


Islands Trust Council Strategic Plan 2025-28

FOCUS AREA	GOALS & DESIRED OUTCOMES	STRATEGIC DIRECTIONS	KEY INITIATIVES
			<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <small>Top priority for current council term</small> </div> <div style="text-align: center;"> <small>Priority for current council term</small> </div> <div style="text-align: center;"> <small>To be initiated 2026-2027</small> </div> <div style="text-align: center;"> <small>Initiation timeline TBD</small> </div> </div>
Governance & Organizational Excellence	Clear and transparent policies, administrative processes and structures enable better decision making, advance service delivery and improve employee satisfaction	1.1 Update and adopt a new Policy Statement	1.1.1 Finish and adopt Islands Trust Policy Statement in accordance with project work plans
			1.1.2 Work with Indigenous Governing Bodies to co-design and implement future Policy Statement amendment review processes that ensure ongoing and more regular review and amendment of the Policy Statement
		1.2 Strengthen governance, decision-making and workflow processes	1.2.1 Develop a corporate planning process to enable decision-making, workflow efficiency, resource tracking and relevant policy consolidation
			1.2.2 Explore new engagement models (virtual and in person forums) to reach more community members
			1.2.3 Improve bylaw enforcement policies and procedures to be administratively fair, reasonable and transparent with the aim of restoring public confidence
			1.2.4 Prioritise, analyse, and where appropriate, implement the 15 recommendations of the 2022 Governance Report
			1.2.5 Review all Trust Council policies, and where appropriate, amend, combine or rescind
			1.2.6 Review all Trust Council and local trust committee agreements and where appropriate, amend, combine or rescind
1.3 Advocate to the Province for legislative changes to Islands Trust Act	1.3.1 Advance the following requests to the Province and develop advocacy and education strategies to support these: <ul style="list-style-type: none"> a) the Provincial review of the governance structure to enable reconciliation and better support Islands Trust's mandate; and b) request for increased Provincial funding 		

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Growth Management & Community Resiliency	Defined capacity constraints and indicators inform decision making	2.1 Support proactive land use planning and establish limits to growth using evidence-based data	2.1.1 Work with other agencies to facilitate data gathering / share in the development of environmental indicators
	Planning processes and Trust Area wide programs enable diverse housing options	2.2 Establish policy guidance for housing in OCP updates	2.1.2 Develop a growth management planning framework that includes data on growth trends and projections, geological and hydrological capacities, infrastructure, and development rates
			2.1.3 Update and implement Freshwater Sustainability Strategy (2022-2032)
			2.2.1 Improve processes for prioritizing funding for ongoing OCP reviews
			2.2.2 Update OCPs + LUBs to incorporate new Policy Statement policies
	2.3 Explore innovative approaches to supporting diverse housing options and tenures	2.3.1 Consider Community Benefit Land Trust concept for Islands Trust	
2.3.2 Implement the Housing Strategic Action Plan			
Ecosystem Health & Integrity	Advocacy and policy changes improve control of invasive species to protect and restore sensitive ecosystems	3.1 Improve control of invasive species	3.1.1 Advocate for the development and implementation of a fallow deer strategy, including advocacy for deer harvesting
			3.2.1 Identify indicators of ecosystem health and integrity

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	Diverse community members/groups are invested in revitalizing ecosystems and expanding protected areas	3.2 Improve understanding and monitoring of ecosystem health	<p>3.2.2 Update the State of the Islands Report</p> <p>3.2.3 Develop a shared inter-agency ecosystem health indicator toolkit for citizen groups, conservancies, and other agencies</p> <p>3.2.4 Monitor progress of protection of ecosystem health in all land use planning decisions</p>
	Marine and foreshore ecosystems are healthy	3.3 Strengthen marine and foreshore protection practices	3.3.1 Map eelgrass and kelp forests
Climate Change	Land use decisions are informed by data and ongoing monitoring to manage and adapt to climate risks	4.1 Identify the Trust's mandate and role related to climate change	<p>4.1.1 Develop a climate action strategy, set baseline data and targets</p> <p>4.1.2 Partner with agencies and others to share climate data</p>
	Communities understand effects of climate change on the Trust Area	4.2 Improve community understanding about climate change mitigation and adaptation	<p>4.2.1 Design and implement a climate action education plan</p> <p>4.2.2 Create a grant program to increase public understanding of the impact of climate change to the unique amenities and environment of the Islands Trust Area</p> <p>4.2.3 Update OCPs and LUBs to foster climate change resilience (considering topics such as Coastal Douglas-fir protection, foreshore and nearshore environments, and groundwater)</p> <p>4.2.4 Amend legislation to increase the percentage of the Natural Area Protection Tax Exemption Program (NAPTEP) to act as an incentive for the protection of forest cover for climate change mitigation and adaptation</p>
First Nations Relations & Reconciliation	Policies, plans, and resources provide opportunities for collaborative First Nations	5.1 Enhance proactive planning and intentionality of reconciliation initiatives	5.1.1 Update and implement Reconciliation Action Plan
			5.1.2 Clarify opportunities for co-governance and co-management of the Trust Area

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	engagement aligned with UNDRIP		5.1.3 Develop a schedule and plan for leader-to-leader meetings with Indigenous Governing Bodies
	Indigenous knowledge is incorporated into stewardship and management of Trust Area	5.2 Engage with Indigenous Governing Bodies and Indigenous Peoples on governance, growth management, heritage and ecosystem protection, and climate change	5.2.1 Develop innovative frameworks for decision-making and involve pilot LTCs / BIM with Indigenous Governing Bodies
			5.2.2 Develop tailored public engagement processes that acknowledge preferred engagement methods of Indigenous Peoples