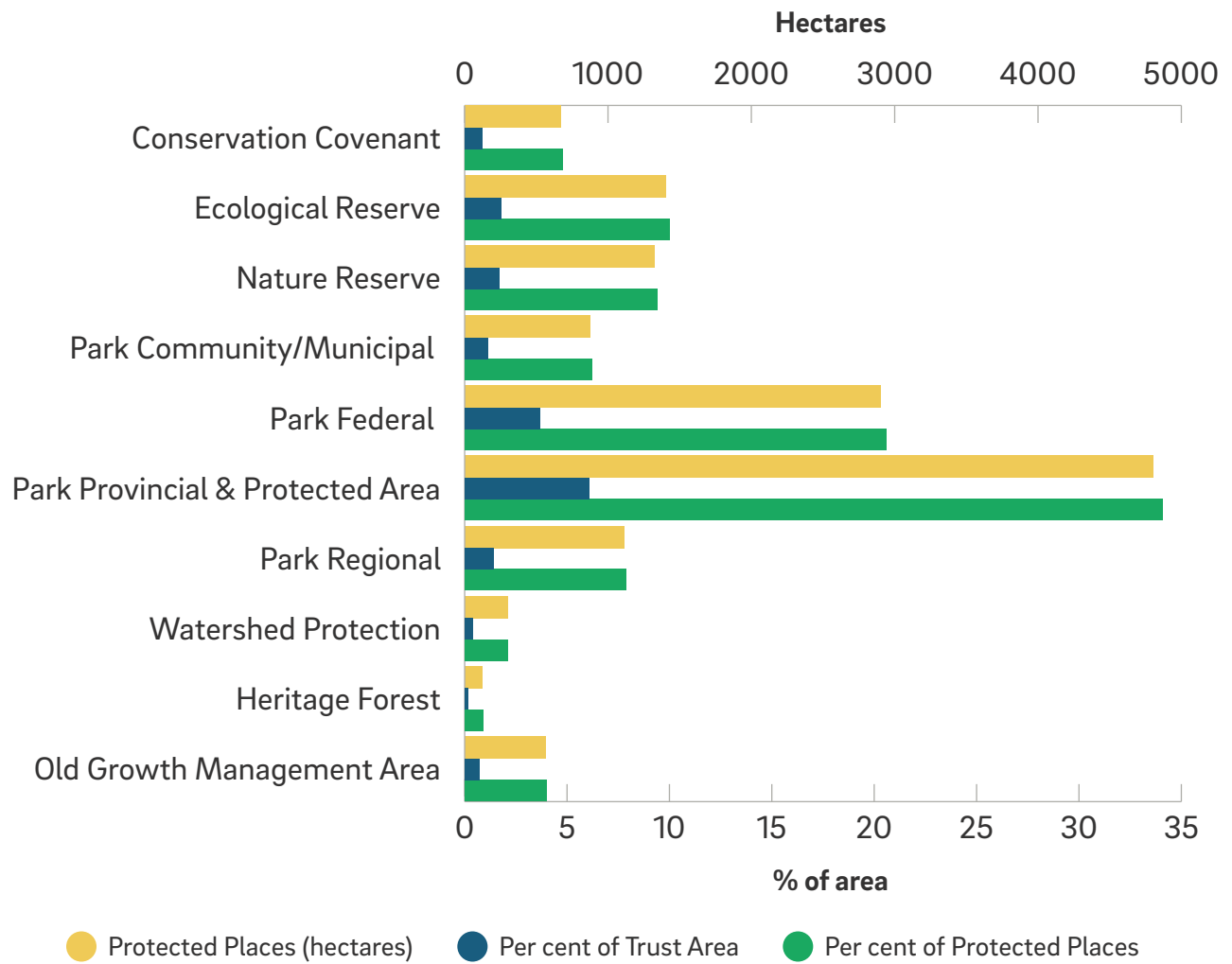
Protected Places in the Islands Trust Area

As of March 2017, the Trust Fund Board reached an important milestone, protecting over 1,190 hectares of natural and cultural values on 100 properties, or 1.47 per cent of the Islands Trust Area. By the same date, public and non-profit conservation organizations (including the Islands Trust Fund) had protected 14,070.53 hectares (17.8 per cent) of the Islands Trust Area.

Protected Places in each Local Trust Area and Island Municipality as of March 31, 2017

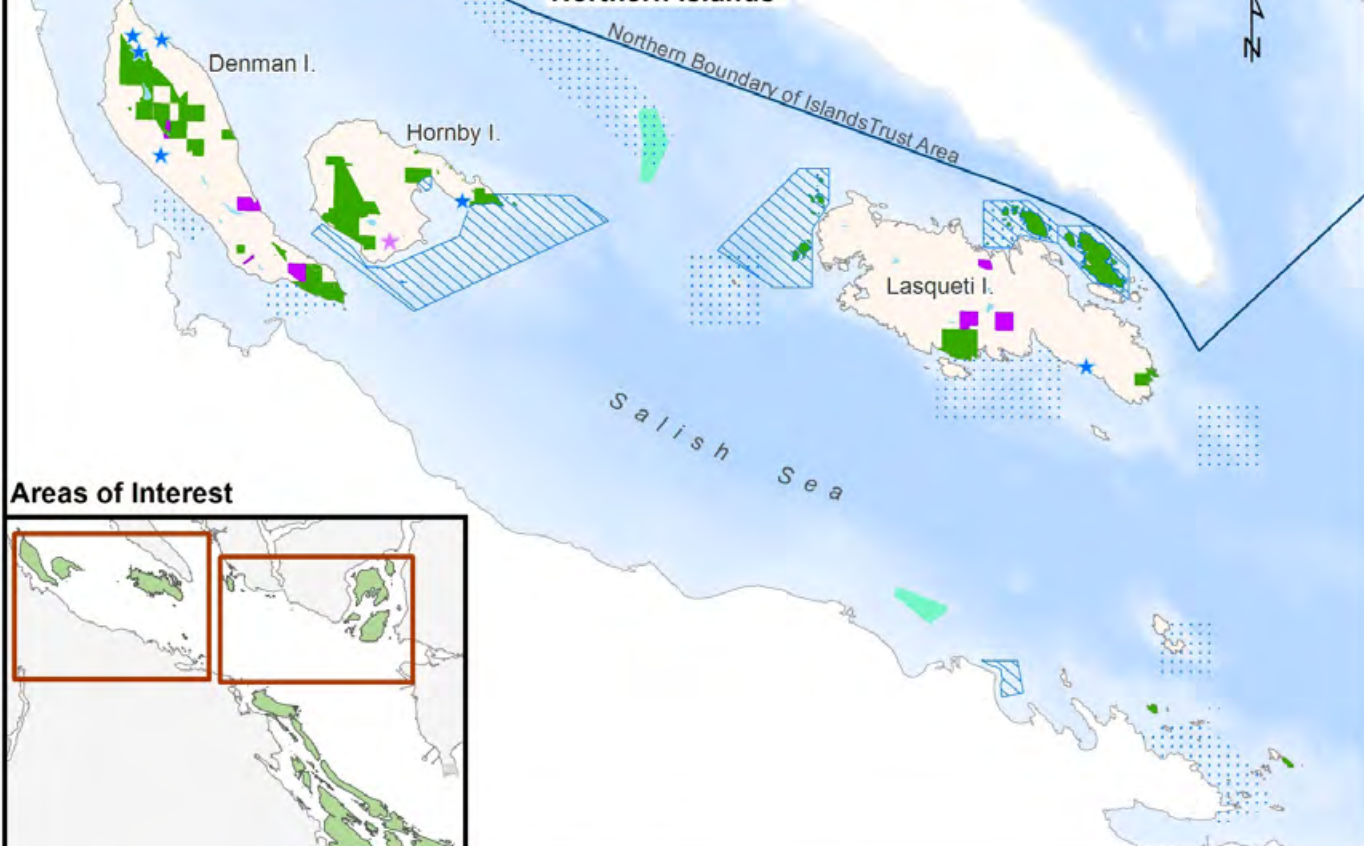


Types of Protected Places in the Islands Trust Area

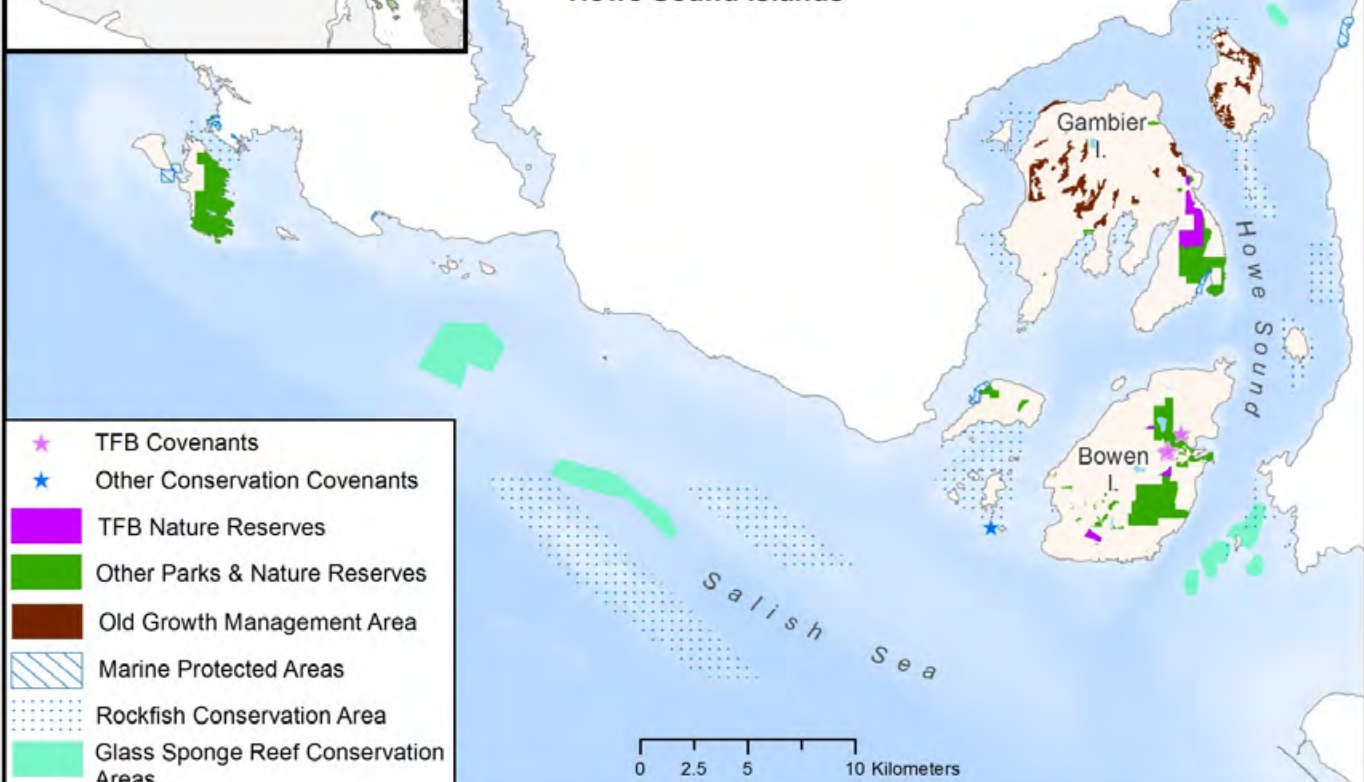


Protected Places in the Islands Trust Area as of March 31, 2016

Northern Islands



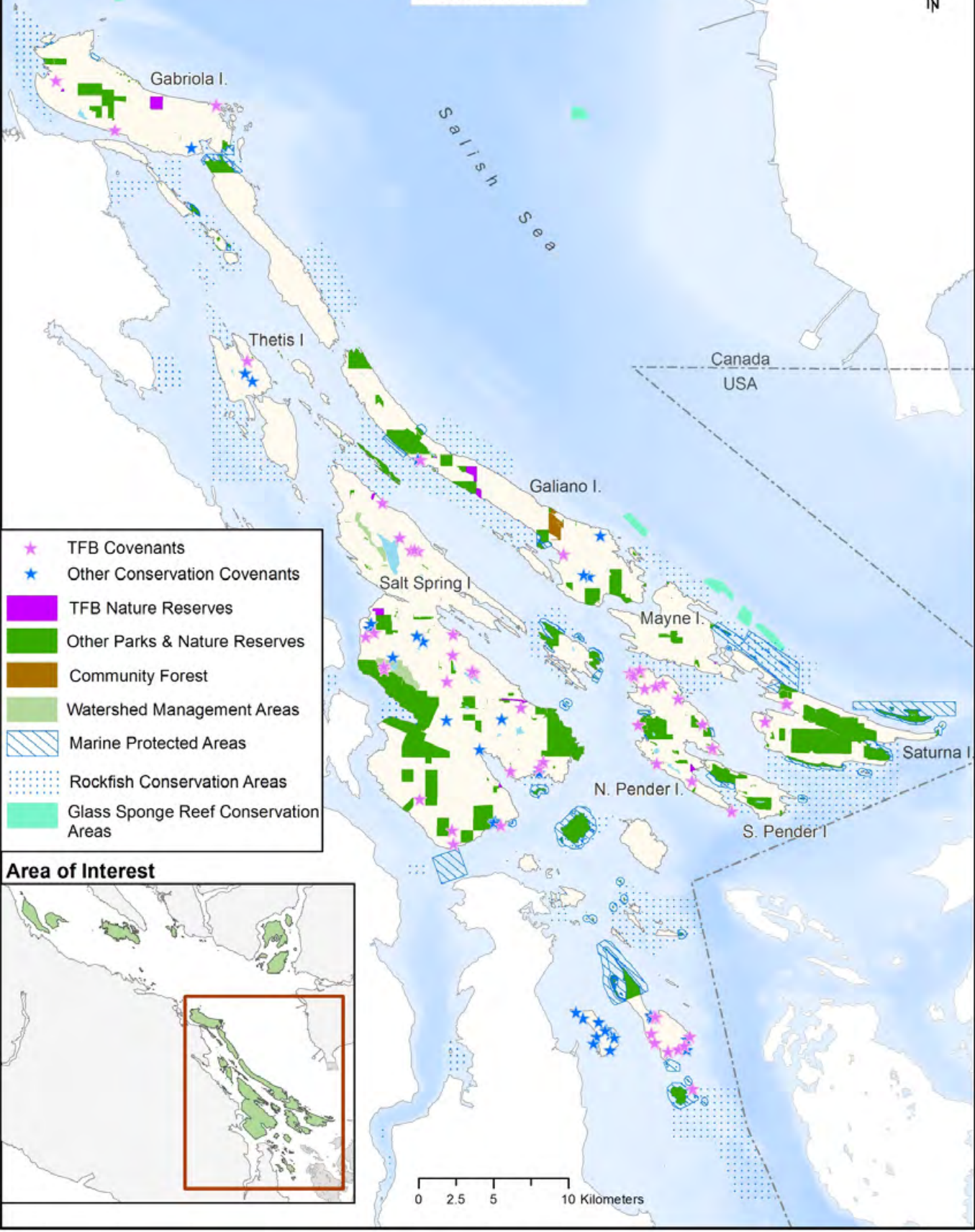
Howe Sound Islands



- ★ TFB Covenants
- ★ Other Conservation Covenants
- TFB Nature Reserves
- Other Parks & Nature Reserves
- Old Growth Management Area
- ▨ Marine Protected Areas
- ⋯ Rockfish Conservation Area
- Glass Sponge Reef Conservation Areas

Protected Places in the Islands Trust Area as of March 31, 2016

Southern Islands



- ★ TFB Covenants
- ★ Other Conservation Covenants
- TFB Nature Reserves
- Other Parks & Nature Reserves
- Community Forest
- Watershed Management Areas
- ▨ Marine Protected Areas
- Rockfish Conservation Areas
- Glass Sponge Reef Conservation Areas

Area of Interest



0 2.5 5 10 Kilometers



Regional Conservation Plan

The Islands Trust Fund's Regional Conservation Plan (RCP) identifies the region's species and habitats most in need of protection and the actions needed to protect these biodiversity priorities. The Regional Conservation Plan sets short-term conservation targets for the Islands Trust Fund and its partners that will help achieve the broader vision and long-term goals of the Plan. In 2014, the Trust Fund Board extended the Regional Conservation Plan until 2017. Nearing the end of the current plan, the Islands Trust Fund is seeking feedback from experts, partners, the public and the 37 First Nations with interests in the lands and waters in the Trust Area to re-define long-term goals for the next Regional Conservation Plan, (2018–2027) for the Islands Trust Area.

The following is a summary of the Islands Trust Fund's progress in reaching the seven long-term goals of the current Regional Conservation Plan in 2016–2017:

Goal 1: Protect Core Conservation Areas

The Islands Trust Fund strives to secure core conservation areas (through land donation, direct purchase and covenants) that conserve biodiversity priorities within the Islands Trust Area. Since adoption of the Regional Conservation Plan, conservation agencies have cumulatively protected 1,264 hectares of habitat in the Islands Trust Area, 856 hectares of which were mapped as having high conservation value by the Islands Trust Fund. The Islands Trust Fund contributed 173 hectares of that figure, 140 hectares of which were mapped as having high conservation value. In 2016–2017 the Trust Fund Board adopted a Securement Strategy to guide its land acquisition and conservation covenant activities.

2016–2017 Conservation Covenant Donations

Covenants are the best conservation tools currently available to permanently protect natural features on private property while allowing landowners to retain ownership of their land. The Islands Trust Fund also offers Islands Trust Area landowners the Natural Area Protection Tax Exemption Program (NAPTEP), a covenant program that provides landowners with an annual 65 per cent property



29 hectares of island landscapes protected in 2016–2017

tax reduction on portions of their land protected by a conservation covenant. NAPTEP is available throughout the Islands Trust Area.

- **Fischer Covenant (6.12 hectares), Hornby Island**

Fischer Covenant protects a special ridgetop property on the southern side of Hornby Island with veteran Douglas-fir trees and a mature Garry oak meadow. Hornby Island is the northernmost part of the range for Garry oak ecosystems, and only five per cent of Canada's Garry oak ecosystems remain in a near-natural state. Native grasses, chocolate lilies, white fawn lilies, camas lilies and shooting stars erupt every spring. Old-growth Douglas-fir trees provide perches for bald eagles. As the land steward learned more about the sensitive ecosystems, native plants and animal species of their home, she decided to register a conservation covenant to ensure the natural habitat would be protected forever.

- **Moore Hill Nature Reserve (21.04 hectares), Thetis Island**

A new nature reserve at Moore Hill protects a unique unspoiled waterfront forest on the east coast of Thetis Island and marks the Islands Trust Fund's 100th protected place. This property increases the land protected on Thetis Island from one per cent to four per cent. Steep sandstone cliffs provide habitat for bats, huge first growth veteran Douglas-fir trees rise from the cliffs and in small grassy openings, camas, fritillaries and other wildflowers grow amongst the Garry oaks and arbutus. This hill also is culturally significant to the local First Nations. The purchase of this property was made possible with a grant from Environment and Climate Change Canada's Habitat Stewardship Program for Species at Risk, a significant private donation and an Ecological Gift (split receipt) from the previous land steward.





- **Isabella Point Covenant (2.15 hectares), Salt Spring Island**
The Isabella Point Covenant protects a treasured south end promontory of moss covered rocky bluffs and rugged shoreline. This geographically significant place supports Douglas-fir, cedar, maple and arbutus trees and is home to several species at risk, most notably peregrine falcon and band-tailed pigeon. The rare sharp-tailed snake has also been detected nearby. The land steward worked with the Salt Spring Island Conservancy and the Islands Trust Fund to register a voluntary covenant to ensure the significant natural and cultural features will be protected forever.

Geographically Restricted Funds

Some people who donate to the Islands Trust Fund prefer to designate their donation to a specific island. To accommodate this request, the Trust Fund Board has the ability to hold geographically-specific accounts and has created acquisition funds for Lasqueti Island, Gambier Island and Thetis Island.

Goal 2: Protect Biodiversity in Working Landscapes

The Islands Trust Fund worked with a Masters Student in the University of Victoria's School of Public Administration to research ways that other organizations protect biodiversity priorities on working landscapes and the costs associated with working landscape conservation. Working landscapes were defined as forestry and agricultural lands for the purposes of the project. Agriculture, forestry and residential development are important parts of island life and the Islands Trust Fund encourages land uses that respect and maintain the health and integrity of island ecosystems.

Goal 3: Conserve Marine Ecosystems

The Islands Trust Fund works with partner organizations to conserve marine ecosystems and habitats. In 2016–2017, the Islands Trust Fund worked with the B.C. Marine Conservation and Research Society to continue mapping of suitable forage fish beach spawning habitat of the Islands Trust Area, focusing on Galiano, Salt Spring, Valdes and Lasqueti Islands. Forage fish, including Pacific herring, Pacific sand lance and surf smelt, form the cornerstone of marine food webs. Identifying and mapping the suitable spawning habitat of forage fish can lead to improved stewardship and land use of shoreline areas. Islands Trust Fund staff presented forage fish mapping and eelgrass mapping at the Salish Sea Ecosystem Conference, a bi-annual, cross-border conference about marine ecosystems that was held in Vancouver in 2016.

The Islands Trust Fund also maintains and updates marine protected area data, including mapping of marine parks, Rockfish Conservation Areas and Glass Sponge Reef Fishing Closure Areas. Marine data is shared with our partners on request.



Goal 4: Encourage Local Governments to Prioritize Biodiversity

The Islands Trust Fund strives to work with Islands Trust Council, local trust committees and island municipalities to implement regional conservation goals and objectives within official community plans and land use bylaws.

In 2016–2017, the Islands Trust Fund provided ongoing support for Islands Trust Local Planning Services' use of sensitive ecosystem mapping, shoreline mapping (eelgrass and forage fish) and species at risk mapping. It also provided eelgrass habitat mapping to the Salt Spring Island Local Trust Committee for incorporation into its Land Use Bylaw and facilitated a joint project between the Coastal Douglas-fir and Associated Ecosystems Conservation Partnership and the Gambier Island Local Trust Committee to undertake mapping to inform the Gambier Island Official Community Plan review.

The Islands Trust Fund also played a key role in obtaining new data for use by land use planning staff and local trust committees, including working with Environment and Climate Change Canada to obtain new Species at Risk Critical Habitat data and working with the Islands Trust to procure building footprint data.

Goal 5: Empower Islanders to Conserve the Islands

Stewardship Education

The Islands Trust Fund encourages islanders to get involved in conserving and stewarding private land by supporting conservation education and sharing information on best practices. In 2016–2017, the Islands Trust Fund promoted private land conservation through its website, the Heron newsletter (printed and online), e-news updates to subscribers, Facebook posts and Twitter. Islands Trust Fund brochures are also available in local libraries, on ferries, real estate offices and various other offices and businesses throughout the islands.

Island Outreach

Islands Trust Fund staff and Trust Fund Board members hosted information booths and interpretive eelgrass displays at the busy Pender Island and Salt Spring Island Fall Fairs. Staff and Board members reached over 500 people, educating children, locals and visitors about the role of eelgrass beds as nature's nurseries.

Realtor Outreach

The Islands Trust Fund presented information about conservation covenants at a Vancouver Island Real Estate Board sponsored Gulf Islands Real Estate Conference on Gabriola Island. Realtors play a key role in transitioning properties with conservation covenants to new land stewards.

Goal 6: Building Strong Conservation Partners

The Islands Trust Fund strives to support and enhance the work of conservation partners working in the Islands Trust Area.

- **Fairyslipper Forest Campaign**

Since 2014, the Islands Trust Fund has been partnering with the Thetis Island Nature Conservancy and Cowichan Community Land Trust to purchase and protect Fairyslipper Forest, on lower Burchell Hill, Thetis Island. The campaign met its June 2, 2016 fundraising goal by securing 50 per cent of the purchase price in grants, donations or pledges. The campaign continues until June 2017.

- **Opportunity Fund**

The Opportunity Fund raises public support for key opportunities to protect biodiversity in the Islands Trust Area. The fund provides support for ‘hard to fundraise’ costs associated with land protection or to leverage increased donations for specific land acquisition projects. Grants from the Opportunity Fund support acquisitions led by either the Islands Trust Fund or our partners. The disbursement of funds is guided by the Regional Conservation Plan, and each opportunity is considered by the Trust Fund Board.

In 2016–2017, the Opportunity Fund received \$5,980 in donations and grants. The Trust Fund Board distributed the following Opportunity Fund grants:

- \$3,250 to Lasqueti Island Nature Conservancy for a property appraisal associated with a proposed acquisition.
- **Gulf Islands Conservation Convention & Land Trust Alliance of B.C. Seminar Series**
Islands Trust Fund staff participated in a Gulf Islands Conservation Convention held on Mayne Island and Islands Trust Fund staff and board members participated in the Land Trust Alliance of B.C. Seminar Series in Victoria in 2016.



- **Coastal Douglas-fir and Associated Ecosystems Conservation Partnership**

The Islands Trust Fund Ecosystem Protection Specialist sits on the Steering Committee for the Coastal Douglas-fir and Associated Ecosystems Conservation Partnership (CDFCP). In 2016–2017, the Islands Trust Fund assisted the CDFCP to secure funding from the Real Estate Foundation of British Columbia to do outreach with local governments and professional associations and to pilot a joint project with the Gambier Island Local Trust Committee (GILTC) to evaluate whether CDFCP mapping can be integrated into the GILTC Official Community Plan. The project was initiated in 2016–2017 and will conclude in 2017–2018.

- **Conservation Tax Incentive Project**

Islands Trust Fund staff have been working with both the Land Trust Alliance of B.C. and the Species and Ecosystems at Risk Local Government Working Group to explore the feasibility of expanding a NAPTEP-like conservation tax incentive program to the rest of the province.

Goal 7: Take Care of What We Have

Acquiring a property or signing a conservation covenant is just the first step in ecosystem protection. The Islands Trust Fund monitors and manages its core conservation areas to maintain and enhance existing biodiversity features and support ecosystem functionality.

Property Monitoring and Management

The Islands Trust Fund monitors and manages its nature reserves according to management plans that identify long-term conservation, as well as restoration goals. In 2016–2017, the Islands Trust Fund undertook the following property management projects, many in partnership with island conservancy partners:

- Developed a ten-year Property Management Strategy for the Islands Trust Fund.
- Monitored all places protected by the Islands Trust Fund to ensure compliance.
- Developed a management plan for Burren Acres Nature Reserve (Gabriola) and revised the management plans for Cyril Cunningham Nature Reserve (Salt Spring) and Kwel Nature Reserve (Lasqueti).
- Removed exotic and invasive species from Morrison Marsh Nature Reserve, Inner Island Nature Reserve and Lindsay Dickson Nature Reserve (Denman), Trincomali Nature Sanctuary (Galiano) and McFadden Creek Nature Sanctuary (Salt Spring).
- Removed garbage from Horton Bayviary Nature Reserve (Mayne), Kwel Nature Reserve (Lasqueti) and Medicine Beach Nature Sanctuary (North Pender).
- Updated and installed enforcement and interpretive signs and maintained trails and driveway at Elder Cedar Nature Reserve (Gabriola).
- Surveyed for species at risk at McFadden Creek Nature Sanctuary (Salt Spring) and on two Thetis Island properties. Species at risk surveys started on all three Lasqueti Nature Reserves (Mt. Trematon, John Osland and Kwel Nature Reserves) ongoing for a two-year project targeting the following: rigid apple moss, western toads, red-legged frogs, sharp-tailed snakes, western screech-owls and little brown bats.
- Continued restoration with an additional 98 native species planted, mulched and protected from deer browse by installing fencing

around the restoration area at Trincomali Nature Sanctuary (Galiano).

- Continued restoration of Long Bay Wetland Nature Reserve and into Brigade Bay Bluffs Nature Reserve (Gambier), planting seedlings and protecting natural seedlings.
- Planted 50 seedlings of western red cedar and western hemlock as well as some sword fern at David Otter Nature Reserve (Bowen).
- Continued sharp-tailed snake and cormorant nest monitoring program at Trincomali Nature Sanctuary (Galiano).
- Monitored planting projects at Lindsay Dickson Nature Reserve (Denman), Mt Trematon Nature Reserve (Lasqueti), Trincomali Nature Sanctuary (Galiano) and Long Bay Wetland Nature Reserve (Gambier).
- Maintained hooded merganser nest boxes at John Osland Nature Reserve (Lasqueti) and installed western screech-owl boxes at Kwel Nature Reserve (Lasqueti).
- Installed interpretive panels at Medicine Beach Nature Sanctuary (North Pender).





5. Local Trust Committees and Bowen Island Municipality

A local trust committee exists for each group of islands designated as a local trust area under the *Islands Trust Act*, except for Bowen Island, which is an island municipality.

Each local trust committee has three members — two locally elected trustees and one Executive Committee member serving as the Chair.

A local trust committee is responsible for land use planning and regulation for its area of jurisdiction. The responsibilities include preparation and adoption of official community plans, land use bylaws, zoning and subdivision bylaws, regulation of soil removal and deposit and authorization of permits under Part 26 of the *Local Government Act*.

A seven-member Council serves the Bowen Island Municipality, which holds broad municipal powers including land use planning. The community elects two of the municipal councillors to Trust Council.

Ballenas-Winchelsea Islands (Executive) Local Trust Committee

In 2016–2017 the Executive Committee acting as a Local Trust Committee (Ballenas-Winchelsea Islands) conducted two regular business meetings exploring opportunities for relationship building with Nanoose First Nation. The LTC has also initiated a review of potential advocacy roles for the protection of Crown islets in the Local Trust Area.

Bowen Island Municipality

Councillors Alison Morse and Sue Ellen Fast represent Bowen Island Municipality on Islands Trust Council. Bowen Island Municipality produces its own annual report, available online at bimbc.ca/content/annual-reports.

Denman Island Local Trust Committee

The Denman Island Local Trust Committee (LTC) held eight regular business meetings and two special meetings. The Committee considered a variety of planning applications including a rezoning proposal where a density transfer was granted by the LTC in exchange for the contribution of ecologically significant land to the Valens Brook Nature Reserve and the addition of one density to the Affordable Housing Density Bank.

The Committee continued to work on the top priorities of the preceding year, which included Denman Island Farm Plan implementation, marine issues and foreshore protection, and First Nations relationship building.

Gabriola Island Local Trust Committee

In 2016–2017, the Gabriola Island Local Trust Committee (LTC) initiated a ‘Roadside Signage Project’ (Strategic Plan 5.1) and a ‘Housing Options Review Project’ (Strategic Plan 5.2). The signage project includes a targeted review of the Gabriola Island Land Use Bylaw to address roadside signage regulations and provide greater clarity.

A major component of the housing project is implementation of regulations to permit secondary suites on lots two hectares or larger in a number of configurations on a residential parcel.

The LTC spent considerable effort evaluating a complex rezoning and density transfer application on Gabriola Island and held a public hearing in March 2017 for the proposed bylaws, which if approved would permit a 25 lot subdivision in exchange for over 136 hectares of new parkland.

The LTC continues to explore ways to establish mutually respectful relationships with First Nations (Strategic Plan 6.1, 6.2) through topical community events and formal referrals on community planning initiatives



120+

Local planning meetings



Galiano Island Local Trust Committee

The Galiano Island Local Trust Committee (LTC) held 11 regular business meetings in the 2016–2017 fiscal year, as well as one special meeting and two public hearings.

Work for this period focused on advancing the LTC’s priority to establish procedures for telecommunications proposals. The LTC also initiated a project to review policies and regulations for private docks. As well, the LTC adopted bylaws, which would amend the Official Community Plan (OCP) and Land Use Bylaw (LUB) to increase permitted maximum floor area for cottages, adopted an OCP amendment to create Temporary Use Permit guidelines for contractor yards, and adopted OCP and LUB amendments to permit secondary suites.

The Galiano Island Local Trust Committee received and considered applications for one development variance permit, three development permits and 13 temporary use permits. As well, the LTC considered rezoning applications for an affordable housing proposal, a spiritual retreat, a conservancy learning centre, and rezoning a former health and wellness centre back to commercial guest accommodation uses.

Gambier Island Local Trust Committee

In 2016–2017, the Gambier Island Local Trust Committee held six regular meetings, two public hearings and also held a special meeting with Squamish First Nation representatives in support of the Gambier Island Official Community Plan (OCP) update. In addition to work on the OCP, the Local Trust Committee continued to engage in advocacy for Howe Sound in response to large-scale industrial proposals.

The Local Trust Committee also made significant progress towards achieving compliance with the Provincial Riparian Areas Regulation. As a result, bylaws have been adopted to designate a new Development Permit Area on Gambier Island. Bylaws for other islands within the Local Trust Area, including Keats, Anvil and South Thormanby, are pending adoption as they await Ministerial approval.

The Local Trust Committee continued to consider one major application for rezoning on Keats Island (District Lot 696) with that application continuing as the Committee continues to gather information and public input on this significant proposal.

LISA WILCOX



Hornby Island Local Trust Committee

In 2016–2017, the Hornby Island Local Trust Committee (LTC) adopted the Riparian Areas Regulation (RAR) Bylaw Nos. 151 and 152 and is now compliant with the provincial regulation.

The LTC further advanced programs to improve the availability of affordable housing by commencing a project to amend the Hornby Land Use Bylaw (Bylaw No.154) in order to facilitate the development of a community housing project. The LTC placed relationship building with

First Nations as its top priority and attended a K'omoks First Nation Chief and Council meeting in early April 2017. The LTC also embarked on a review of the regulations for Vacation Home Rentals with a view to develop a Terms of Reference with the Advisory Planning Commission (APC).



Lasqueti Island Local Trust Committee

In 2016–2017, the Lasqueti Island Local Trust Committee (LTC) completed the ‘Aging at Home on Lasqueti Island’ consultation project, partially funded by a UBCM grant.

The LTC endorsed several recommendations from the final report and is working towards implementation through amendments to the Official Community Plan and Land Use Bylaw. The LTC has also initiated a ‘Shoreline Protection Project’. This project includes a targeted review of the Lasqueti Island Official Community Plan and Land Use Bylaw to address a range of shoreline protection issues and concerns.

The LTC endorsed a detailed project scope and budget in February 2017 and planning staff will be working with the First Nations, Advisory Planning Commission, Lasqueti Island Nature Conservancy, island residents and Crown tenure holders on developing new policies and regulations to target shoreline protection. A major component of this project is implementation of high impact protection tools in order to have a direct and lasting impact on shoreline and marine values and establish a mutually respectful relationship with First Nations.

Mayne Island Local Trust Committee

The Mayne Island Local Trust Committee held nine regular business meetings in the 2016–2017 fiscal year, as well as one community information meeting and two public hearings.

Work for this period focused on advancing the Local Trust Committee (LTC) priorities to address short-term vacation rentals and implementation of the riparian areas regulation. The LTC also prioritized key projects for a commercial land use review and support for fallow deer eradication initiatives.

The Mayne Island Local Trust Committee received and considered applications for one development variance permit and three temporary use permits. As well, the LTC adopted bylaws resulting from rezoning applications, which would rezone a water lot to allow for a community dock and designate the water lot as a development permit area, and rezoned a commercial guest accommodation zone to allow for residential and retail uses.

Another initiative of the Mayne Island Local Trust Committee for this period was to initiate a process of First Nations relationship building.

North Pender Island Local Trust Committee

The North Pender Island Local Trust Committee held nine regular business meetings in the 2016–2017 fiscal year, as well as three special meetings and one public hearing.

Work for this period focused on advancing the Local Trust Committee (LTC) priorities to address land use planning for waste management and policies and regulations for short term vacation rentals. The LTC also initiated a project to review policies and regulations for secondary suites.

The North Pender Island Local Trust Committee received and considered applications for two development variance permits, five development permits and four temporary use permits. As well, the LTC considered draft bylaws which would amend the Official Community Plan and Land Use Bylaw to rezone lands for the highway contractor's yard, for the upland and water lot for Port Browning Marina, and zoning changes for community parks.

Another initiative of the North Pender Island Local Trust Committee for this period was to initiate a process of First Nations relationship building.



Salt Spring Island Local Trust Committee

The Salt Spring Island Local Trust Committee (SSI LTC) held 14 regular business meetings, one special business meeting, three public hearings, three community information meetings and three working group meetings.

The SSILTC has worked 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 the Trust Area ecosystem. The SSILTC has done this primarily through two top priority projects: watershed management (island wide) and through specific consideration of land uses in Rural Watershed zones.

Through its watershed management project, the SSILTC has led co-operation with the regional district, improvement districts, the Government of British Columbia and other persons and organizations to protect fresh water quality and quantity. This work has primarily been done through co-ordination of the Salt Spring Island Watershed Protection Authority (SSIWPA). SSIWPA members continued to develop an Integrated Water Management Program for Salt Spring Island. (Strategic Plan: 4.1; 4.2; 4.3; 4.4).

Through its consideration of land uses in Rural Watershed Zones, the SSILTC has deliberated on various land use planning tools to protect drinking watersheds from potential agricultural impacts. (Strategic Plan: 4.2; 4.4).

The SSILTC sustained island character and a healthy community through establishing Ganges Village Planning as a top priority which recognizes Ganges as the commercial, social, cultural and institutional heart of Salt Spring Island and would create a local area plan to guide future development. The LTC has focused the initial phase on com-

pleting the Ganges Harbourwalk in order to realize the long-standing community goal of a continuous harbourside walkway. (Strategic Plan: 5.2; 5.4).

The SSILTC further sustained island character and a healthy community by engaging the public and advancing bylaws which would implement changes that encourage socio-economic diversity and enhance community economic sustainability and security on Salt



Spring Island by meeting the needs for commercial and industrial lands for the next 25 years (Strategic Plan: 5.2; 5.4).

The volume of development applications continues to increase over previous years. Approximately 130 new applications were opened with several complex applications remaining ongoing. Some notable development applications include expansion of Fulford Landing Marina, expansion of the Harbour House Hotel, expanded uses on a waterfront lot in Ganges Harbour, consideration of new ballfields and a few “down zonings” from commercial accommodation to residential.

Saturna Island Local Trust Committee

The Saturna Island Local Trust Committee held six regular business meetings in the 2016–2017 fiscal year.

Work for this period focused on advancing the Local Trust Committee (LTC) priorities. A community survey was completed and a technical review of the Land Use Bylaw was commenced. A discussion paper on density was received and considered by the LTC. The LTC also prioritized First Nations relationship building, organizing a public event with SENCOTEN speaking elders and the Saturna community.

The Saturna Island Local Trust Committee considered a development variance permit application and an ongoing rezoning application that would permit subdivision of a property with multiple dwellings.



South Pender Island Local Trust Committee

The South Pender Island Local Trust Committee held five regular business meetings in the 2016–2017 fiscal year, as well as one community information meeting and one special meeting.

Work for this period focused on advancing the Local Trust Committee priority to undertake a comprehensive review and update of the Land Use Bylaw.

Another initiative of the South Pender Island Local Trust Committee for this period was to initiate a process of First Nations relationship building.

Thetis Island Local Trust Committee

In 2016–2017, the Thetis Island Local Trust Committee amended its Bylaw Enforcement Notification Bylaw No. 90 to reduce penalties following voluntary bylaw compliance to zero.

The Local Trust Committee considered a number of rezoning applications, mostly pertaining to marine areas, including an application for a yacht club outstation at Kendrick Island to the northeast of Valdes Island, an application for a barge facility on Valdes Island, and a proposal to rezone the marine area adjacent to Thetis Island to permit mariculture (approved January 2017).

The Local Trust Committee has also recently embarked on a new project to review private moorage regulations and to examine the potential for community dock facilities on Ruxton Island.





6. Climate Change Action

Climate change will have serious consequences on our island ecosystems, from oceans to shorelines to forests, and on the economies and communities that depend on them.

Islands Trust Council is a signatory to the B.C. Climate Action Charter, with a focus on operational carbon neutrality (now achieved for five years with the purchase of carbon offsets from the Community Carbon Marketplace) and reducing GHG emissions and participation in the Capital Regional District Organic Waste Composting Project.

The Islands Trust is taking the following steps to reduce its operational carbon footprint:

- Encouraging trustees and staff to share vehicles and use the Victoria and Nanaimo car share programs.
- Supporting flexible staff work schedules, which results in less carbon emissions related to travel to and from work.
- Using paperless meeting management software to reduce paper consumption
- Renegotiating a Victoria office lease to include upgrade to higher efficiency windows.

Detailed information is available in our [Climate Action Revenue Incentive Public Report](#) for 2016.

In 2016, Trust Council amended its Meeting Procedures Bylaw to allow some trustees to participate via electronic meetings under specific circumstances.

The Islands Trust Fund continues to protect mature and maturing forests through acquisition and covenants. The forests of the Islands Trust Area have a high carbon storage capacity, with the potential to act as a major sink for carbon produced in the region. In 2016, the Islands Trust Fund acquired a 21-hectare nature reserve on Moore Hill on Thetis Island and protected 6.12 hectares on Hornby Island and 2.15 hectares on Salt Spring Island with voluntary conservation covenants.

Local trust committees continue to explore innovative ways of using planning tools to implement official community plan policies that would reduce greenhouse gas emissions.

In 2015–2016, the Salt Spring Island Local Trust Committee developed a draft amendment to the Piers Island Official Community Plan to include greenhouse gas emission targets, policies and actions. This document is currently out for public review.

The Executive Committee Acting as a Local Trust Committee (Ballenas-Winchelsea LTC) and the Lasqueti Island Local Trust Committee have amended their meeting procedure bylaws to allow electronic meetings, reducing greenhouse gas emissions from travel. This adds to similar electronic meeting bylaws already in place for all of Trust Council's standing committees.

All land use planning staff reports include discussion of climate change and greenhouse gas emission reductions, and staff recommendations reflect best practices for mitigating climate change.



7. Legislative Services – Administrative Fairness and Freedom of Information

The Legislative Services Manager is responsible for the planning, co-ordination and control of a variety of functions necessary to carry out the legislative obligations of the 16 corporate bodies of the Islands Trust. The manager also acts as corporate Records Manager, Freedom of Information and Protection of Privacy Head, and co-ordinates elections and by-elections.

During the period, an amendment to Trust Council’s meeting procedure bylaw was adopted to enable electronic participation (audio or audio visual) in Trust Council meetings where short notice or emergencies make it impractical for one or more trustees to attend in person. This responds to a strategy in Trust Council’s strategic plan “to improve cost-effectiveness and quality of Trust Council operations.” In the area of records management, a project has been launched to convert the current Storage Area Network structure for electronic documents to a shared drive structure which is connected to the three geographically separated Islands Trust offices and which mirrors the records classification system currently applied to hard copy records.

Islands Trust policy requires the reporting of the number of administrative fairness complaints received each year. There were no complaints received during the period. During 2016–2017, Legislative Services received 13 requests for records under the Freedom of Information and Protection of Privacy Act. Of these, six were received from Salt Spring Island, two from North Pender Island, two from Gabriola Island and one each from Galiano, Mayne and Hornby islands.

13

FOI requests



8. Enforcement and Legal Action

In accordance with Islands Trust policies, enforcement actions are primarily triggered when the Islands Trust receives complaints from community members that indicate that individuals or corporations are not complying with the land use regulations that their locally-elected representatives have adopted. Efforts are then made to investigate complaints, educate violators and obtain voluntary compliance with a community's bylaws. In most cases, violators have a variety of options, including ceasing or amending their operations, or applying for variances or required permits.

Islands Trust staff estimate that more than 90 per cent of its bylaw investigation files are resolved before legal action is required and staff continue to look at ways to increase compliance. Local trust committees may request legal action if other avenues for achieving bylaw compliance fail. The Executive Committee considers and is responsible for approving the funding of any legal action requested by a local trust committee.

In the reporting period, bylaw enforcement staff implemented a bylaw enforcement notification system on some islands, as an alternative approach to resolving some bylaw infractions out of courts. The first step is a ticket that informs the recipient of the alleged bylaw violation, the penalty amount and how to pay the penalty or how to dispute the ticket. The recipient has 28 days to pay the penalty, dispute the ticket or work with bylaw enforcement staff to comply. Subsequent tickets can be issued for the same violation until compliance is achieved. Bylaw Enforcement issued 23 tickets in the reporting period, of which 15 resulted in compliance or a commitment to compliance.

90%

*Bylaw files
resolved
without legal
action*

23

Tickets issued





Attachment 1 – Islands Trust Strategic Plan – 2014-2018

• Trust Council, Council Committees & Trust Fund Board

OBJECTIVES are colour-coded to identify Trust Council's top 5 priority objectives, as identified in June 2015

COLOUR	PRIORITY	COLOUR	STATUS
Red	1	Blue	Not due to start or awaiting actions of others
Orange	2	Green	Completed
Yellow	3	Yellow	In Progress - On Target
Light Green	4	Light Green	Partially In Progress - Partially On Target (i.e. on target, by one or more LTCs)
Light Yellow	5	Light Yellow	In progress - Behind Target (e.g. not funded, delayed by other priorities, actions of others etc.)
White	6-10	White	Not started - Behind target

STATUS is colour-coded to as follows:

Policy Statement Goal A: 'To Foster preservation and protection of the Trust Area's ecosystems'

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 the Islands Trust Area	1.1 Encourage voluntary stewardship of the natural environment	FY 2015/16 – 2018/19 T.1.1.1 Promote community participation in conservation through information sharing and education about private land stewardship options	TFB	Funded by base budget and grant funding	By whether the Islands Trust Fund is actively promoting its conservation programs at community events, in publications and online	Ongoing
		FY 2014/15 - 2018/19 T.1.1.2 Support island-based land trusts with partnerships, funding and capacity building opportunities	TFB	Funded by base budget and donations	By the number of island conservation projects supported from private donations through the <u>Opportunity Fund</u> and the number of projects competed through partnerships	\$3,250 granted in 2014 to Lasqueti Conservan provided support to G Islands Conservatio Convention (Mar. 201 LTABC Seminar Seri (Nov. 2016) and Theti Marine Nearshore Workshop (Apr. 201
		FY 2016/17 – 2018/19 T.1.1.3 Investigate collaborative opportunities for promoting voluntary stewardship options on mixed-use landscapes	TFB	Subject to future budget requests and grant funding	By whether TFB has considered tools, resource requirements and opportunities associated with mixed use landscape conservation	TFB received feasibility study
		FY 2014/15 – 2018/19 T.1.1.4 Monitor and manage existing conservation areas to maintain and enhance biodiversity	TFB	Funded by base budget	By the percentage of TFB properties being actively managed to enhance biodiversity	Ongoing
		FY 2015/16 – 2016/17 T.1.1.5 Create a Property Management Strategy incorporating monitoring and management of species at risk, invasive species and ecological restoration	TFB	Funded by base budget	By whether the TFB approves a Property Management Strategy for implementation	Complete

Attachment 1 – Trust Council, Council Committees and Trust Fund Board Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
	1.2 Expand Natural Areas Protection Tax Exemption Program (NAPTEP) program to entire Islands Trust Area	FY 2015/16 T.1.2.2 Finalize letter of understanding with BIM re NAPTEP	EC	Funded by base budget	By whether Trust Council and BIM have adopted a letter of understanding re NAPTEP	Complete
		FY 2015/16 – 2016/17 T.1.2.3 Launch NAPTEP on Bowen Island	TFB	Funded by base budget	By whether TFB has launched NAPTEP on Bowen Island	Complete
		FY 2014/15 – 2016/17 T.1.2.4 Support efforts by Land Trust Alliance of BC to expand a conservation tax exemption program province-wide	TFB	Funded by base budget	By whether the Province considers the implementation of a NAPTEP-like program	Staff presented at Special and Ecosystems at Regional Government Symposium
	1.3 Protect fish habitat by implementing Riparian Areas Regulation	Please see Attachment 2 for more details about this strategy.				
	1.4 Establish reliable, adequate and sustainable funding for the Islands Trust Fund	FY 2015/16 T.1.4.1 Seek legislative change regarding TFB corporate structure and name	EC	Funded by base budget	By whether EC/TFB have requested legislative changes re TFB corporate structure and name	ongoing
		FY 2018/19 T.1.4.2 Develop and implement strategy to transition to new organizational name	TFB	Subject to future program budget	By whether TFB has implemented corporate status and name changes	Not started. Not due until province makes the requested legislative changes
		FY 2018/19 T.1.4.3 Review and launch long-term funding strategy	TFB	Subject to future program budget	By whether TFB has reviewed and launched long-term funding strategy	Not started. Not due until province makes the requested legislative changes
	1.5 Protect high biodiversity areas identified in TFB's Regional Conservation Plan	FY 2015/16 T.1.5.1 Develop a land conservation strategy to protect high biodiversity areas (e.g. Coastal Douglas-fir)	TFB	Funded by base budget	By whether TFB has developed a land conservation strategy to protect high biodiversity areas	Complete.
		FY 2014/15 – 2018/19 T.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 TFB has protected at least 200 hectares of high biodiversity land in the timeframe of the Regional Conservation Plan 2011-2017	140.1 priority hectares protected since 2011 (172.6 protected in total)
		FY 2014/15 – 2017/18 T.1.5.3 Secure 20 hectares of conservation land on Thetis Island	TFB	Subject to external funding (grants and donations)	By whether a publically-accessible nature reserve is created on Thetis Island	Complete.
	1.6 Use land use planning tools to protect high biodiversity areas, using criteria from TFB's Regional Conservation Plan	Please see Attachment 2 for more details about this strategy				

Attachment 1 – Trust Council, Council Committees and Trust Fund Board Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
	1.7 Use land use planning tools and decisions to protect Coastal Douglas-fir and associated ecosystems	FY 2017/18 T.1.7.1 Develop a planning tool kit to illustrate how to protect Coastal Douglas-fir and associated ecosystems	LPC	Subject to funding in future program budgets	By whether recommendations for planning tools have been prepared	Due to start in 2016/ subject to LTC interest
	1.8 Advocacy re protection of ecosystems	FY 2017/18 T.1.8.1 Hire biologist to do a follow-up management plan in cooperation with First Nations	EC	Funded by base budget	By whether the Trust Council Chair has hired a biologist to do a management plan in cooperation with First Nations	Due to start in 2017 Trustees and staff attended a Feb. 14, 20 meeting.
2. PRESERVE, PROTECT and ADVOCATE for coastal shorelines and marine areas within the Islands Trust Area	2.1 Use land use planning tools for shoreline protection	FY 2016/17 T.2.1.1 Develop a project charter to guide the work of LPC regarding shoreline/marine planning advice for LTCs/BIM	LPC	Funded by base budget	By whether LPC has adopted a project charter regarding shoreline/marine planning advice for LTCs/BIM	Ongoing
		FY 2017/18 T.2.1.2 Undertake work outlined in project charter regarding shoreline/marine planning	LPC	Subject to funding in 2016/17 program budget	By whether LPC has implemented project charter regarding shoreline/marine planning advice for LTCs/BIM	Due to start in 2018
	FY 2017/18 T.2.1.3 Develop an inventory of available local government land use planning marine protection tools and develop general categories as to the level of protection these tools can provide	EC				SSI LTC added Marine Environment Protection Projects List
	FY 2017/18 T.2.1.4 Compile an inventory of the marine protection tools each local trust committee/island municipality utilizes	EC				Denman, Hornby, The Narrows, Pender, Gabriola, Keats, Bowen, Lasqueton, Galiano, Salt Spring, Wallace and Valdes complete
2.2 Encourage Voluntary Stewardship of Nearshore Ecosystems	FY 2015/16 – 2018/19 T.2.2.1 Complete mapping of forage fish habitat for major islands	TFB	Funded by base budget and external grants	By whether TFB has completed forage fish habitat mapping for major islands		Due to start in 2017
	FY 2016/17 T.2.2.2 Develop public outreach strategy including information about eelgrass and forage fish nearshore habitats to private landowners on selected islands	TFB	Funded by base budget	By whether TFB has provided information to private landowners		
2.3 Advocate for oil spill prevention and response	FY 2015/16 – 2018/19 T.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		Ongoing

Attachment 1 – Trust Council, Council Committees and Trust Fund Board Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
	2.4 Advocate for management of derelict and abandoned vessels	FY 2015/16 T.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	Complete
		FY 2015/16 – 2018/19 T.2.4.1 Continue to advocate for senior government solutions to abandoned and derelict vessels	EC	Funded by base budget	By whether the Islands Trust has continued to advocate for abandoned and derelict vessel solutions	Ongoing
		FY 2015/16-- 2018/19 T.2.4.2 Staff participation in Joint Working Group for the Removal of Problem Vessels in BC	EC	Funded by base budget	By whether staff are participating as members	Delayed pending federal Ocean Protection Plan announcement
	2.5 Advocate to reduce negative impacts of shellfish aquaculture practices	FY 2016/17 T.2.5.1 Develop project charter and budget requests to build organizational capacity (knowledge and time) related to shellfish aquaculture advocacy	EC	Funded by base budget	By whether EC has adopted a project charter and budget request for the 2017/18 budget	Delayed until completion of First Nations Relations tasks under section 9.
		FY 2015/16 T.2.6.1 Participate in Howe Sound Community Forum	EC	Funded by base budget	By whether Chair has attended the Howe Sound Forum	Chair and CAO attended May 5, 2017 Vice-Chair Grams attended Saanich Inlet Roundtable on May 24, 2017
		FY 2015/16 T.2.6.2 Advocate to reduce impacts of freighter anchorage activities	EC	Funded by base budget	By the number of contacts with regulatory agencies	Chair and two trustees attended Chamber of Shipping of BC roundtable meeting on April 18, 2017
	2.6 Advocate to reduce impacts of other industrial marine activities	FY 2015/16 T.2.6.3 Assist with community meetings about proposed anchorages near Gabriola Island and Plumper Sound	EC	Funded by base budget	By whether staff have provided liaison support to Gabriola and Plumper Sound community members	Trust-wide anchorage meeting held Nov 4, 2017 Staff will assist with community meeting Gabriola if needed

Policy Statement Goal B: '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'

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
3.1 REDUCE community ecological	3.1 Develop Integrated Community Sustainability Plans					
Please see Attachment 2 for more details about this strategy						

Attachment 1 – Trust Council, Council Committees and Trust Fund Board Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
footprints	3.2 Support efficient and sustainable transportation systems and infrastructure	<u>FY 2016/17</u> T.3.2.1 Develop a toolkit to assist LTCs and BIM in using land use planning tools to reduce community ecological footprints	LPC	Subject to funding in future budget	By whether LPC has developed a toolkit regarding land use planning tools to reduce community ecological footprints	Not due Not started
	4.1 Coordinate with other agencies to protect water quality and quantity 4.2 Use land use planning tools to address issues of water quantity	Please see Attachment 2 for more details about these strategies				
4. PROTECT quality and quantity of water resources	4.3 Advocate for and educate about water conservation measures (e.g. rainwater catchment, greywater recycling)	<u>FY 2015/16</u> T.4.3.1 Develop project charter and budget requests to build organizational capacity (knowledge and time) related to advocacy and education re water conservation tools, such as through rainwater catchment and greywater recycling	TPC	Funded by base budget	By whether TPC has adopted a project charter and budget request for building organizational capacity (knowledge and time) related to advocacy and education re water conservation tools	Phase 1 Complete
		<u>FY 2017/18</u> T.4.3.2 Develop project charter for water conservation advocacy and education	TPC	Subject to approval of budget request (see T.4.3.1)	By whether TPC has adopted a project charter for water conservation advocacy and education	Charter adopted to TPC March 2017
		<u>FY 2018/19</u> T.4.3.3 Implement project charter for water conservation advocacy and education	EC	Subject to approval of budget request (see T.4.3.1)	By whether TPC has implemented a project charter for water conservation advocacy and education	11 workshops organized with associated communications products
4.4 Use land use planning tools to protect water quality and quantity	Please see Attachment 2 for more details about this strategy					

Policy Statement Goal C: 'To 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
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Attachment 1 – Trust Council, Council Committees and Trust Fund Board Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS		
5. ENHANCE (protect/restore) community character, socio-economic diversity and economic sustainability	5.1 Use land use planning tools and decisions to improve the availability of affordable, accessible, appropriate housing (e.g. as described in Trust Council's Community Housing Toolkit)	FY 2015/16 T.5.1.1 Develop a project charter to guide the work of LPC regarding affordable housing advice for LTCs/BIM	LPC	Funded by base budget	By whether LPC has adopted a project charter regarding affordable housing advice for LTCs/BIM	Complete		
		FY 2015/16 - 2016/17 T.5.1.2 Undertake work outlined in project charter regarding affordable housing (community housing forum held June 2016)	LPC	Subject to funding in 2016/17 program budget	By whether LPC has implemented project charter regarding affordable housing (by holding a community housing workshop)	Complete		
		FY 2017/18 T.5.1.3 Implement a co-ordination role for housing needs assessments between the various local trust areas and island municipalities to achieve efficiencies and compatibility, and to allow for consolidation.	LPC	Funded by base budget				
		FY 2017/18 T.5.1.4 Commission one or more regional housing needs assessment(s) that follow consistent methodologies, and update with each census.	LPC/ EC	Subject to funding in 2017/18 program budget				
		FY 2017/18 T.5.1.5 Explore and report back on the potential for Islands Trust entities to hold land for housing purposes.	LPC	Funded by base budget				
		FY 2017/18 T.5.2.1 Develop a project charter to guide the work of LPC regarding economic sustainability	LPC	Funded by base budget			Due March 2017	
		FY 2018/19 T.5.2.2 Undertake work outlined in project charter regarding economic sustainability	LPC	Subject to funding in future program budgets			Due to start 2018/19 Subject to LTC interest	
		5.2 Use land use planning tools to promote economic sustainability						
		5.3 Use land use planning tools to address challenges of an aging population						
		5.4 Work with other agencies to promote economic sustainability						
Please see Attachment 2 for more details about this strategy								
			TPC	Funded by base budget	By whether TPC has adopted a project charter and budget request regarding advocacy for sustainable and appropriate agricultural policies	Not due. Not started.		

Attachment 1 – Trust Council, Council Committees and Trust Fund Board Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
	<p>5.5 Investigate whether relocation of some or all of the Islands Trust Victoria Head Office might better serve the interests of Trust Area constituents</p>	<p>FY 2018/19 T.5.4.2 Develop project charter for sustainable and appropriate agricultural advocacy</p>	TPC	Subject to approval of budget request (see T.5.4.1)	By whether TPC has adopted a project charter for sustainable and appropriate agricultural advocacy	Not due. Not started.
		<p>FY 2018/19 T.5.4.3 Implement project charter for sustainable and appropriate agricultural advocacy</p>	EC	Subject to approval of budget request (see T.5.4.1)	By whether TPC has implemented project charter for sustainable and appropriate agricultural advocacy	Not due. Not started.
		<p>FY 2015/16 T.5.5.1 Develop Terms of Reference and appoint a Select Committee to study options for Victoria office and/or job locations</p>	MGMT	Funded by base budget	By whether Trust Council has adopted Terms of Reference for a Select Committee and appointed members	Complete
	<p>5.6 Facilitate exploration of intra and inter-island transportation routes</p>	<p>FY 2016/17 T.5.5.4 Undertake study regarding Victoria office and/or job locations and make recommendations to Trust Council</p>	Select Committee	Subject to funding in 2016/17 program budget	By whether Select Committee has completed study regarding Victoria office and/or job locations	under way with 16/17 project funding
		<p>FY 2017/18 T.5.5.5 Implement Trust Council decision regarding Victoria office and/or job locations</p>	EC	Subject to funding in future program budgets	By whether Trust Council has implemented decision regarding Victoria office and/or job locations	Due in future fiscal years, subject to late decisions and fundin
		<p>FY 2018/19 T.5.6.1 Develop a project charter and budget request regarding facilitation of exploration of intra and inter-island transportation routes</p>	TPC	Funded by base budget	By whether TPC has adopted a project charter regarding facilitation of exploration of intra and inter-island transportation routes	Not due Not started
	<p>5.7 Advocate for prevention of inter-islands bridges</p>	<p>FY 2019/20 T.5.6.2 Carry out project charter work regarding facilitation of exploration of intra and inter-island transportation routes</p>	TPC	Subject to future funding (see 5.6.1)	By whether TPC has completed work identified in project charter regarding facilitation of exploration of intra and inter-island transportation routes	Not due. Not started.
		<p>FY 2015/16 T.5.7.1 Develop response to Gabriola bridge study</p>	EC	Funded by base budget	By whether EC responds has completed a response to the Gabriola bridge study.	Complete

Goal D: 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
<p>6. STRENGTHEN relations with First Nations</p>	<p>6.1 Improve engagement with First Nations (please see sections 9.1.4-9.1.7 for complementary activities)</p>	<p>FY 2015/16 – 2017/18 T.6.1.1 Design and populate a contact database for staff and trustee use based on the provincial consultative database</p>	EC	<p>Funded by 2015/16 program budget \$10,000. 2017-2018 funded by Policy Statement project budget.</p>	<p>By whether EC has created and populated a First Nations database.</p>	<p>Ongoing Due by March 2018</p>

Attachment 1 – Trust Council, Council Committees and Trust Fund Board Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
		<p><u>FY 2015/16 – 2017/18</u> T.6.1.2 Research to clarify roles and jurisdictions to consult with First Nations</p>	EC	<p>2017-2018 funded by Policy Statement project budget.</p>	<p>By whether EC has undertaken research to clarify roles and jurisdictions to consult with First Nations.</p>	<p>Process changed, work ongoing. Each First Nation is unique.</p>
		<p><u>FY 2015/16 – 2018/19</u> T.6.1.3 Training and workshops at the local and Trust Council level, including honoraria and travel for First Nation participation</p>	EC	<p>Funded by the 2015/16 program budget \$10,000</p> <p>2017-2018 funded by Policy Statement project budget.</p>	<p>By whether local and Trust Council training and workshops have been undertaken.</p>	<p>Ongoing. Some workshops still to be completed</p>
		<p><u>FY 2015/16 – 2018/19</u> T.6.1.4 Match UBCM Community to Community (C2C) funding for local meetings, including honoraria and travel for First Nation participation</p>	EC	<p>Funded by the LTC 2015/16 program budget requests \$10,000</p>	<p>By whether one or more Community-to-Community meeting has been held.</p>	<p>Gambier LTC has hosted a C2C forum with Squamish Nation on March 31, 2016 (\$200 UBCM funding approved for Denma Gabriola, Lasqueti and Saturna</p>
<p>6.2 Improve protection of archaeological and First Nations cultural resources (please see sections 9.1.4-9.1.7 for complementary activities)</p>		<p><u>FY 2016/17</u> T.6.2.1 Hold an educational Trust Council session about archeological site protection concerns.</p>	EC	<p>Funded by base budget</p>	<p>By whether Trust Council has held an educational session about archeological site protection concerns.</p>	<p>TC session planned for March 2017</p>
		<p><u>FY 2015/16 – 2016/17</u> T.7.1.1 Amend Trust Council Meeting Procedures Bylaw to enable electronic attendance at TC meetings (re <u>Electronic Meetings Regulation</u>)</p>	EC	<p>Funded by base budget</p>	<p>By whether Trust Council has amended the Meeting Procedures Bylaw</p>	<p>Bylaw to Sept Trust Council</p>
		<p><u>FY 2015/16 – 2018/19</u> T.7.1.2 Review and update Trust Council policies and procedures</p>	EC	<p>Funded by base budget</p>	<p>By whether Trust Council has adopted a program for review and update of its policies and procedures</p>	<p>Ongoing</p>
<p>7. IMPROVE organizational cost effectiveness and resilience</p>	<p>7.1 Improve cost-effectiveness and quality of Trust Council operations</p>	<p><u>FY 2015/16</u> T.7.1.3 Undertake Information Technology system audit and performance review</p>	FPC	<p>Funded by base budget</p>	<p>By whether FPC has completed an Information Technology System audit and performance review.</p>	<p>Complete</p>
		<p><u>FY 2015/16 – 2018/19</u> T.7.1.4 Increase opportunities for Trust Council to engage in in-depth discussion about its vision, goals, mandate and activities</p>	EC	<p>Funded by base budget</p>	<p>By whether Executive Committee has been scheduled time for in-depth Trust Council discussions</p>	<p>Sept 13/16 Trust Council workshops</p>

Attachment 1 – Trust Council, Council Committees and Trust Fund Board Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS	
8. Improve cooperation with other levels of government	7.2 Prepare Island Trust organizational incorporation of Salt Spring Island	FY 2015/16 – 2016/17 T.7.2.1 Identify Transition Plan, with principles, objectives and options	EC	FPC	Received \$5000 funding provided by Province. Balance of funding subject to future budget decisions	By whether Trust Council has adopted a Transition Plan, including principles, objectives and options for an Adaptation Strategy regarding the potential incorporation of SSI	Done
		FY 2016/17 T.7.2.2 Develop detailed Islands Trust Adaptation Strategy to implement in the event of municipal incorporation of Salt Spring Island	EC	FPC	Subject to future budget	By whether EC/FPC have developed a detailed Adaptation Strategy	Due to start in 2016/ Subject to a YES vote regarding SSI incorporation
		FY 2016/17 – 2017/18(?) T.7.2.3 Finalize and adopt detailed Adaptation Strategy to implement in the event of municipal incorporation of Salt Spring Island	EC	FPC	Subject to future budgets	By whether Trust Council has finalized and adopted a detailed adaptation strategy	Due to start in 2016/ Subject to a YES vote regarding SSI incorporation
		FY 2015/16 T.7.2.4 Review and update existing IT-MCSCD protocol agreement regarding incorporation of municipalities in the Islands Trust Area	EC	EC	Funded by base budget	By whether Trust Council and MCSCD have reviewed and updated protocol agreement regarding incorporation of municipalities in the Islands Trust Area	Complete
		FY 2016/17 T.8.1.1 Revise and consolidate six agreements with the Province regarding Crown Land in the Islands Trust Area	EC	TPC	Funded by base budget	By whether the Trust Council and the Minister responsible have amended and approved new protocol agreement and letter of understanding regarding Crown Land in the Islands Trust Area.	Project underway. Expected completion 2017.
		FY 2017/18 T.8.2.1 Develop project charter and budget request re Biosphere Reserve	TPC	TPC	Funded by base budget	By whether TPC has adopted a project charter re Biosphere Reserve	Not due. Not started.
		FY 2017/18 T.8.2.2 Implement project charter re Biosphere Reserve	TPC	TPC	Subject to funding in future program budget (See 8.3.1)	By whether TPC has implemented project charter re Biosphere Reserve	Implementation to start in 2017/18, if budget approved
		FY 2015/16 T.9.1.1 Amend policies administering the Islands Trust Policy Statement	TPC	TPC	Funded by base budget	By whether Trust Council has amended the policies administering the Islands Trust Policy Statement	Complete
		FY 2015/16 T.9.1.2 Develop a project charter and budget request regarding a Phase A (‘State of the Islands’ report) of targeted update of the Policy Statement	TPC	TPC	Funded by base budget	By whether TPC has recommended a project charter and budget request regarding a Phase 1 of targeted update of the Islands Trust Policy Statement	Complete
		FY 2016/17 T.9.1.3 Implement project charter regarding Phase A (‘State of the	TPC	TPC	Funded by Policy Statement project budget	By whether Trust Council has endorsed TPC’s ‘State of the Islands Report’ as Phase 1 of a targeted update	Report delivered in Summer 2016. Communication products in progress

Attachment 1 – Trust Council, Council Committees and Trust Fund Board Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
		Islands' report) of the targeted update of the Policy Statement			of the Policy Statement	
		<u>FY 2016/17</u> T.9.1.4 Develop a project charter regarding Phase B of targeted update of the Policy Statement (First Nations and public engagement process to prepare for Policy Statement amendment topics)	TPC	Funded by Policy Statement project budget	By whether Trust Council has endorsed TPC's project charter for a First Nations and public engagement process to prepare for Policy Statement topics amendment process	Completed Dec. 201
		<u>FY 2017/18</u> T.9.1.5 Undertake a First Nations and public engagement process to prepare for Policy Statement amendment topics	TPC EC	Funded by Policy Statement project budget and base communications budget with some activities subject to 2017/18 program funding	By whether TPC/EC has undertaken a First Nation public engagement process	Engagement process started in Nov. 2017 Twenty-six initiative with First Nations underway. RFD to Trust Council June 2017
		<u>FY 2017/18</u> T.9.1.6 Develop a project charter and budget request regarding Phase C of the targeted update of the Policy Statement (Cooperative review with First Nations and planning of Policy Statement amendment process)	TPC	Subject to funding in 2016/17 program budget	By whether Trust Council has endorsed TPC's project charter and budget request a cooperative review with First Nations and planning of Policy Statement amendment process	Project charter and budget request due March 2018
		<u>FY 2018/19</u> T.9.1.7 Implement project charter regarding Phase C (Cooperative review with First Nations and planning of Policy Statement amendment process)	TPC EC	Subject to funding in 2017/18 program budget	By whether TPC/EC has undertaken a cooperative review with First Nations and planning of Policy Statement amendment process	Due to start in 2018/ subject to TC decision budget request (see T.9.1.6)
		<u>FY 2018/19</u> T.9.1.8 Develop a draft bylaw to update selected Policy Statement topics	TPC EC	Subject to funding in 2017/18 program budget	By whether EC and TPC have developed a draft bylaw to update selected Policy Statement topics	Due to start 2018/19, subject to TC decision re budget request (see T.9.1.6)
		<u>FY 2018/19</u> T.9.1.9 Develop a draft bylaw to update selected Policy Statement topics	TPC EC	Subject to funding in 2017/18 program budget	By whether EC and TPC have undertaken a multi-stakeholder engagement process and developed a draft bylaw to update selected Policy Statement topics	Completion due February 2018
		<u>FY 2017/18</u> T.9.1.10 Develop a bylaw for Trust Council third reading to update selected Policy Statement topics	TPC EC	Subject to funding in 2017/18 program budget	By whether by Trust Council has given third reading to a bylaw and forwarded for ministerial approval	Third reading due March 2018

Attachment 1 – Trust Council, Council Committees and Trust Fund Board Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
		FY 2018/19 T.9.1.11 Adopt bylaw to update selected Policy Statement topics	EC	Funded by base budget	By whether Trust Council has adopted a bylaw to update selected Policy Statement topics	Due Sept 2018. Subject to ministerial approval
		FY 2017/18 T.9.1.12 Raise public awareness of the role and importance of the Policy Statement in shaping the future of the islands	EC			
		FY 2017/18 T.9.1.13 Develop an effective and progressive program to establish a spirit of reconciliation with First Nations.	EC			
	9.2 Improve communications about the Islands Trust object and history	FY 2018/19 T.9.2 Implement adopted communications plan for 2015/16	EC	Funded by base budget	By whether EC has implemented communications plan	Ongoing
	9.3 Engage communities and agencies in reviewing and updating planning bylaws	Please see Attachment 2 for more details about this strategy				
	9.4 Investigate the use of Alternate Dispute Resolution in Bylaw Enforcement	FY 2015/16 – 2016/17 T.9.4.1 Review Bylaw Enforcement policy to consider potential amendments to recognize Alternate Dispute Resolution	EC	TBD	By whether EC has reviewed Trust Council's Bylaw Enforcement Policy to consider options for Alternate Dispute Resolution	Preliminary report prepared for EC regarding Alternate Dispute Resolution
10. IMPROVE community engagement and participation in Islands Trust work	10.1 Improve communications and availability of information about Islands Trust activities	FY 2015/16 T.10.1.1 Enhance public engagement on 2016/17 budget consultations	EC	Funded by base budget	By whether public engagement regarding the 2016/17 budget was increased	Continuing practice established in February 2016
		FY 2016/17-2017/18 See Activities T.9.1.5 & T.9.1.8	EC	See above	See above T.9.1.5 & T.9.1.8	See above
11. INVESTIGATE the principle of amending the <i>Islands Trust Act</i>	11.1 INVESTIGATE the principle of amending the <i>Islands Trust Act</i>		EC	TBD	TBD	

* subject to decisions of Trust Fund Board



Islands Trust Fund's Elder Cedar Nature Reserve, Gabriola Island

Photo: Kristine Mayes



Passage Island, Howe Sound

Photo: Linda Adams

Attachment 2 – Islands Trust Strategic Plan – 2014-2018

• Local Trust Committees & Bowen Island Municipality

OBJECTIVES COLUMN IS COLOUR-CODED TO IDENTIFY TRUST COUNCIL'S TOP 5 PRIORITY OBJECTIVES, AS IDENTIFIED IN JUNE 2015	PRIORITY		STATUS
	COLOUR	PRIORITY	
		1	Not due to start or awaiting actions of others
		2	Completed
		3	In Progress – On Target
		4	Partially In Progress – Partially On Target (i.e. on target, by one or more L/Ts)
		5	In progress - Behind Target (e.g. not funded, delayed by other priorities, actions of others etc.)
		6-10	Not started - Behind target

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

Policy Statement Goal A: 'To Foster preservation and protection of the Trust Area's ecosystems'

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 the Islands Trust Area	1.1 Encourage voluntary stewardship of natural environment	PHASE 1 – Identify watersheds FY 2014/15 L.1.3.1 Identify RAR watersheds on Gambier and Lasqueti	LTCs**	Funded in the 2014/15 program budget	By whether all RAR watersheds on Gambier and Lasqueti have been identified	Complete
	1.2 Expand Natural Areas Protection Tax Exemption Program (NAPTEE) program to entire Islands Trust Area					
1.3 Protect fish habitat by implementing Riparian Areas Regulation		PHASE 2 – Improve mapping / FY 2014/15 – 2015/16 L.1.3.2 Improve mapping of additional riparian areas in Gambier and Lasqueti LTAs	LTCs**	Funded in 2015/16 program budget (\$15,000 for mapping in Gambier and Lasqueti LTAs)	By whether new mapping of riparian areas is complete	Complete
		PHASE 3 – Adopt bylaws FY 2014/15 – 2015/16 L.1.3.3 Adopt new bylaws to implement RAR on selected islands (Gabriola, Mayne, Salt				

Please see Attachment 1 for more details about these strategies

Attachment 2- Local Trust Committee and Bowen Island Municipality Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS	
		Spring/Prevost, Thetis)				<i>Mayne has given direction to obtain the party report and is working with Minister staff on RAR option</i>	
		FY 2014/15 - 2015/16 L.1.3.4 Adopt new bylaws to implement RAR on all islands where still required (Lasqueti, Gambier, various associated islands)	LTCs**	Funded by 2015/16 program budget (\$5,000)	By whether Ballenas/Winchelsea, and are compliant with RAR through bylaw development	Complete	
		FY 2014/15 -? L.1.3.5 Adopt new bylaws to implement RAR on all Lasqueti and Gambier watersheds	LTCs**	Funded by 2015/16 program budget	By whether all Gambier and Lasqueti watersheds are compliant with RAR through bylaw development	Gambier RAR bylaws progress; Lasqueti RAR bylaw complete.	
	1.4 Establish reliable, adequate and sustainable funding for the Islands Trust Fund	Please see Attachment 1 for more details about these strategies					
	1.5 Protect high biodiversity areas identified in TFB's Regional Conservation Plan						
	1.6 Use land use planning tools to protect high biodiversity areas, using criteria from the TFB's Regional Conservation Plan						
	1.7 Use land use planning tools and decisions to protect coastal Douglas fir and associated ecosystems	FY 2014/15 - 2018/19 L.1.6.1 Amend land use bylaws to improve protection of high biodiversity areas.	LTCs** /BIM***	Subject to program budgets	By whether LTCs have amended land use bylaws to improve protection of high biodiversity areas.	<i>Not started Will be topic area i Gambier OCP Review</i>	
	1.8 Advocacy re protection of ecosystems	FY 2015/16 -? L.1.7.1 Use land use planning tools to protect Coastal Douglas-fir and associated ecosystems through land use planning.	LTCs	Subject to base and program budgets	By the amount of Coastal Douglas fir and associated ecosystems that have been protected.	<i>Ongoing</i>	
Please see Attachment 1 for more details about this strategy.							

Attachment 2- Local Trust Committee and Bowen Island Municipality Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
2. PRESERVE, PROTECT and ADVOCATE for coastal shorelines and marine areas within the Islands Trust Area	2.1 Use land use planning tools for shoreline protection	FY 2015/16 L.2.1.1 Improve public knowledge about sensitive shorelines	LTCs**/BIM***	Funded by base budget	By whether mapping and other documents have been made available to public	Complete
		FY2 L.2.1.2 Amend OCPs to improve shoreline protection	LTCs**/BIM***	Subject to program budget	By whether LTCs have amended their OCPs to improve shoreline protection	Ballenas-Winchelsea C includes a Shoreline Development Permit A Identified as a future project on Hornby
		FY2 L.2.1.3 Amend LUBs to improve shoreline protection	LTCs**/BIM***	Subject to program budget	By whether LTCs have amended their LUBs to improve shoreline protection	BIM has adopted a byl that regulates dock size a part of Bowen's shoreline. SSI LTC added Marit Environment Protection Projects List
		FY 2015/16 -? L.2.2.1 Support Green Shores for Homes Program on Thetis Island	Thetis LTC	Subject to budget	TBD	Thetis Island participated as a pilot community for the Green Shore for Homes Program from 2014-2016.
	2.2 Encourage Voluntary Stewardship of Nearshore Ecosystems					
2.3 Advocate for oil spill prevention and response	2.4 Advocate for management of derelict and abandoned vessels					
	2.5 Advocate to reduce negative impacts of shellfish aquaculture practices					
	2.6 Advocate to reduce impacts of other industrial marine activities					
	Please see Attachment 1 for more details about these strategies.					

Attachment 2- Local Trust Committee and Bowen Island Municipality Activities

Policy Statement Goal B: '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'

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
3. REDUCE community ecological footprints	3.1 Develop Integrated Community Sustainability Plans	FY 2015/16 L.3.1.1 Create a community profile as a basis for future planning in the Saturna LTA	Saturna LTC	Funded by 2015/16 base budget	By whether a Saturna community profile has been created.	In process
		FY 2015/16 L.3.1.2 Create a project charter and cost estimates for development of an Integrated Community Sustainability Plan for one or more LTAs	LTCs	Funded by 2015/16 base budget	By whether one or more LTCs has completed a project charter and cost estimates for development of an Integrated Community Sustainability Plan.	Salt Spring Island LTC application for funding was denied.
		FY 2016/17 L.3.1.3 Develop one or more Integrated Community Sustainability Plan	LTCs	Subject to funding in 2016/17 program budget	By whether one or more LTC has developed an Integrated Community Sustainability Plan.	on SSI LTC project li:
3.2 Support efficient and sustainable transportation systems and infrastructure		FY 2016/17 - ? L.3.2.4 Develop land use regulations to encourage cycling and electric vehicles	LTCs**/BIM***	Subject to program funding	By whether LTCs/BIM have developed land use regulations to encourage cycling and electric vehicles.	Not due. Not started.
		FY? L.3.2.6 Use land use planning tools to reduce community ecological footprint	LTCs**/BIM***	Subject to funding in future budget	By whether LTCs/BIM have used land use planning tools to reduce community ecological footprint.	Not due Not started
		FY 2015-16 - 2018/19 L.4.1.1 Coordinate implementation of the St. Mary Lake Integrated Watershed Management Plan	Salt Spring LTC	Funded by special tax requisition in future budgets	By whether the SSILTC is coordinating implementation of the St. Mary Lake Integrated Watershed Management Plan .	St Mary Lake Integrated Watershed Management Plan released Oct/17 Various agencies in process of implementation
4. PROTECT quantity of water resources	4.2 Use land use planning tools to address issues of water quantity	FY 2015/16 - 2016/17 L.4.2.1 Use land use planning tools to promote water conservation, such as through rainwater catchment and greywater recycling	LTCs**/BIM***	Funded by program budget in 2015/16. Subject to funding in 2016/17 program budget	By whether LTCs have amended land use regulations to promote water conservation.	Hornby OCP includes objectives and policies promote water conservation; Horn LUB includes DPA Guidelines.; SSILTC Watershed Management Project

Attachment 2- Local Trust Committee and Bowen Island Municipality Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
						SSIWPA includes addressing water quantity
	4.3 Advocate for and educate about water conservation measures (e.g. rainwater catchment, greywater recycling)					
	4.4 Use land use planning tools to protect water quality and quantity	FY 2015/16 L.4.4.1 Use land use planning tools to protect the quality of well water	LTCs**/BIM***	Funded by base budget in 2015/16	By whether LTCs have amended land use regulations to protect well water quality.	SSI LTC gave first read to bylaws and hosted several working groups to address potential impacts of agricultural activities in rural watershed zones
Please see Attachment 1 for more details about this strategy						

Policy Statement Goal C: 'To 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
5. ENHANCE (protect/restore) community character, socio-economic diversity and economic sustainability	5.1 Use land use planning tools and decisions to improve the availability of affordable, accessible, appropriate housing (e.g. as described in Trust Council's Community Housing Toolkit)	FY 2015/16 – 2018/19 L.5.1.1 Amend OCPs to include affordable housing policies	LTCs**/BIM***	Funded by 2015/16 program budget. Subject to funding in future program budgets	By whether LTCs and BIM have amended their OCPs to include new affordable housing policies.	Gabriola considered OCP and LUB amendments. Using TUPs for cottages and secondary suites a Priority Hornby OCP includes policies respecting affordable, rental and special needs housing

Attachment 2- Local Trust Committee and Bowen Island Municipality Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
5.2 Use land use planning tools to promote economic sustainability		FY 2015/16 - 2018/19 L.5.1.2 Amend LUBs to improve availability of affordable housing	LTCs**/BIM***	Funded by 2015/16 program budget. Subject to funding in future program budgets	By whether LTCs and BIM have amended their LUBs to improve availability of affordable housing.	Galiano secondary suites and cottage bylaws adopted. North Pender reviewing housing affordability re STL Community workshop held November/15 SSILTC long term list includes considering year round use of cottage
	FY 2015/16 L.5.2.1 Review commercial land use requirements and issues in Mayne LTA	Mayne LTC	Funded by 2015/16 program budget	By whether Mayne LTC has completed a review of commercial land use requirements and issues.	Project charter endorsed on Mayne June 2015. Deferred fall 2016	
	FY 2015/16 L.5.2.2 Amend LUB to ensure an appropriate supply of land zoned for emerging industrial and /or commercial needs in the Salt Spring Island LTA	Salt Spring LTC		By whether SSILTC has amended one LUB to ensure an appropriate supply of land zoned for emerging industrial and commercial needs	SSILTC - SSILTC Industrial Land Use give first reading to bylaws and complete referrals	
	FY 2015/16 L.5.2.3 Improve planning for island villages	Salt Spring LTC	Funded by program budget in 2015/16	By whether SSILTC has completed one village planning project (Salt Spring Ganges Village Harbourwalk Project)	Project underway. Referrals for Bylaw 491 received, further community and First Nations engagement	
	FY 2015/16 L.5.2.4 Amend land use regulations in the Galiano LTA regarding home industry	Galiano LTC	Funded by program budget in 2015/16	By whether Galiano LTC has amended OCP and LUB to address home industry (Galiano Home-based Contractor Yards Review)	Complete Bylaw adopted June 2016	
	FY 2015/16 L.5.2.7 Identify appropriate locations and scope for waste management facilities in the North Pender LTA	North Pender LTC	Funded by program budget in 2015/16	By whether North Pender LTC has determined appropriate locations and scope of waste management facilities (Land Use Planning for Waste Management Project)	Waste and Resource Management project underway	
	FY 2016/17-?	North Pender LTC	Subject to funding in future program budgets	By whether North Pender LTC has amended land use regulations regarding waste management facilities	Due to start in 2016/	

Attachment 2- Local Trust Committee and Bowen Island Municipality Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
	5.3 Use land use planning tools to address challenges of an aging population	FY 2015/16 L.5.3.1 Create an age-friendly community plan in one LTA	North Pender LTC	Funded by grant and program budget in 2015/16	By whether North Pender LTC creates an age-friendly community plan .	Completed December 2015
	5.4 Work with other agencies to promote economic sustainability					
	5.5 Investigate whether relocation of some or all of the Islands Trust Victoria Head Office might better serve the interests of Trust Area constituents					
	5.6 Facilitate exploration of intra and inter-island transportation routes					
	5.7 Advocate for prevention of inter-islands bridges					

Please see Attachment 1 for more details about these strategies.

Goal D: 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**
6. STRENGTHEN relations with First Nations	6.1 Improve engagement with First Nations	FY 2015/16 L.6.1.1 Match UBCM Community to Community (C2C) funding for local meetings, including honoraria and travel for First Nation participation	LTCs	Funded by the 2015/16 program budget \$10,000	By whether one or more Community-to-Community meeting has been held.	<i>Complete</i> <i>Gambier LTC and Squamish First Nations C2C Forum took place on March 31, 2016</i> <i>Gabriola, Lasqueti and Denman received funding for C2C forums.</i>
		FY 2016/17 L.6.1.2 Develop an agreement with First Nations	LTCs**/BIM***	Subject to funding in future budgets	By whether an agreement with First Nations has been developed	Denman work program includes development of an agreement with the Kómoks First Nations

Attachment 2- Local Trust Committee and Bowen Island Municipality Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
						<i>This work program includes developments with Penelakut Tribe and Lyackson First Nation</i>
	6.2 Improve protection of archaeological and First Nations cultural resources	FY2 L.6.2.1 Amend OCPs/LUBs to improve archaeological site protection in one LTA	LTCs**	Subject to funding in future budgets	By whether the OCP/LUB has been amended to improve archaeological site protection in one LTA	Not due. Not started Part of Gambier OCI Review. SSLTC First Nation Inventory referred to Archaeology Branch
7. IMPROVE organizational cost effectiveness and resilience	7.1 Improve cost-effectiveness and quality of Trust Council operations					
	7.2 Prepare Island Trust organization to adapt to the potential incorporation of Salt Spring Island					
8. Improve cooperation and integration with other levels of government	8.1 Negotiate new protocol agreement and letter of understanding with the Ministry of Forests, Lands and Natural Resource Operations in regards to Crown land tenures					
	8.2 Explore opportunities and benefits of working with UNESCO, TFB and others to seek nomination of the Trust Area as a UN Biosphere Reserve					
9. Improve community and agency understanding and support of the Islands Trust	9.1 Review the Islands Trust Policy Statement					
	9.2 Improve communications about the Islands Trust object and history					

Please see Attachment 1 for more details about these strategies.

Attachment 2- Local Trust Committee and Bowen Island Municipality Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
	<p>9.3. Engage communities and agencies in reviewing and updating planning bylaws</p>	<p>FY 2015/16 - ? L.9.3.1 Update Land Use Bylaws - Galiano Dock Review - Gabriola LUB updates re signage - H - S. Pender LUB bylaw update</p>	<p>LTCs</p>	<p>Funded by base budget and projects budget</p>	<p>By whether communities have been engaged in the review and updating of planning bylaws</p>	<p>Bylaw reviews underway on Galiano, Gabriola, Gambier Denman, Lasqueti Thetis, North Pender, South Pender. Five Galiano bylaw adopted June 2014 Lasqueti OCP review in progress (phase Aging at home projects and Shoreline Options project)</p>
	<p>9.4. Investigate the use of Alternative Dispute Resolution in Bylaw Enforcement</p>				<p>Please see Attachment 1 for more details about these strategies.</p>	
<p>10. IMPROVE community engagement and participation in Islands Trust work</p>	<p>10.1 Improve communications and availability of information about Islands Trust activities</p>	<p>To be determined</p>	<p>TBD</p>	<p>TBD</p>	<p>TBD</p>	<p>Northern Team Planners engaged w: Gabriola Elementary School leading students through a community site planning exercise. Planning staff participated in Denman Island See Saturday and also made a presentation at the Gabriola Museum Annual General Meeting. SSI LTC third summit of "Planner in the Park" and hosting a Bike to Work Week celebration station</p>

subject to decisions of local trust committees *subject to decisions of Bowen Island Municipality

Attachment 2- Local Trust Committee and Bowen Island Municipality Activities

If you are reading a print version of this Strategic plan, you can access hyperlinks by going to the online version at:
<http://www.islandstrust.bc.ca/trust-council/strategic-plan/>

Abbreviations:

BIM – Bowen Island Municipality
 C2C – Community to Community
 EC – Executive Committee
 FPC – Financial Planning Committee
 FY – Fiscal Year
 IT – Islands Trust
 ITF – Islands Trust Fund
 LPC – Local Planning Committee
 LTA – Local Trust Area

LTC – Local Trust Committee
 LUB – Land Use Bylaw
 MCSGD – Ministry of Community, Sport and Cultural Development
 NAPTEP – Natural Area Protection Tax Exemption Program
 OCP – Official Community Plan
 RAR – Riparian Areas Regulation
 SSI – Salt Spring Island

STVR – Short Term Vacation Rental
 TAS – Trust Area Services
 TBD – To Be Determined
 TC – Trust Council
 TFB – Trust Fund Board
 TPC-Trust Programs Committee
 URCM – Union of BC Municipalities
 UN – United Nations
 UNESCO – UN Educational, Scientific and Cultural Organization






For more information, contact:

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 Islands Trust
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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

Cover Photo Credits:

- Linda Adams – Lasqueti Freight Shed Mural : "There's No Place Like Home; - community project directed by Sophia Rosenberg
- Don Gordon – seafloor life
- Linda Adams – Fuiford Valley, Salt Spring Island
- Linda Adams -- Lasqueti Island Children's Marimba Band, Lasqueti Community Hall
- Kristine Mayes – Denman Island

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Financial Statements of

ISLANDS TRUST

Year ended March 31, 2017

ISLANDS TRUST

Financial Statements

Year ended March 31, 2017

Financial Statements

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MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The accompanying financial statements of Islands Trust (the "Trust") are the responsibility of the Trust's management and have been prepared in compliance with legislation, and in accordance with generally accepted accounting standards for local governments as established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. A summary of the significant accounting policies are described in note 1 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.


The Trust's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

The Trust, acting through its Audit Committee, meets with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The financial statements have been audited by KPMG LLP, independent external auditors appointed by Trust Council. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the Trust's financial statements.



Chief Administrative Officer



Treasurer



KPMG LLP
St. Andrew's Square II
800-730 View Street
Victoria BC V8W 3Y7
Canada
Telephone 250-480-3500
Fax 250-480-3539

INDEPENDENT AUDITORS' REPORT

To the Trustees of Islands Trust and the Minister of Community, Sport and Cultural Development

We have audited the accompanying financial statements of Islands Trust, which comprise the statement of financial position as at March 31, 2017, the statements of operations, change in net financial assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Islands Trust as at March 31, 2017, its results of operations, changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Professional Accountants

June 21, 2017
Victoria, Canada

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.

ISLANDS TRUST


Statement of Financial Position

March 31, 2017, with comparative information for 2016

	2017	2016
Financial assets:		
Cash and cash equivalents (note 2)	\$ 858,607	\$ 2,711,491
Accounts receivable	187,821	358,102
Investments (note 3)	3,532,520	1,003,197
	<u>4,578,948</u>	<u>4,072,790</u>
Liabilities:		
Accounts payable and accrued liabilities	482,084	416,592
Wages and benefits payable	1,116,701	1,064,820
Deferred revenue	29,983	44,108
Employee benefit obligations (note 4)	138,864	105,443
Obligations under capital leases (note 5)	58,059	93,776
Cost recovery deposits (note 13(b))	13,251	6,642
	<u>1,838,942</u>	<u>1,731,381</u>
Net financial assets	2,740,006	2,341,409
Non-financial assets:		
Tangible capital assets (note 6)	123,111	137,397
Prepaid expenses	57,370	40,913
	<u>180,481</u>	<u>178,310</u>
Commitments (note 11)		
Contingent liabilities (note 12)		
Accumulated surplus (note 7)	<u>\$ 2,920,487</u>	<u>\$ 2,519,719</u>

The accompanying notes are an integral part of these financial statements.

Approved by the Trust Council:


Trustee


Trustee

ISLANDS TRUST

Statement of Operations

Year ended March 31, 2017, with comparative information for 2016

	Budget (note 9)	2017	2016
Revenue:			
Property tax - general	\$ 6,249,833	\$ 6,249,834	\$ 6,187,953
Property tax levy - Bowen Island municipality	223,418	223,418	213,766
Property tax - special requisition	110,500	110,500	119,500
Government transfers (note 8)	180,000	185,380	430,898
Fees and sales	110,000	136,863	132,273
Interest income	50,000	63,629	55,976
Other income	50,000	19,680	5,257
Total revenue	6,973,751	6,989,304	7,145,623
Expenses (note 10):			
Council services	1,228,062	1,071,007	1,020,080
Local trust committee services	5,431,404	4,887,902	5,468,019
Trust fund services (note 13)	697,542	629,627	604,274
Total expenses	7,357,008	6,588,536	7,092,373
Annual surplus (deficit)	(383,257)	400,768	53,250
Accumulated surplus, beginning of year	2,519,719	2,519,719	2,466,469
Accumulated surplus, end of year	\$ 2,136,462	\$ 2,920,487	\$ 2,519,719

The accompanying notes are an integral part of these financial statements.

ISLANDS TRUST

Statement of Change in Net Financial Assets

Year ended March 31, 2017, with comparative information for 2016

	Budget (note 9)	2017	2016
Annual surplus (deficit)	\$ (383,257)	\$ 400,768	\$ 53,250
Acquisition of tangible capital assets	-	(27,647)	(25,935)
Acquisition of tangible capital assets through capital lease	-	(25,735)	(75,631)
Amortization of tangible capital assets	65,000	67,668	49,688
Loss on disposal of capital assets	-	-	6,086
	(318,257)	415,054	7,458
Acquisition of prepaid expenses	-	(16,457)	18,277
Change in net financial assets	(318,257)	398,597	25,735
Net financial assets, beginning of year	2,341,409	2,341,409	2,315,674
Net financial assets, end of year	\$ 2,023,152	\$ 2,740,006	\$ 2,341,409

The accompanying notes are an integral part of these financial statements.

ISLANDS TRUST

Statement of Cash Flows

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 400,768	\$ 53,250
Items not involving cash:		
Amortization of tangible capital assets	67,668	49,688
Loss on disposal of tangible capital assets	-	6,086
Changes in non-cash operating assets and liabilities:		
Accounts receivable	170,281	(271,718)
Wages and benefits payable	51,881	14,983
Accounts payable and accrued liabilities	65,492	118,103
Deferred revenue	(14,125)	(9,241)
Employee benefit obligations	33,421	24,219
Cost recovery deposits	6,609	3,203
Prepaid expenses	(16,457)	18,277
Net change in cash from operating activities	765,538	6,850
Capital activities:		
Acquisition of tangible capital assets	(27,647)	(25,935)
Investing activities:		
Purchase of Investments	(2,529,323)	(41)
Financing activities:		
Principal payments on obligations under capital leases	(61,452)	(28,330)
Change in cash and cash equivalents	(1,852,884)	(47,456)
Cash and cash equivalents, beginning of year	2,711,491	2,758,947
Cash and cash equivalents, end of year	\$ 858,607	\$ 2,711,491
Supplemental cash flow information:		
Assets acquired under capital lease	\$ 25,735	\$ 75,631

The accompanying notes are an integral part of these financial statements.

ISLANDS TRUST

Notes to Financial Statements

Year ended March 31, 2017

Islands Trust (the "Trust") is incorporated under the Islands Trust Act of British Columbia (as amended). The objectives of the Trust are 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 the Province generally.

1. Significant accounting policies:

The financial statements of Islands Trust are prepared by management in accordance with Canadian public sector accounting principles for local governments as recommended by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the Trust are as follows:

(a) Reporting entity:

The financial statements include a combination of all the assets, liabilities, revenues, expenses, and changes in fund balances and in financial position of the trust council and the local trust committees.

The Trust occasionally conducts work on behalf of development applicants on a cost-recovery basis. These trust activities are not included in the financial statements.

(i) Consolidated entities:

The Trust does not control any significant external entities and accordingly no entities have been consolidated with the financial statements.

(ii) Funds held in trust:

The Trust administers operations of The Islands Trust Fund. The annual expenses of The Islands Trust Fund are reported by the Trust in accordance with The Islands Trust Act (note 13).

(b) Basis of accounting:

The Trust follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

(c) Revenue recognition:

Government transfers are recognized in the financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made, except when and to the extent that the transfer gives rise to an obligation that meets the definition of a liability under section PS 3200 of public sector accounting standards.

Revenue unearned in the current period is recorded as deposits or deferred revenue.

Tax revenue is recognized on an accrual basis.

ISLANDS TRUST

Notes to Financial Statements

Year ended March 31, 2017

1. Significant accounting policies (continued):

(d) Cash and cash equivalents:

Cash and cash equivalents include short-term highly liquid investments with a term to maturity of 90 days or less at acquisition. Investment income is reported as revenue in the period earned.

(e) Investment income:

Investment income is reported as revenue in the period earned. When required by the funding government or related Act, investment income earned on restricted funds is added to the investment and forms part of the deferred revenue balance.

(f) Employee future benefits:

The Trust and its employees make contributions to the Public Service Pension Plan, which provides benefits directly to employees upon retirement. These contributions are expensed as incurred.

A gratuity is also available to employees upon retirement. The cost of this benefit is born by the Public Service Pension Plan.

(g) Liability for contaminated sites:

A liability for contaminated sites is recognized when a site is not in productive use and the following criteria are met:

- (i) an environmental standard exists;
- (ii) contamination exceeds the environmental standard;
- (iii) the Trust is directly responsible or accepts responsibility
- (iv) it is expected that future economic benefits will be given up; and
- (v) a reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

(h) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

ISLANDS TRUST

Notes to Financial Statements

Year ended March 31, 2017

1. Significant accounting policies (continued):

(h) Non-financial assets (continued):

(i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful life - years
Furniture and equipment	5
Computers	3
Leasehold improvements	lesser of remaining term of the lease and useful life

Amortization is charged annually, including in the year of acquisition and disposal. Assets under construction are not amortized until the asset is available for productive use.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Trust's ability to provide goods and services, or when the value of future economic benefits associated with the asset are less than the book value of the asset.

(ii) Contributions of tangible capital assets:

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

(iii) Works of art and historical treasures:

Works of art and historical treasures are not recorded as assets in these financial statements.

(iv) Interest capitalization:

The Trust does not capitalize interest costs associated with the acquisition or construction of a tangible capital asset.

(v) Leased tangible capital assets:

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

ISLANDS TRUST

Notes to Financial Statements

Year ended March 31, 2017

1. Significant accounting policies (continued):

(i) Use of estimates:

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in estimating provisions for accrued liabilities. Actual results could differ from these estimates.

2. Cash and cash equivalents:

	2017	2016
Bank account balances	\$ 858,607	\$ 1,074,332
Raymond James GIC	-	1,637,159
	<u>\$ 858,607</u>	<u>\$ 2,711,491</u>

3. Investments:

Investments consist of guaranteed investment certificates with a cost plus accrued interest that approximates market value. The stated interest rates are between 1.25% and 1.50% and the maturity dates range from April 2017 to February 2018.

4. Employee benefit obligations:

The Trust provides sick leave and certain other benefits to its employees and are recorded as follows:

	2017	2016
Vacation pay	\$ 100,608	\$ 73,269
Compensatory time off	38,256	32,174
	<u>\$ 138,864</u>	<u>\$ 105,443</u>

Vacation pay and compensatory time off represent the liability for accumulated banks for draw down at future dates and/or for payout on approved retirement, or upon termination or death.

ISLANDS TRUST

Notes to Financial Statements

Year ended March 31, 2017

4. Employee benefit obligations (continued):

Other pension plans:

The Trust and its employees contribute to the Public Service Pension Plan (a jointly trustee pension plan). The Public Service Pension Board of Trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at March 31, 2016, the plan has about 58,000 active members and approximately 45,000 retired members.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate is then adjusted to the extent there is amortization of any funding deficit.

The latest actuarial valuation as at March 31, 2014, indicated a funding surplus of \$194 million for basic pension benefits on a going concern basis. The next valuation will be as at March 31, 2017, with results available in early 2018. Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

The Trust paid \$307,473 (2016 - \$290,507) for employer contributions to the plan in fiscal 2017.

5. Obligations under capital leases:

The amounts due for obligations under capital leases are as follows:

2018	\$	30,613
2019		17,273
2020		9,629
2021		6,296
2022 and thereafter		-
Total minimum lease payments		63,811
Less amounts representing interest (at rates ranging from 4.7% to 5.25%)		5,752
Present value of net minimum capital lease payments		\$ 58,059

Interest of \$3,111 (2016 - \$1,582) relating to capital lease obligations has been included in expenses on the statement of operations.

ISLANDS TRUST

Notes to Financial Statements

Year ended March 31, 2017

6. Tangible capital assets:

	Denman Island Site	Furniture and equipment	Computers	Leasehold improvements	Total 2017	Total 2016
Cost:						
Balance, beginning of year	\$ 10,000	\$ 169,954	\$ 225,580	\$ 249,822	\$ 655,356	\$ 572,443
Additions	-	25,735	19,847	7,800	53,382	105,708
Disposals	-	-	-	-	-	(22,795)
Balance, end of year	10,000	195,689	245,427	257,622	708,738	655,356
Accumulated amortization:						
Balance, beginning of year	10,000	78,438	190,152	239,369	517,959	480,839
Additions	-	-	-	-	-	(12,568)
Disposals	-	38,730	26,126	2,812	67,668	49,688
Balance, end of year	10,000	117,168	216,278	242,181	585,627	517,959
Net book value, end of year	\$ -	\$ 78,521	\$ 29,150	\$ 15,441	\$ 123,111	\$ 137,397

Contributed tangible capital assets:

There were no contributed assets received during 2017 or 2016.

In fiscal 1994, the Denman Island Ratepayers' Association donated \$10,000 which was used by the Trust to purchase the Denman Island Old School Site from School District #71. The Trust agreed to facilitate the sale of the school site between School District #71 and the Ratepayers' Association and to hold title to the property on behalf of the community. The Denman Island Ratepayers' Association has leased the building on the site from the Trust for 99 years for a total fee of \$10.

Included in tangible capital assets is assets under capital leases with a net book value of \$58,059 (2016 - \$91,516).

7. Accumulated surplus:

Accumulated surplus consists of:

	2017	2016
Invested in tangible capital assets	\$ 65,052	\$ 43,621
General Revenue Fund	2,848,329	2,476,098
Special property tax requisition fund	7,106	-
	\$ 2,920,487	\$ 2,519,719

ISLANDS TRUST

Notes to Financial Statements

Year ended March 31, 2017

8. Government transfers:

Government transfers recorded as revenue on the statement of operations are comprised of:

	2017	2016
Provincial operating grant	\$ 177,880	\$ 123,052
Lasqueti energy project	-	278,268
Salt Spring Island Water Protection Project	2,500	11,823
Province of BC grant - Saltspring Island potential incorporation transition strategy	5,000	-
Other	-	17,755
	\$ 185,380	\$ 430,898

9. Budget data:

The budget data presented in these financial statements is based upon the 2017 operating budget approved by Trust Council on March 24, 2016. The following reconciles the approved budget to the budget figures reported in these financial statements.

	Budget amount
Operating budget:	
Revenue	\$ 7,292,008
Less appropriation from surplus	318,257
	6,973,751
Expenses	7,292,008
Plus amortization expense	65,000
	7,357,008
Annual deficit	\$ (383,257)

10. Classification of expenses by object:

	2017	2016
Staff salaries and benefits	\$ 4,137,903	\$ 4,003,460
Traveling/training and recruitment	201,207	210,249
Council and trustee costs	810,697	812,513
Office operations	930,099	932,044
Programs	384,020	768,332
Legal	56,942	316,087
Amortization	67,668	49,688
	\$ 6,588,536	\$ 7,092,373

ISLANDS TRUST

Notes to Financial Statements

Year ended March 31, 2017

11. Commitments:

Minimum annual lease payments:

The Trust is committed to leases for rented premises. Minimum future payments in the next five years are as follows:

2018	\$	348,763
2019		299,787
2019		306,748
2021		276,113
2022		282,503

12. Contingent liabilities:

In the normal course of operations, claims for alleged damages are made against the Trust. The Trust records an accrual in respect of legal claims that are likely to be successful and for which a liability amount is reasonably determinable. The remaining claims, should they be successful as a result of litigation, will be recorded when a liability is likely and determinable. The Trust is covered through an independent insurance program against certain claims.

13. Trust activities:

(a) Trust Fund:

The Trust pays the administration expenses of The Islands Trust Fund (the "Fund") which is related through the composition of the Fund's Board. The Fund is empowered to accept donations, grants and bequests and to hold land and other property in compliance with a plan approved by the Ministry of Community, Sport and Cultural Development. The Fund's Board is comprised of three members from Trust Council and up to three members appointed by the Minister of Community, Sport and Cultural Development.

For financial reporting purposes, the Trust and the Fund are reported on separately. These financial statements present the financial position and results of operations of the Trust.

The Fund's annual expenses are funded by and reported as part of the Trust in accordance with The Islands Trust Act. These expenses are summarized as follows:

	2017	2016
Programs	\$ 459,775	\$ 432,813
Board	15,566	15,155
Administration	154,286	156,306
	<hr/> \$ 629,627	<hr/> \$ 604,274

ISLANDS TRUST

Notes to Financial Statements

Year ended March 31, 2017

13. Trust activities (continued):

(b) Deferred revenue:

The Trust administers trust activities on behalf of development applicants on a cost-recovery basis. The activities are as follows:

	2017		2016
Cash received during the year	\$ 27,825	\$	9,200
Cash paid during the year	14,447		10,784

The net payable from development applicants of \$13,251 (2016 - \$6,642) is reported as deferred revenue on the statement of financial position.

14. Comparative information:

Certain comparative information has been reclassified to conform to the financial statement presentation adopted in the current year.

Financial Statements of

THE ISLANDS TRUST FUND

Year ended March 31, 2017



KPMG LLP
St. Andrew's Square II
800-730 View Street
Victoria BC V8W 3Y7
Canada
Telephone 250-480-3500
Fax 250-480-3539

INDEPENDENT AUDITORS' REPORT

To the Trustees of the Islands Trust Fund Board, the Trustees of the Islands Trust Council and the Minister of Community, Sport and Cultural Development

We have audited the accompanying financial statements of The Islands Trust Fund, which comprise the statement of financial position as at March 31, 2017, the statements of operations, changes in fund balances and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.



We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Basis for Qualified Opinion

In common with many charitable organizations, The Islands Trust Fund derives revenue from donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of The Islands Trust Fund. Therefore, we were not able to determine whether as at March 31, 2017 and for the years ended March 31, 2017 and March 31, 2016, any adjustments might be necessary to revenue and excess of revenue over expenses reported in the statement of operations, statement of cash flows, statement of changes in fund balances and assets and fund balances reported in the statement of financial position as at March 31, 2017. This caused us to qualify our audit opinion on the financial statements as at and for the year ended March 31, 2016.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of The Islands Trust Fund as at March 31, 2017, its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, slightly slanted style. Below the signature is a horizontal line that starts under the 'K' and ends under the 'P'.

Chartered Professional Accountants

July 18, 2017
Victoria, Canada

THE ISLANDS TRUST FUND

Statement of Financial Position

March 31, 2017, with comparative information for 2016

	Opportunity Fund	Restricted Fund	Capital Fund	Endowment Fund	2017 Total	2016 Total
Assets:						
Current assets:						
Cash	\$ 34,144	\$ 215,212	\$ -	\$ -	\$ 249,356	\$ 360,330
Short-term investments (note 2)	-	165,452	-	88,000	253,452	239,785
Accounts receivable	-	-	-	27,300	27,300	-
Inventory of fundraising items	1,342	-	-	-	1,342	1,612
	35,486	380,664	115,300	531,450	601,727	
Investments (note 3)	-	64,870	-	-	64,870	63,257
Land (notes 4 and 6)	-	-	7,073,903	6,176,601	13,250,504	12,470,504
	\$ 35,486	\$ 445,534	\$ 7,073,903	\$ 6,291,901	\$ 13,846,824	\$ 13,135,488
Liabilities:						
Current liabilities:						
Property tax payable	\$ -	\$ 498	\$ -	\$ -	\$ 498	\$ -
Due to Islands Trust	2,995	(74)	-	-	2,921	-
Deferred revenue	541	-	-	-	541	-
	3,536	424	-	-	3,960	-
Fund Balances:						
Unrestricted	31,950	-	-	-	31,950	36,113
Investment in land (note 4)	-	-	7,073,903	-	7,073,903	7,073,903
Internally restricted (note 5)	-	24,327	-	-	24,327	24,320
Externally restricted (note 5)	-	420,783	-	-	420,783	516,551
Restricted for endowment purposes (note 6)	-	-	-	6,291,901	6,291,901	5,484,601
	31,950	445,110	7,073,903	6,291,901	13,842,864	13,135,488
	\$ 35,486	\$ 445,534	\$ 7,073,903	\$ 6,291,901	\$ 13,846,824	\$ 13,135,488

The accompanying notes are an integral part of these financial statements.

Approved by the Trust Fund Board:



Board member



Board member

THE ISLANDS TRUST FUND

Statement of Operations

Year ended March 31, 2017, with comparative information for 2016

	Opportunity Fund	Restricted Fund	Capital Fund	Endowment Fund	2017 Total	2016 Total
Revenue:						(Schedule 2)
Donations:						
Cash	\$ 2,480	\$ 258,244	\$ -	\$ -	\$ 260,724	\$ 114,647
Land	-	-	-	156,000	156,000	-
Grants	2,959	5,412	-	273,000	281,371	5,053
Rental income	-	10,200	-	-	10,200	10,200
Investment income (loss)	21	16,068	-	-	16,089	(3,407)
Sale of fundraising items	133	-	-	-	133	150
	5,593	289,924	-	429,000	724,517	126,643
Expenses:						
Repairs and maintenance - Alton property	-	1,181	-	-	1,181	11,286
Cost of sales of fundraising items	270	-	-	-	270	173
Bank charges	31	204	-	-	235	149
Donations to conservancy groups	6,460	-	-	-	6,460	-
Consultant fees	2,995	6,000	-	-	8,995	8,400
	9,756	7,385	-	-	17,141	20,008
Excess (deficiency) of revenue over expenses	\$ (4,163)	\$ 282,539	\$ -	\$ 429,000	\$ 707,376	\$ 106,635

The accompanying notes are an integral part of these financial statements.

THE ISLANDS TRUST FUND

Statement of Changes in Fund Balances

Year ended March 31, 2017, with comparative information for 2016

	Opportunity Fund	Restricted Fund	Capital Fund	Endowment Fund	Total
Fund balances, March 31, 2015	\$ 33,295	\$ 437,054	\$ 7,073,903	\$ 5,484,601	\$ 13,028,853
Excess of revenue over expenses	2,818	103,817	-	-	106,635
Fund balances, March 31, 2016	36,113	540,871	7,073,903	5,484,601	13,135,488
Excess of revenue over expenses	(4,163)	282,539	-	429,000	707,376
Interfund transfer	-	(378,300)	-	378,300	-
Fund balances, March 31, 2017	\$ 31,950	\$ 445,110	\$ 7,073,903	\$ 6,291,901	\$ 13,842,864

The accompanying notes are an integral part of these financial statements.

THE ISLANDS TRUST FUND

Statement of Cash Flows

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$ 707,376	\$ 106,635
Item not involving cash:		
Donation of land	(156,000)	-
Changes in non-cash operating working capital:		
Inventory of fundraising items	270	173
Accounts receivable	(27,300)	-
Accounts payable	-	(1,024)
Property tax payable	498	-
Due to Islands Trust	2,921	-
Deferred revenue	541	-
	<u>528,306</u>	<u>105,784</u>
Capital activities:		
Cash paid to acquire land	(624,000)	-
Investing activities:		
Increase (decrease) in short-term investments	(13,667)	6,868
Increase in long-term investments	(1,613)	(3,045)
	<u>(15,280)</u>	<u>3,823</u>
Increase (decrease) in cash	(110,974)	109,607
Cash, beginning of year	360,330	250,723
Cash, end of year	\$ 249,356	\$ 360,330

The accompanying notes are an integral part of these financial statements.

THE ISLANDS TRUST FUND

Notes to Financial Statements

Year ended March 31, 2017

The Islands Trust (the "Trust") is incorporated under The Islands Trust Act of British Columbia (as amended). The objectives of the Trust are 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 the Province generally.

The Islands Trust Fund (the "Trust Fund") is also incorporated under The Islands Trust Act of British Columbia and is empowered to accept donations, grants and bequests on behalf of the Trust and to hold land and other property in compliance with a Trust Fund plan approved by the Ministry of Community, Sport and Cultural Development.

The Trust Fund is administered by the Trust and for financial reporting purposes, the Trust and the Trust Fund are reported on separately. The Trust Fund's annual expenses are funded by and reported as part of the Trust in accordance with The Islands Trust Act. These financial statements present the financial position and changes in fund balances of the Trust Fund.

1. Significant accounting policies:

The financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards including the 4200 standards for government not-for-profit organizations:

(a) Fund accounting:

The Trust Fund follows the restricted fund method of accounting for contributions.

The Opportunity Fund reports unrestricted resources.

The Restricted Fund reports the assets, liabilities, revenue and expenses related to internally and externally restricted assets.

The Capital Fund reports the assets, liabilities, revenue and expenses related to the Trust Fund's capital assets.

The Endowment Fund reports resources that are contributed for endowment purposes.

(b) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Derivative instruments and equity instruments that are quoted in an active market are reported at fair value. All other financial instruments are subsequently recorded at cost or amortized cost unless management has elected to carry the instruments at fair value. Management has elected to record all investments at fair value as they are managed and evaluated on a fair value basis.

Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations.

THE ISLANDS TRUST FUND

Notes to Financial Statements

Year ended March 31, 2017

1. Significant accounting policies (continued):

(b) Financial instruments (continued):

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations and any unrealized gain is adjusted through the statement of remeasurement gains and losses. When the asset is sold, the unrealized gains and losses previously recognized in the statement of remeasurement gains and losses are reversed and recognized in the statement of operations. During the years presented, there are no unrealized gains and losses, and as a result, no statement of remeasurement gains and losses has been included in these financial statements. All investments held by the Trust Fund are classified as Level 2 investments for fair value measurement and there were no changes in classification in the years presented.

(c) Land:

Purchased land is recorded at cost. Contributed land is recorded at estimated fair value at the date of contribution.

(d) Revenue recognition:

Restricted contributions are recorded as revenue of the appropriate restricted fund when received or receivable, if the amount can be reasonably estimated and collection is reasonably assured.

Unrestricted contributions are recorded as revenue of the Opportunity Fund in the year received or receivable if the amount can be reasonably estimated and collection is reasonably assured.

Contributions for endowment are recorded as revenue in the Endowment Fund balance.

Interest income earned on Endowment Fund resources is restricted for the purpose of maintaining certain specified property and is recorded in the Restricted Fund. Interest income of internally restricted funds is recorded as revenue of the Restricted Fund. Other interest income is recorded as revenue of the Opportunity Fund when earned.

All other forms of income are recorded as revenue of the Opportunity Fund when received or receivable.

THE ISLANDS TRUST FUND

Notes to Financial Statements

Year ended March 31, 2017

1. Significant accounting policies (continued):

(e) Liability for contaminated sites:

A liability for contaminated sites is recognized when a site is not in productive use and the following criteria are met:

- (i) an environmental standard exists;
- (ii) contamination exceeds the environmental standard;
- (iii) the Trust Fund is directly responsible or accepts responsibility;
- (iv) it is expected that future economic benefits will be given up; and
- (v) a reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

(f) Use of estimates:

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions which affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenditures during the period. Significant estimates include assumptions used in estimating the fair value of contributed land at the date of contribution. Actual results could differ from those estimates.

2. Short-term investments:

Short-term investments consist of an endowment fund with the Victoria Foundation and Municipal Finance Authority of British Columbia ("MFA") Bond and Money Market Funds. Investments in MFA Funds are recorded at cost plus earnings reinvested in the funds.

3. Investments:

Investments consist of a guaranteed investment certificate that matures on April 16, 2019. It has an interest rate of 2.55%.

THE ISLANDS TRUST FUND

Notes to Financial Statements

Year ended March 31, 2017

4. Land:

	Acquisition date	2017	2016
Inner Island Nature Reserve, Denman Island	1992	\$ 70,000	\$ 70,000
Coats Millstone Reserve, Gabriola Island	1994	100,000	100,000
Medicine Beach Nature Sanctuary, North Pender Island	1996	477,000	477,000
Cunningham Reserve, Salt Spring Island	1994	265,000	265,000
Deep Ridge Reserve, Salt Spring Island	1992	255,000	255,000
Lower Mt. Erskine Nature Reserve, Salt Spring Island	1996	284,000	284,000
Kwel Nature Sanctuary, Lasqueti Island	1997	195,497	195,497
Singing Woods Nature Reserve, Bowen Island	1999	157,000	157,000
Trincomali Nature Sanctuary, Galiano Island	2001	242,406	242,406
Horton Bayviary Nature Reserve, Mayne Island	2002	210,000	210,000
Morrison Marsh Nature Reserve, Denman Island	2006	438,000	438,000
Brigade Bay Bluffs Nature Reserve, Gambier Island	2006	150,000	150,000
Long Bay Wetland Nature Reserve, Gambier Island	2006	305,000	305,000
Elder Cedar Nature Reserve, Gabriola Island	2007	658,000	658,000
Mount Artaban Nature Reserve, Gambier Island	2009	1,177,000	1,177,000
Fairy Fen Nature Reserve, Bowen Island	2011	1,817,000	1,817,000
Laughlin Lake Nature Reserve, Galiano Island	2013	56,000	56,000
Vanilla Leaf Land Nature Reserve, Galiano Island	2014	217,000	217,000
		\$ 7,073,903	\$ 7,073,903

5. Restricted Fund balances:

	2017	2016
Internally restricted:		
McFadden Creek management fund	\$ 24,327	\$ 24,320
Externally restricted:		
Alton Nature Reserve - maintenance fund	102,043	76,394
Morrison Fund	20,062	20,057
Covenant Defense Fund	103,824	100,197
Lasqueti Acquisition Fund	33,344	32,533
Gambier Acquisition Fund	116,891	115,173
Thetis Island Acquisition Fund	44,619	172,197
	420,783	516,551
	\$ 445,110	\$ 540,871

THE ISLANDS TRUST FUND

Notes to Financial Statements

Year ended March 31, 2017

6. Restricted for endowment purposes:

	Acquisition date	2017	2016
Land:			
Lindsay Dickson Nature Reserve, Denman Island	2001	\$ 2,200,000	\$ 2,200,000
Alton Nature Reserve, Salt Spring Island	2002	454,000	454,000
McFadden Creek Nature Sanctuary, Salt Spring Island	2015	422,601	422,601
Properties acquired under the Federal Government Ecological Gifts program:			
Mt. Trematon Nature Reserve, Lasqueti Island	2006	320,000	320,000
David Otter Nature Reserve, Bowen Island	2007	620,000	620,000
John Osland Nature Reserve, Lasqueti Island	2012	890,000	890,000
Valens Brook Nature Reserve, Denman Island	2013	280,000	280,000
Burren's Acres Nature Reserve, Gabriola Island	2014	210,000	210,000
Moore Hill Nature Reserve, Thetis Island	2017	780,000	-
		\$ 6,176,601	\$ 5,396,601

Investment gains (losses) on endowment funds for the year of \$12,306 (2016 - (\$6,966)) have been recorded in the Restricted Fund.

Two properties owned by the Trust Fund, the Lindsay Dickson property on Denman Island, and the Alton property on Salt Spring Island, were donated on the condition that the properties be used and managed in certain ways. The Lindsay Dickson property was donated "for so long as the land is used as a nature reserve for the use, benefit and enjoyment of the residents of B.C.". The Alton property is to be held, managed and preserved for its ecological environment and scenic features and not as a recreational park. The residence, gardens and driveway are to be preserved and managed for non-profit purposes.

In the event that these properties are not managed accordingly, the properties could revert to the Province of British Columbia in the case of the Lindsay Dickson Nature Reserve and to the Executors of the donor's estate in the case of the Alton Nature Reserve.

In 2015, the McFadden Creek Nature Sanctuary on Salt Spring Island was donated to the Trust Fund on the condition that the property was to be protected, preserved and maintained in its natural state. Should a disposition of this property ever be triggered, there is a Right of First Refusal on the property in favor of the Wild Bird Trust of BC.

Certain properties as listed in the preceding table were acquired under the Federal Government Ecological Gift program. Recipients of ecological gifts are responsible for maintaining the biodiversity and environmental heritage values of the property in perpetuity.

THE ISLANDS TRUST FUND

Notes to Financial Statements

Year ended March 31, 2017

7. Interfund transfer:

During the year, there were interfund transfers of \$378,300 (2016 - nil) from the Restricted Fund to the Endowment Fund, representing cash paid to acquire the Moore Hill Nature Reserve on Thetis Island.

8. Related party:

The Trust is related to the Trust Fund through the composition of the Trust Fund's Board. The Trust Fund's Board is comprised of three members from the Trust's Council and up to three members appointed by the Minister of Community, Sport and Cultural Development.

The Trust Fund's annual expenses are funded by and reported as part of the Trust in accordance with The Islands Trust Act. The expenses are summarized as follows:

	2017	2016
Operations	\$ 495,775	\$ 432,813
Board	15,566	15,155
Administration	154,286	156,306
	<u>\$ 665,627</u>	<u>\$ 604,274</u>

For the year ended March 31, 2017, amounts payable to Islands Trust were \$2,921 (2016 - nil).

9. Financial risks and concentration of risk:

The Trust Fund's financial instruments consist of cash, short-term investments, accounts receivable, investments, property tax payable and due to Islands Trust. It is management's opinion that the Trust Fund is not exposed to significant interest, currency or credit risk arising from these financial instruments. The maximum exposure to credit risk at March 31, 2017 is the carrying value of cash, accounts receivable, short-term investments and investments. The Trust Fund deals with creditworthy counterparties to mitigate credit risk. The Trust Fund manages its liquidity risk by monitoring its operating requirements. Interest rate risk is not significant due to the short term nature of investments held. There have been no significant changes to risk exposure in the years presented.

THE ISLANDS TRUST FUND

Statement of Financial Position

March 31, 2016

Schedule 1

	Opportunity Fund	Restricted Fund	Capital Fund	Endowment Fund	2016 Total
Assets:					
Current assets:					
Cash	\$ 34,501	\$ 325,829	\$ -	\$ -	\$ 360,330
Short-term investments	-	151,785	-	88,000	239,785
Inventory of fundraising items	1,612	-	-	-	1,612
	36,113	477,614	-	88,000	601,727
Investments (note 3)	-	63,257	-	-	63,257
Land (notes 4 and 6)	-	-	7,073,903	5,396,601	12,470,504
	\$ 36,113	\$ 540,871	\$ 7,073,903	\$ 5,484,601	\$ 13,135,488
Liabilities					
Current liabilities:					
Accounts payable	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balances					
Unrestricted	36,113	-	-	-	36,113
Investment in land (note 4)	-	-	7,073,903	-	7,073,903
Internally restricted (note 5)	-	24,320	-	-	24,320
Externally restricted (note 5)	-	516,551	-	-	516,551
Restricted for endowment purposes (note 6)	-	-	-	5,484,601	5,484,601
	36,113	540,871	7,073,903	5,484,601	13,135,488
	\$ 36,113	\$ 540,871	\$ 7,073,903	\$ 5,484,601	\$ 13,135,488

THE ISLANDS TRUST FUND

Statement of Operations

Year ended March 31, 2016

Schedule 2

	Opportunity Fund	Restricted Fund	Capital Fund	Endowment Fund	2016 Total
Revenue:					
Donations:					
Cash	\$ 2,895	\$ 111,752	\$ -	\$ -	\$ 114,647
Land	-	-	-	-	-
Grants	-	5,053	-	-	5,053
Rental income	-	10,200	-	-	10,200
Investment income	23	(3,430)	-	-	(3,407)
Sale of fundraising items	150	-	-	-	150
	3,068	123,575	-	-	126,643
Expenses:					
Repairs and maintenance - Alton property	-	11,286	-	-	11,286
Cost of sales of fundraising items	173	-	-	-	173
Bank charges	77	72	-	-	149
Donations to conservancy groups	-	-	-	-	-
Consultant fees	-	8,400	-	-	8,400
	250	19,758	-	-	20,008
Excess of revenue over expenses	\$ 2,818	\$ 103,817	\$ -	\$ -	\$ 106,635

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ISLANDS TRUST FUND



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