



Lasqueti Island Local Trust Committee

Regular Meeting Agenda

Date: May 14, 2015
Time: 11:00 am
Location: Lasqueti Island Arts Centre
Main Road, Lasqueti Island, BC

Pages

- | | | |
|--|---------------------|---------|
| 1. CALL TO ORDER | 11:00 AM - 11:05 AM | |
| 2. APPROVAL OF AGENDA | | |
| 3. TOWN HALL AND QUESTIONS | 11:05 AM - 11:20 AM | |
| 4. COMMUNITY INFORMATION MEETING - none | | |
| 5. PUBLIC HEARING - none | | |
| 6. MINUTES | 11:20 AM - 11:25 AM | |
| 6.1 Local Trust Committee Draft Minutes dated April 9, 2015 - for adoption | | 3 - 11 |
| 6.2 Amendment of Adopted Minutes dated October 16, 2014 as attached | | 12 - 18 |
| 6.3 Section 26 Resolutions-without-meeting - none | | |
| 6.4 Advisory Planning Commission Minutes - none | | |
| 7. BUSINESS ARISING FROM MINUTES | 11:25 AM - 11:40 AM | |
| 7.1 Follow-up Action List dated May 4, 2015 | | 19 - 20 |
| 7.2 Board of Variance | | |
| 7.2.1 Staff Report dated February 2, 2015 | | 21 - 26 |
| 8. DELEGATIONS | | |
| 9. CORRESPONDENCE | | |
| (Correspondence received concerning current applications or projects is posted to the LTC webpage) | | |
| 10. APPLICATIONS AND REFERRALS - none | | |
| 11. LOCAL TRUST COMMITTEE PROJECTS | | |

12. REPORTS	11:40 AM - 12:05 PM	
12.1 Work Program Reports		
12.1.1 Top Priorities Report Dated May 4, 2015		27 - 27
12.1.2 Projects List Report Dated May 4, 2015		28 - 28
12.2 Applications Report - none		
12.3 Trustee and Local Expense Report		
12.4 Adopted Policies and Standing Resolutions		29 - 29
12.5 Local Trust Committee Webpage		
12.6 Chair's Report		
12.7 Trustee Reports		
12.8 Electoral Area Director's Report		
12.9 Trust Fund Board Report - April 2015		30 - 31
13. BREAK	12:05 PM - 12:35 PM	
14. NEW BUSINESS	12:35 PM - 1:20 PM	
14.1 Lasqueti Island Local Trust Committee Submission for 2014-2015 Annual Report		
14.1.1 Request for Decision dated April 28, 2015		32 - 34
14.2 Input to Strategic Plan		
14.2.1 Request for Decision dated April 8, 2015		35 - 137
15. UPCOMING MEETINGS		
15.1 Next Regular Meeting Scheduled for Monday, June 15, 2015 at 11:00 am at the Lasqueti Arts Centre, Main Road, Lasqueti Island, BC		
16. TOWN HALL	1:20 PM - 1:30 PM	
17. CLOSED MEETING - none		
18. ADJOURNMENT	1:30 PM - 1:30 PM	



Lasqueti Island Local Trust Committee Meeting Minutes

Date: April 9, 2015
Location: Lasqueti Island Arts Centre
Main Road, Lasqueti Island, BC

Members Present: Laura Busheikin, Chair
Susan Morrison, Local Trustee
Tim Peterson, Local Trustee

Staff Present: Marnie Eggen, Planner 2
Jaylene Scheible, Recorder

Others Present: Nine (9) members of the public were present.

1. CALL TO ORDER

Chair Busheikin called the meeting to order at 11:00 am. She acknowledged that the meeting was being held in the traditional territory of the Coast Salish First Nations. She introduced the trustees, staff and recorder.

2. APPROVAL OF AGENDA AND INTRODUCTIONS

The following additions to the agenda were presented for consideration:

- add item 13.7 Southern LTA Ad Hoc meeting regarding Strategic Planning

By general consent, the agenda was adopted as amended.

3. TOWN HALL AND QUESTIONS

Five members of the public spoke and the following summary was recorded:

- In regards to the letter from agenda item 13.3, received from Mike Wall of the Powell River Regional District (PRRD), requesting support for a grant application that would provide funding for a proposed Fire Hall on Lasqueti Island:
 - There was concern that the PRRD had not completed sufficient public consultation with the community.
 - There was concern about the expenditure of funds for a new fire hall. It was agreed that the LTC should ask the PRRD to promote community consultation.
 - Trustee Peterson acknowledged that a letter was sent in reply to the PRRD, stating that the request for a letter of support would have to be discussed at a LTC meeting, and could therefore not be provided in the timeframe requested. The trustees requested that the PRRD complete public consultation because the project would require a significant tax increase for property owners.

- The Last Resort Society had completed the installation of the independent energy system. The LTC was thanked for their continued support by way of letter writing to support grant applications.
- Regarding the fee for variances that was presented at the Riparian Areas Regulation (RAR) Community Information Meeting (CIM), it was suggested that the different fees for residential and commercial applications was discriminatory.
 - It was noted that the Financial Planning Committee (FPC) wants to increase the fees, and that the fee schedule is an issue that needs to be addressed by the LTC.
 - It was asked if there were any variances that are only applicable to RAR, and suggested that perhaps there could be a third category and fee for variances where there is no land use change.
 - Planner Eggen responded that the fees for a variance are not specific to RAR, and that the application for a variance is standard. The fee structure was set up with the assumption that residential projects are not as extensive as commercial projects. The fee schedule is specific to Lasqueti and can be changed.
 - It was asked how much the LTC has spent on the RAR assessment thus far, and what the administrative costs of a processing a variance application was. Better mapping might be a better use of taxpayers' money.
 - Planner Eggen noted that \$10,000 has been spent thus far on mapping for RAR.
 - It was requested that staff present an estimate of administrative costs to do more specific mapping versus mapping of watersheds.
- It was suggested that First Nation relationship building is important for Lasqueti and it was suggested that different groups on the island could work on this. It was noted that the Lasqueti LTC did not have this type of project on their work program currently.

4. COMMUNITY INFORMATION MEETING

None.

5. PUBLIC HEARING

None.

6. MINUTES

6.1 Local Trust Committee Minutes dated February 5, 2015 for adoption

By general consent, the minutes were adopted.

6.2 Local Trust Committee Special Meeting Minutes dated March 14, 2015 for adoption

By general consent, the minutes were adopted with the following amendments:

- change the spelling of last name Slick to Slik
- to change wording of comment made by Chair Busheikin on page three (3) to read as follows, "cautioned against devoting too much time, energy and taxpayers money for RAR implementation."

6.3 Section 26 Resolutions-without-meeting Report dated March 31,2015

Received.

6.4 Advisory Planning Commission Minutes

None.

7. BUISNESS ARISING FROM MINUTES

7.1 Follow-up Action List dated March 31, 2015

Peter Johnston clarified that permission was given by all former trustees, excluding Tom Weinerth, to have their names included on the LTC webpage. He will forward the names and dates of their terms to Planner Eggen.

7.2 LTC Goal Setting Session Report

7.2.1 Memorandum dated February 26, 2015

Received. It was suggested that the LTC consider putting this memorandum on the LTC webpage.

8. DELEGATIONS

None.

9. CORRESPONDENCE

None.

10. APPLICATIONS AND REFERRALS

None.

11. LOCAL TRUST COMMITTEE PROJECTS

11.1 Riparian Areas Regulation Implementation - for discussion

Planner Eggen asked the LTC to give direction to the staff on how to move forward with RAR implementation. She noted that from the CIM the following suggestions were offered:

- specific mapping of streams that are RAR applicable
- re-categorization of streams in the bylaws from RAR applicable and non-RAR applicable
- that the fish habitat below barriers categorization in the report from Madrone better reflect the uncertainty of these streams, and that a possible categorization of unknown streams could be reflected in the bylaw

Planner Eggen noted that staff, based on the direction of the LTC, could investigate the suggestions made at the CIM to determine the feasibility such as RAR compliancy, benefits, drawbacks related to costs, time and impact on the RAR implementation project and other LTC projects.

Trustee Peterson stated that the LTC should move forward to ensure that the cost is shared rather than the cost being absorbed by the individual. He requested a cost analysis be done for the following:

- mapping of every stream
- creating a map that is amendable without having to amend the bylaw with every new assessment

He suggested that this would be a great project to ask the new APC to work on.

Trustee Morrison stated that she agreed with Trustee Peterson. She proposed that a new company be used, as Madrone was used for the mapping and assessment on most of the islands within Islands Trust.

It was noted that the objective of the mapping is to reduce uncertainty, and that more specific mapping will cost more. It was suggested that the LTC consider value vs. cost as a consideration when moving forward with more specific mapping.

There was concern with regard to potential future changes imposed by the province with regard to setbacks to streams specific to agricultural buildings. Chair Busheikin indicated that more information regarding this possibility was needed.

There was an interest in the possibility of narrowing the screening and setback area and a question of whether doing so would be compliant with RAR with particular reference to the approach Salt Spring Island took with their DPA. It was explained that Salt Spring's smaller DPA areas resulted from having a high number of existing site specific RAR assessment reports to draw from. Chair Busheikin encouraged the possibility of RAR implementation being refined

LA-2015-009

It was MOVED and SECONDED,

that the Lasqueti Local Trust Committee request staff to research and report the Riparian Areas Regulation items discussed at today's meeting and at the Community Information Meeting.

CARRIED

11.1.1 Email dated February 17, 2015 from Justin Lange, RPBio, Madrone Environmental Services Inc.

Received.

11.1.2 Email March 23, 2015 from Doug Hopwood Email

Received.

12. REPORTS

12.1 Work Program Reports

12.1.1 Top Priorities Report dated March 31, 2015

Trustee Peterson stated that he would like to include the mapping of public beach access to the Top Priority list.

Report received for information.

12.1.2 Projects List Report dated March 31, 2015

Received.

12.2 Application Report- none

None.

12.3 Trustee and Local Expense Report dated March, 2015

Received.

12.4 Adopted Policies and Standing Resolutions

It was noted that the previous minutes did not reflect the motion to remove the Stewardship awards.

Planner Eggen noted that this will need to be clarified with the staff and the recorder.

Trustee Morrison requested that the meeting agenda packages be sent out early as the mail delivery system to Lasqueti takes longer.

12.5 Local Trust Committee Webpage

The trustees requested staff to add the strategic planning memorandum to the LTC

webpage.

12.6 Chair's Report

Chair Busheikin gave her report.

12.7 Trustee Reports

The trustees gave their reports.

12.8 Electoral Area Director's Report

None.

12.9 Trust Fund Board Report

Trustee Morrison gave her report.

13. NEW BUSINESS

13.1 Electronic Meetings

13.1.1 Staff Report dated March 25, 2015

Planner Eggen gave a summary of the report. It was suggested that there is new and affordable tele-conference technology available for these purposes.

Chair Busheikin suggested that the wording recommended to replace the existing section, should read "nor any alternate member of the trust committee appointed" rather than "nor any alternate member of the Local Trust Committee appointed."

Trustee Morrison noted that at this time the LTC still has no appropriate location to hold these electronic meetings due to technology limitations on Lasqueti. Trustee Peterson noted that electronic meetings are no substitute for in person meetings, however they should be allowed for extraordinary circumstances.

LA-2015-010

It was MOVED and SECONDED,

that the Lasqueti Island Local Trust Committee direct staff to prepare a draft bylaw to amend "Lasqueti Island Local Trust Committee Meeting Procedure Bylaw No. 74, 2004" in order to incorporate requested amendments as presented.

CARRIED

13.2 2014 Eelgrass Mapping

Planner Eggen summarized the report and noted that large scale maps will be provided to the community, and that the recommendations from the report will be

posted on the LTC webpage. She also noted that it would be useful for the best practices for mooring buoys be included on the LTC webpage.

13.2.1 Memorandum dated March 26, 2015 from Kate Emmings, Ecosystems Specialist

Received.

13.3 Powell River Regional District- Request for Letter of Support

Planner Eggen stated that the Request for Letter of Support was meant to be considered at this time; however, she noted that the grant application was turned down, so there was no need for the LTC to act on this request. She advised that the PRRD would be applying for other grants for this project in the future.

Trustee Peterson commented that if the PRRD wants the support of the LTC they need to undertake public consultation and request the letters of support from the LTC in a timely manner.

Trustee Morrison indicated that she had sent a personal letter to the PRRD stating these points.

Planner Eggen noted that the Northern Regional office is working towards having more consistent annual protocol meetings with Regional Districts, including the PRRD and that a meeting with the PRRD will be scheduled sometime this year. Potential attendees include staff, trustees, regional directors and MOTI.

13.4 Andrew Fall for Lasqueti Residents Group- Request for Letter of Support to Powell River Regional District

Trustee Morrison thanked Andrew Fall and the delegation from Lasqueti Island that attended the meeting in Powell River requesting more time for the community to consider the implementation of the 911 emergency service.

13.5 Board of Variance

13.5.1 Staff Report dated February 2, 2015

Planner Eggen summarized the report, and noted that the Board of Variance are out of date, and that it needs to come into compliance, however it is advised to wait until the Project Charter is received and seen by the LTC to proceed.

13.6 Bylaw Enforcement Report to Trust Council, March 2015

Received.

13.7 Southern Local Trust Area (LTA) Ad Hoc meeting regarding Strategic Planning

There was discussion regarding the Islands Trust Strategic Planning session and the upcoming southern LTA ad hoc meeting. Items included strategic planning and

new vision statement, moving the office from Victoria to another island, changing trust council agenda and excluding staff from closed meetings.

Chair Busheikin commented that the process was not inclusive, and advised that the Strategic Planning is still in the hands of the trustees.

Trustee Peterson suggested that it was not an open brain storming session and that the Strategic Planning was staff driven.

14. UPCOMING MEETINGS

Next Regular Meeting scheduled for Thursday, May 14, 2015 at 11:00 am at the Lasqueti Arts Centre, Main Road, Lasqueti Island, BC.

LA-2015-011

It was MOVED and SECONDED,

to change the date of the June Lasqueti Local Trust Committee Meeting from June 18 to June 15, 2015.

CARRIED

15. TOWN HALL

John O'Halloran commented that meetings can be postponed, and that the electronic age is taking its toll, and cautioned against using electronic meetings.

16. CLOSED MEETING

LA-2015-012

It was MOVED and SECONDED,

that the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90(1) (a) for the purpose of considering Appointment of Advisory Planning Commission Members AND that the recorder and staff attend the meeting.

CARRIED

Chair Busheikin closed the meeting at 1:41 pm.

16.2 Recall to Order

Chair Busheikin recalled the meeting to order at 1:44 pm.

16.3 Rise and Report

Chair Busheikin reported the LTC had appointed John O'Halloran, Tom Weinerth, Nadine Simpson, Susan Kristinsson, Lisa Johnson, Peter Johnston and Andrew Fall to the Advisory Planning Commission.

17. ADJOURNMENT

By general consent the meeting adjourned at 1:45 pm.

Laura Busheikin, Chair
Certified Correct:

Jaylene Scheible, Recorder



Lasqueti Island Local Trust Committee Minutes of Regular Meeting

Date: October 16, 2014
Location: Lasqueti Island Arts Centre
Main Road, Lasqueti Island, BC

Members Present David Graham, Chair
Peter Johnston, Local Trustee
Susan Morrison, Local Trustee

Staff Present Marnie Eggen, Planner 2
Jaylene Scheible, Recorder

1. CALL TO ORDER

Chair Graham called the meeting to order at 11:03 am. He acknowledged that the meeting was being held in the traditional territory of the Coast Salish First Nations. He introduced staff and trustees.

2. APPROVAL OF AGENDA

By general consent the agenda was approved as presented.

3. PARKING LOT HOME ENTERPRISE - LAND USE BYLAW AMENDMENT UPDATE

3.1. Presentation by Planner

3.1.1. Staff Report dated October 3, 2014 regarding Referral Responses

Planner Eggen presented the staff report.

LA-LTC-2014-27

It was MOVED and SECONDED,

that the Lasqueti Local Trust Committee advise the Executive Committee that it has reviewed the Directives Only Policies and determined that proposed Amendment Bylaw No. 89 is not contrary to or at variance with the Islands Trust Policy Statement.

CARRIED

LA-LTC-2014-28

It was MOVED and SECONDED

that no amendments to proposed Bylaw No. 89 be made as a result of First Nation and Agency referral responses.

CARRIED

3.2. Question and Answer Session

Questions were heard from the public and answered by staff and trustees.

4. TOWN HALL SESSION

Two (2) members of the public spoke and the following summary was recorded: Tom Weinerth asked if streamside property owners have riparian rights as oceanside owners have riparian rights under the proposed Riparian Areas Regulation (RAR). Planner Eggen explained that the same rights apply and that property owners have a right to protect their property, however, they must do so in accordance with laws and regulations.

Sailor Johnson expressed concern that the watershed designation of RAR does not accurately reflect potential fish bearing streams. He stated that the riparian regulations would infringe upon private property owners' rights to protect property from such things as erosion and changes to waterways from road work. He asked if the whole island could be designated as a potential riparian area.

Trustee Morrison spoke to the need to further educate the public about the proposed Land Use Bylaw amendment that is being mandated by the provincial government under RAR. It was noted that more community information sessions should be held by the Local Trust Committee (LTC) in the next term, and that it would be useful to have the biologist from Madrone Environmental Services Ltd. to be there to explain and answer questions regarding the watershed assessment.

5. RECESS FOR PUBLIC HEARING

Proposed Bylaw 89, if adopted, will amend the Lasqueti Island Land Use Bylaw to allow vehicle parking as a home enterprise.

Chair Graham called for a recess for Public Hearing at 11:23 am.

6. RECALL TO ORDER

Chair Graham recalled the meeting to order at 11:31 am.

7. MINUTES

7.1. Local Trust Committee Special Meeting Minutes of September 13, 2014 - for adoption

The minutes of the Lasqueti Local Trust Committee Special Meeting of September 13, 2014 were adopted as presented by consensus.

7.2. Local Trust Committee Meeting Minutes dated August 28, 2014 – for adoption

The minutes of the Lasqueti Local Trust Committee Meeting of August 28, 2014 were adopted as presented by consensus.

7.3. Section 26 Resolutions Without Meeting - none

None.

8. BUSINESS ARISING FROM MINUTES

8.1. Follow-up Action List dated October 7, 2014 - attached

No updates.

9. DELEGATIONS - none

None.

10. CORRESPONDENCE

(Correspondence received concerning current applications is considered with the application)

10.1. Email dated September 30, 2014 from Randy Taylor regarding Riparian Areas Regulation Zoning

Received.

11. APPLICATIONS AND PERMITS - none

None.

12. LOCAL TRUST COMMITTEE PROJECTS

12.1. Riparian Areas Regulation (RAR)

Staff presented the staff report.

Trustee Morrison expressed concern about the representation of the watersheds within the report from Madrone Environmental Services Ltd.

Planner Eggen responded that the expertise of Madrone Environmental Services Ltd. is trusted and that the RAR methodology that they adhere to is science based. It is suggested that the environmental assessment agency would have the same findings as they follow the same assessment guidelines.

Trustee Morrison suggested that more Community Information Meetings are needed before the bylaw is adopted.

Trustee Johnston expressed concern that there are many residents that are away from the Lasqueti Island in the months of January and February, and suggested the meetings be held sometime in March or April.

Planner Eggen stated that there is approximately \$1200 remaining in the budget for the Public Hearing. There are options that would allow for this item to be extended into the budget for the next fiscal year, though it is noted that continued work on the RAR will take staff time away from work to be done on the Official Community Plan (OCP) and Land Use Bylaw (LUB).

Sailor Johnson expressed concerns that rights are being taken away from landowners. He suggests that it would be better to zone the whole island as a possible riparian zone, and asked for the trustees to advocate for this.

A request was made to have a map that defines the RAR designated streams

rather than the watersheds.

Chair Graham re-stated that this is a provincial regulation that each local government has to adopt, and stated that there is a need to educate the residents of Lasqueti about RAR and its implementation on the island.

LA-LTC-2014-29

It was MOVED and SECONDED

that the Lasqueti Island Local Trust Committee advise the Executive Committee that it has reviewed the Directives Only Policies and determined that proposed Bylaw No. 90 is not contrary to or at variance with the Islands Trust Policy Statement.

CARRIED

LA-LTC-2014-30

It was MOVED and SECONDED

that the Lasqueti Island Local Trust Committee rescind first reading of proposed Bylaw No. 90, cited as "Lasqueti Island Land Use Bylaw 78, 2005, Amendment No. 2, 2014".

CARRIED

LA-LTC-2014-31

It was MOVED and SECONDED

that the Lasqueti Island Local Trust Committee direct staff to replace Schedule 'A' of draft Bylaw No. 90 with the updated version, dated September 11, 2014.

CARRIED

12.1.1. Proposed Land Use Bylaw Amendment - Staff Report dated October 3, 2014

Received.

12.1.2. Madrone Environment Services Ltd. Report dated September 12, 2014

Received.

12.1.3. Project Charter - updated August 11, 2014

Received.

LA-LTC-2014-32

It was MOVED and SECONDED to amend the project charter as follows: Work Plan Overview, Deliverable milestone of public consultation and Public Hearing in 2015.

CARRIED

12.1.4. Community Consultation Plan - updated August 11, 2014

Received.

13. REPORTS

13.1. Work Program Reports

13.1.1. Top Priorities Report and Projects List dated October 7, 2014

No updates.

13.2. Applications Log

13.2.1. Applications Log dated October 7, 2014

Trustee Morrison stated that there is concern about the road that currently exists to this subdivision as being substandard.

13.3. Trustee and Local Expenses

Trustee Johnston considered that the surplus from the Lasqueti False Bay Official Community Plan budget could be transferred to the RAR project in the New Year.

13.3.1. Expenses posted to end of August, 2014

Received.

13.3.2. Expenses posted to end of September, 2014

Received.

13.4. Adopted Policies and Standing Resolutions

LA-LTC-2014-033

It was MOVED and SECONDED

that the Local Trust Committee eliminate the Annual Lasqueti Environmental and Community Stewardship award.

CARRIED

14. CHAIR'S REPORT

Chair Graham gave his report.

15. TRUSTEES' REPORT

The trustees gave their reports.

16. TRUST FUND BOARD REPORT

Trustee Morrison gave her report.

17. CLOSED MEETING:

The Lasqueti Island Local Trust Committee closes the next part of the October 16, 2014 business meeting to discuss matters pursuant to Section 90(1)(d) of the Community

Charter to consider adoption of Closed Meeting Minutes and that Staff be invited to attend this meeting.

LA-LTC-2014-034

It was MOVED and SECONDED

that the meeting be closed to the public in accordance with the Community Charter and that staff be invited to attend this meeting.

CARRIED

18. RECALL TO ORDER

18.1. Rise and Report from Closed Meeting

Chair Graham reported that the Closed Meeting minutes of February 27, 2014 and August 28, 2014 were adopted.

19. NEW BUSINESS

None.

20. BYLAWS

20.1. Proposed Bylaw No. 89 cited as “Lasqueti Island Land Use Bylaw 78, 2005, Amendment No. 1, 2014”- for consideration of second and third readings and submission to Executive Committee for approval

LA-LTC-2014-035

It was MOVED and SECONDED

that proposed Bylaw No. 89 cited as “Lasqueti Island Land Use Bylaw 78, 2005, Amendment No. 1, 2014” be given second and third reading and submitted to the Executive Committee for approval.

CARRIED

LA-LTC-2014-036

It was MOVED and SECONDED

that the Local Trust Committee direct staff, once Executive Committee approves Bylaw No. 89, cited as Lasqueti Island Land Use Bylaw 78, 2005, Amendment No. 1, 2014”, to initiate adoption by Resolution Without Meeting.

CARRIED

20.2. Proposed Bylaw No. 90 cited as “Lasqueti Island Land Use Bylaw 78, 2005, Amendment No. 2, 2014” for consideration of second reading

None.

21. ISLANDS TRUST WEBSITE

21.1. Lasqueti Pages - for discussion

The Lasqueti Island Local Trust Committee Website can be found at: <http://www.islandstrust.bc.ca/islands/local-trust-areas/lasqueti.aspx>

Trustee Morrison reported on updates that are needed.

22. NEXT MEETING DATE

To be announced.

LA-LTC-2014-037

It was MOVED and SECONDED

that the Local Trust Committee recommend that the next meeting be held on January 22, 2015.

CARRIED

23. ADJOURNMENT

By general consent the meeting was adjourned at 1:40 pm.

David Graham, Chair

Certified Correct:

Jaylene Scheible, Recorder



Islands Trust

Print Date: May-04-2015

Follow Up Action Report w/ Target Date

Lasqueti Island

Oct-16-2014

No.	Activity	Responsibility	Target Date	Status
1	Update the News Page of the Lasqueti webpages and include links to NAPTEP and the Lasqueti Nature Conservancy	Marnie Eggen	Oct-31-2014	On Going

Feb-05-2015

No.	Activity	Responsibility	Target Date	Status
1	Staff will add list of past trustees to the Lasqueti website	Marnie Eggen	Apr-30-2015	On Going
1	Staff to arrange a future orientation session with the new APC members. This will take place at the first APC meeting when the new members are present.	Marnie Eggen	Dec-17-2015	On Going

Apr-09-2015

No.	Activity	Responsibility	Target Date	Status
1	Meeting minutes of February 5th & March 14th, 2015 be adopted as amended and be posted on the Lasqueti page of the Islands Trust website.	Theresa Warren		Done
1	Add the Strategic Planning Session summary to Lasqueti webpages.	Marnie Eggen	Apr-30-2015	On Going
1	Staff to add links to the new Eelgrass mapping and best practices for mooring buoys to the Lasqueti webpages.	Marnie Eggen	Apr-30-2015	On Going

1	Staff to move the regular LTC business meeting from June 18th to June 15th, 2015.	Becky McErlean Theresa Warren	May-15-2015	Done
1	Advisory Planning Commission Appointments: (1) The following people have been appointed to the APC for a three year term: John O'Halloran, Tom Weinerth, Nadine Simpson, Susan Kristensson, Lisa Johnson, Peter Johnston, Andrew Fall (2) Staff to send packages to new APC members, but not re-appointed members. Staff to send a letter to each APC member informing them of their appointment.	Becky McErlean Theresa Warren	May-29-2015	Done
1	Staff to research and report on the RAR items discussed at the March 14th CIM mtg and the April 9th LTC mtg with regard to what is feasible: - compliance with RAR, benefits & drawbacks related to costs, time, impact on RAR implementation project, and other projects.	Marnie Eggen	Jun-15-2015	On Going
1	staff to prepare a draft bylaw to amend "Lasqueti Island Local Trust Committee Meeting Procedure Bylaw No. 74, 2004" in order to incorporate requested amendments as amended.	Carmen Thiel	Jul-30-2015	On Going

Date: February 2, 2015 (rev.)

File No.: 3060-01/BOV

To: Executive Committee acting as a Local Trust Committee (*Ballenas – Winchelsea Islands*)

Denman Island Local Trust Committee
Gabriola Island Local Trust Committee
Gambier Island Local Trust Committee
Hornby Island Local Trust Committee
Lasqueti Island Local Trust Committee
Thetis Island Local Trust Committee

From: Lisa Webster-Gibson, Legislative Clerk

CC: Courtney Simpson, Regional Planning Manager

Re: Board of Variance

Preliminary Report

The purpose of this report is to present background information related to appointments to the Board of Variance (BOV) for Local Trust Committees (LTC) in the Northern Region, including appointments to a joint BOV, and what might be required of LTCs in relation to this initiative.

Project Objectives

The objective of this project is to ensure that each LTC has a current Board of Variance (BOV) in place as per the requirements of the Local Government Act (LGA), Islands Trust Act and other relevant legislation and policy.

Project Background

Under sec. 899 of the LGA, a local government that has adopted a zoning bylaw must, by bylaw, establish a BOV. A person may apply to the BOV for a minor variance if they feel compliance with the bylaw would cause them a hardship. For example, if a big rock in their yard made it a hardship to site the house in conformity with the normal setbacks, then that person could apply for a minor variance. The BOV may grant a variance if they have considered the following factors and are of the opinion that the variance does not result in inappropriate development of the site; adversely affect the natural environment; substantially affect the use and enjoyment of the adjacent land; or vary the permitted uses and densities or defeat the intent of the bylaw.

The BOV focuses primarily on hardship relating to matters such as siting, dimensions and size of buildings. A BOV order cannot conflict with other matters such as Land Title Act covenants, permits or land use contracts or floodplain bylaw specifications.

Of seven LTCs within the Northern Region of the Islands Trust, six LTCs (Denman, Gabriola, Gambier, Hornby, Lasqueti and Thetis) have adopted "*Board of Variance Establishment and Procedure Bylaws*" that are identical and allow for either the establishment of a BOV for each individual LTC or for a joint Board. The Executive Committee Acting as a Local Trust Committee (Ballenas – Winchelsea Islands) (EC as LTC (B-W)) has a much older bylaw and it is not consistent with the other bylaws. This bylaw does not allow for a joint BOV.

In the recent past a BOV was established for each of the Northern Local Trust Areas (LTA), with several of the appointments consisting of the same individuals to several Islands' BOVs. All member terms have expired. Under the LGA, sec 899(6), an appointment to a board is for the later of a) 3 years or b) if no successor has been appointed at the end of the 3 year period, until the time that a successor is appointed. However, some individuals are no longer available, nor interested in serving on the BOV. See attached table.

The seventh LTC, the EC as LTC (B-W) will need to establish a new bylaw as the current bylaws are outdated. A draft was proposed in 2010 but not adopted.

During the period 1993 until 2007, the Northern Region, received 17 applications to BOVs. These applications are broken down as follows: Denman Island – 4; Gabriola Island – 9; Gambier Island – 3; Hornby Island – 2 and Thetis Island – 1. From 2007 until 2014, no further applications to any BOV have been received.

Although there are very few applications to any of the BOVs, establishment of a BOV is a mandatory requirement of the LGA, as noted above.

As per the requirements of Section 899 of the LGA and the relevant "*Board of Variance Establishment and Procedure Bylaws*" a BOV must consist of three members and appointees must not be members of advisory planning commissions for the LTA and must not be an officer or employee of the Islands Trust. The LTC has a duty to appoint a new board under s. 899(5.1) of the LGA. Should any LTCs receive an application to their BOV at this time, a significant delay, at minimum, three months, would be experienced by the applicant as a result of an outdated BOV. This delay is anticipated based on the length of time required to advertise or recruit for Board members, evaluate applicants, and train those applicants selected. The LGA recognizes the burden this duty places on local governments and also indicates that a LTC could establish a joint BOV with any municipality, regional district, or with another LTC. In the past, the Islands Trust has established three BOV's – Northern, Southern, and Salt Spring Island.

Relevant Policy and Land Use Considerations

Trust Council Strategic Plan

N/A

Islands Trust Policy Statement

All administrative procedure bylaws are considered to be in compliance with the policy statement and the object of the Islands Trust.

Official Community Plan

N/A

Land Use Bylaw

A BOV is a mandatory requirement of any local government who has a zoning bylaw.

Islands Trust Fund

N/A

Bylaw Enforcement

N/A

Climate Change Mitigation and Adaptation

N/A

Analysis

LTCs are requested to discuss and decide whether they wish to pursue a joint BOV or to pursue an independent BOV for their LTA.

It can be quite a job to recruit and appoint members and manage BOVs for each island, especially those with a very small population. Finding three interested people and maintaining their interest when applications may be few is a challenge.

An issue that has arisen with the BOV system where each LTC has its own BOV is that there are an insufficient number of applications on most islands to permit board members to become familiar with the bylaws, the issues and the process. Establishing a joint board would allow members to become more experienced and effective. At the same time, a joint board can provide a degree of greater independence and objectivity in comparison to five separate boards appointed for each local trust area by each LTC.

The main challenge with establishing a joint board is in achieving consensus in appointments among the five LTCs.

Project Scope and Timeline

The scope of the project is to: review current BOV Bylaws to ensure Bylaws are up-to-date & meet requirements of parent legislation; revise BOV Bylaws to meet requirements of parent legislation & IT structural requirements; and establish BOV for all NO Trust Areas, which may be a common Board for more than one island .

The timeline of the project is dependent on staff resources and requirement to adopt any potential bylaws or bylaw amendments that may be required. It is anticipated that members to a BOV could be appointed as soon as May / June 2015.

Resources and Roles

This initiative will be led by the Northern Office Legislative Clerk in conjunction with the Regional Planning Manager and Island Planners.

Outside of staff time, the only resources that may be required would fund advertisements intended to recruit new appointees.

Communications

Past members of each BOV will be contacted to thank them for their past service and to canvas them for interest in re-appointment.

Should advertisements be required they will be placed in relevant newspapers and posted at the Islands Trust notice locations on the Islands.

Next Steps

Upon endorsement of the LTC, Staff will action the completion of this Staff Report.

Summary of Staff Recommendations

LTCs are requested to discuss and decide whether they wish to pursue a joint BOV or to pursue an independent BOV for their LTA. Staff recommends that LTC's agree to pursue a joint BOV in order to realize:

- efficiency of staff time in recruiting and monitoring membership;
- greater success in filling positions on the BOV; and
- greater effectiveness of the BOV as it will receive more applications as a joint board and will develop experience.

RECOMMENDATIONS:

That the _____ Local Trust Committee direct staff to advertise for membership in a Board of Variance appointed jointly with other local trust committees in the Northern Region.

Prepared and Submitted by:

Lisa Webster-Gibson

February 17, 2015

Lisa Webster-Gibson, Legislative
Clerk

Date

Concurred in by:

Courtney Simpson

February 17, 2015

Courtney Simpson, RPP MCIP,
Regional Planning Manager

Date

Attachments:

1. Board of Variance Membership Northern Region

Northern Region Board of Variance Membership

Report dated February 17, 2015

Local Trust Area	Member Name	Home Address	Member Term
Denman, Hornby & Lasqueti	George Buvyer	Hornby Island	2005-2008
	Leagh Farrell	Hornby Island	2005-2008
	Gillian Rambold	Victoria	2005-2008
Gabriola	George Buvyer	Hornby Island	2006-2009
	Gail Lund	Gabriola Island	2006-2009
	Barbara Williamson	Gabriola Island	2006-2009
Gambier	Ken White	Gibsons	2008-2011
	Wolf Wiedermann	Gambier Island	2008-2011
	Glen Young	Vancouver	2008-2011
Thetis	Roland Cook	Salt Spring Island	2006-2009
	Steve Frankel	Thetis Island	2006-2009
	Jack Woodward	Salt Spring Island	2006-2009



Islands Trust

Print Date: May-04-2015

Top Priorities

Lasqueti Island

No.	Description	Activity	Received/Initiated	Responsibility	Target Date	Status
1	Riparian Areas Regulation Compliance . Watershed Assessment and Bylaw Enactment		Aug-17-2011	Marnie Eggen		On Going
1	Lasqueti Official Community Plan and Land Use Bylaw review		Sep-13-2014	Marnie Eggen		On Going
1	Consider Procedures Bylaw amendment to allow the Local Trust Committee to hold electronic meetings when needed.		Feb-05-2015	Carmen Thiel	Aug-31-2015	On Going



Projects

Lasqueti Island

No.	Description	Activity	Received/Initiated	Status
1	Update the Lasqueti Official Community Plan by: 1. adding policy requiring all marinas applying for rezoning or a development permit to provide pump out facilities; and 2. adding advocacy policy encouraging neighbouring local governments to require that marinas servicing vessels traveling within the Trust Area install pump-out facilities when applying for rezoning or a development permit (Recommendations from Trust Council to all LTC's) 3.Update with Intertidal zone policies using specific recommendations from the Forage Fish team and the Greenshores and Eelgrass Project			On Going
1	Update Official Community Plan and Land Use Bylaw to include provisions for food security. (Direction from Trust Council - December, 2010)		Mar-03-2011	On Going

Lasqueti Island Local Trust Committee

POLICIES AND STANDING RESOLUTIONS

No	Meeting Date	Resolution No.	Issue	Policy
1.	July 11, 2013	LA-020-2013	APC member Agenda Package	It was MOVED and SECONDED , that on request by an Advisory Planning Commission member, that they receive a Lasqueti Island Local Trust Committee Agenda package at no charge.

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

New Approved Conservation Covenants

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

New Conservation Proposals

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

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

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

Land protection initiatives on Thetis

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

Crown Land acquisition initiative for Lasqueti

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

TFB Meeting with Executive Committee

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

Coastal Douglas-fir Conservation Strategy coming this spring!

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

Property Management Strategy

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

Budget

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

More information?

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

REQUEST FOR DECISION

To: Lasqueti Local Trust Committee

For the Meeting of: May 14, 2015

From: Marnie Eggen, Planner 2

Date Prepared: April 28, 2015

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

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

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

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

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

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

FINANCIAL: None

POLICY: No implications for existing policy

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

OTHER: n/a

BACKGROUND

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

REPORT: Lasqueti Local Trust Committee input to Annual Report

In 2014-2015, the Local Trust Committee held five regular business meetings, three community information meetings and one public hearing. The focus areas of the Lasqueti Local Trust Committee continued to be on the False Bay/parking issue and riparian area protection through implementation of provincially mandated regulations.

After much inter agency discussions and community consultation, the False Bay Parking and Master Plan project was redirected in order to specifically assist with alleviating parking congestion in the False Bay area. The Local Trust Committee gave third reading to an amendment bylaw to allow parking as a home occupation.

Moving forward with a setback and screening regulation approach to become compliant with the Riparian Areas Regulation, as endorsed by the Local Trust Committee, two Community Information meetings were held and further mapping was undertaken.

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

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

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

RESPONSE OPTIONS

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

Alternative: None

Prepared By: Marnie Eggen, Planner 2

Reviewed By/Date: Director (Marlor, Shelest, Gordon) as appropriate

REQUEST FOR DECISION

To: Local Trust Committees

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

From: Linda Adams
Chief Administrative Officer

Date Prepared: April 8, 2015

File No.: Strategic Plan

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

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

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

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

IMPLICATIONS OF RECOMMENDATION

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

FINANCIAL:

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

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

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

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

IMPLEMENTATION/COMMUNICATIONS:

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

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

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

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

BACKGROUND

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

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

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

REPORT/DOCUMENT:

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

KEY ISSUE(S)/CONCEPT(S):

Preliminary LTC input into the Strategic Plan for 2014-2018

RELEVANT POLICY:

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

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

DESIRED OUTCOME:

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

RESPONSE OPTIONS

Recommended:

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

Alternative:

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

Prepared By: Linda Adams, Chief Administrative Officer

Reviewed By/Date: N/A



Linda Adams, Chief Administrative Officer

NOTE:

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

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

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



Strategic Planning Process Phases(2014-2018)

Endorsed by EC: Feb 17/15

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

¹ See last page for diagram of phases



Strategic Planning Process Phases(2014-2018)

Endorsed by EC: Feb 17/15

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



Strategic Planning Process Phases(2014-2018)

Endorsed by EC: Feb 17/15

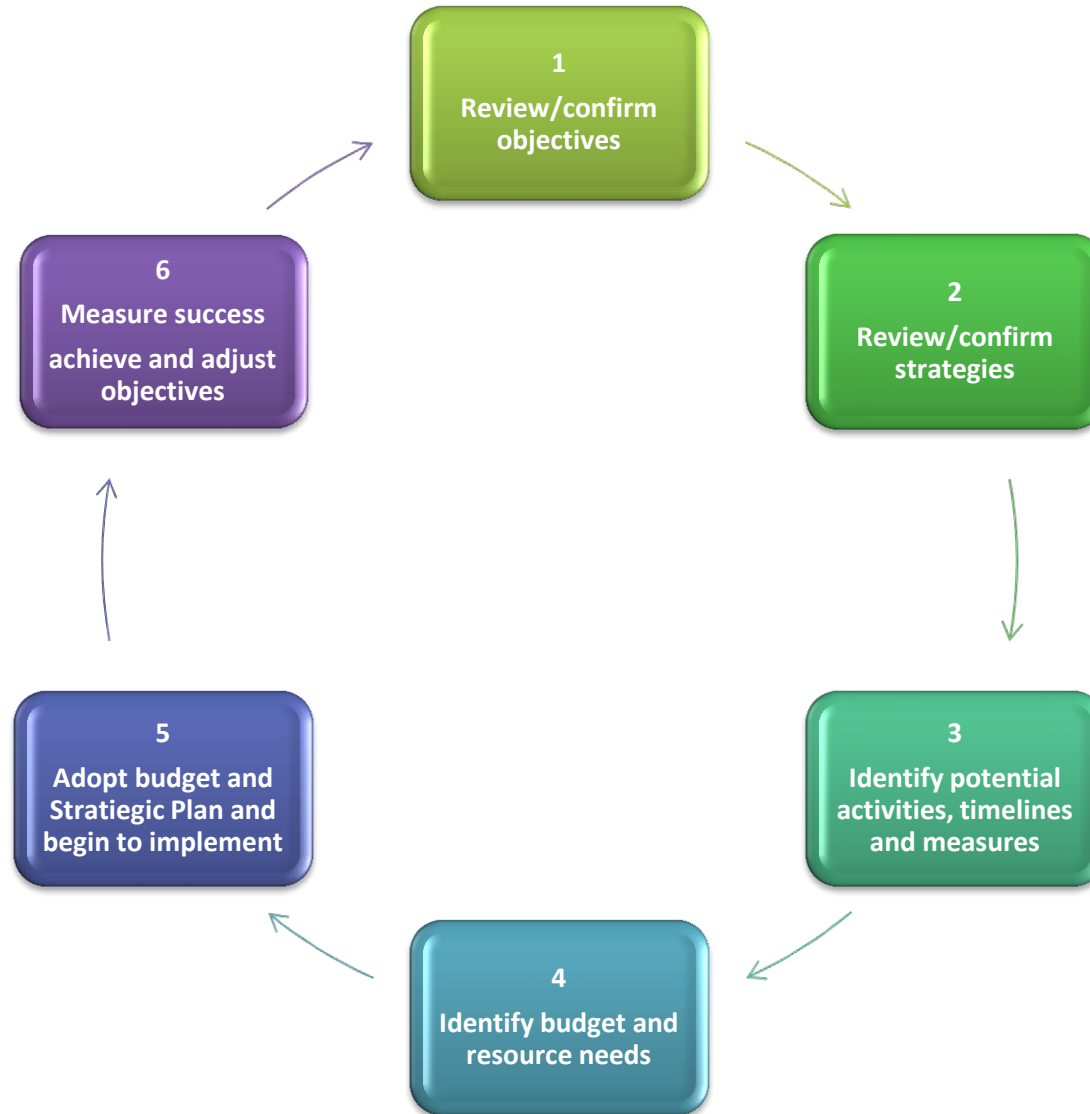
PHASE ¹	TIME	ACTIVITY	WHO	OUTCOME
		amendments to Strategic Plan in regards to budget		Provide direction to Executive Committee re Strategic Plan amendments for 2016/17 in response to budget
5	February 2016	Development of draft budget for 2016/17	Financial Planning Committee	Budget recommendation to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

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



Strategic Planning Process Phases(2014-2018)

Endorsed by EC: Feb 17/15



Summary

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

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

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

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

Trustee Sandy Pottle - Galiano

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

Trustee Brian Crumblehulme - Mayne

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

Trustee Lee Middleton – Saturna

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

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

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

Trustee Wendy Scholefield – South Pender

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

Trustee Kate-Louise Stamford – Gambier

- Concerned with woodlot logging proposal for Gambier Islands Trust

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

Trustee Dan Rogers – Gambier (Keats)

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

Trustee George Grams, Salt Spring

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

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

Trustee Peter Grove, Salt Spring

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

Trustee Peter Luckham ,Thetis

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

Trustee Alex Allen, Hornby

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

Trustee Tony Law, Hornby

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

Trustee Paul Brent, Saturna

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

Trustee Melanie Mamoser, Gabriola²

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

Trustee Heather Nicholas, Gabriola

Very interested in Islands Trust advocacy

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

Trustee Ken Hunter, Thetis

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

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

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

Trustee Susan Morrison, Lasqueti

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

Trustee Alison Morse, Bowen

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

Trustee David Critchley, Denman

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

Trustee Diane Barber, North Pender

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

Trustee Jeanine Dodds, Mayne

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

Trustee Laura Busheikin, Denman

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

Trustee Derek Masselink, North Pender

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

Trustee Bruce McConchie, South Pender

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

Trustee George Harris, Galiano

- Supports community engagement efforts

Trustee Sue Ellen Fast, Bowen

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

Trustee Tim Peterson, Lasqueti

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

TRUST COUNCIL MARCH 2014 SURVEYS – IDENTIFICATION OF PRIORITY OBJECTIVES

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

Islands Trust Council Strategic Planning Session

March 2015
Gabriola Island

What is Strategic Planning?

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



What is a Strategic Plan?

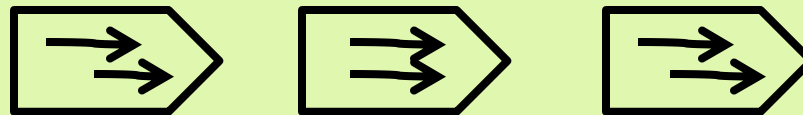
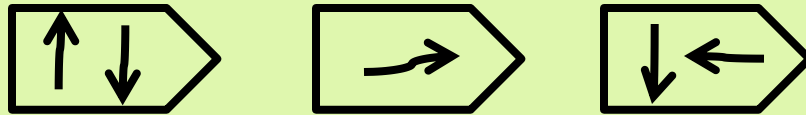
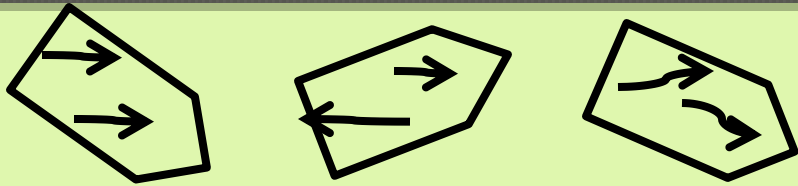
- ◎ A 'high level' plan that outlines your *mission* and key *goals* and *objectives* for the medium to long term, and sets out *strategies* for achieving your *goals* and *objectives*.
- ◎ A plan for at least three-four years.
- ◎ Strategic plans can last for longer than a term of office.
- ◎ Council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

Why do Strategic Planning?



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

What if we don't do it?



Benefits of Strategic Planning

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

General strategic framework



What is a Mission (Object)?



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

Islands Trust Mission (or object)

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

Goal

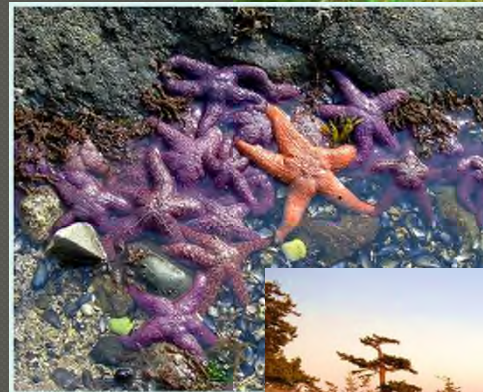
- A general statement of desired results to be achieved over an unspecified period of time.
- The Islands Trust's goals are currently defined in its Policy Statement.
- Missions and goals should stay fairly stable over a long period.



Goal 1 – Ecosystem Preservation and Protection

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

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



Goal 2 – Stewardship of Resources



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

Goal 3 – Sustainable Communities

“To sustain island character and healthy communities”

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



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

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



Objective

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

Strategies

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

Activities

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

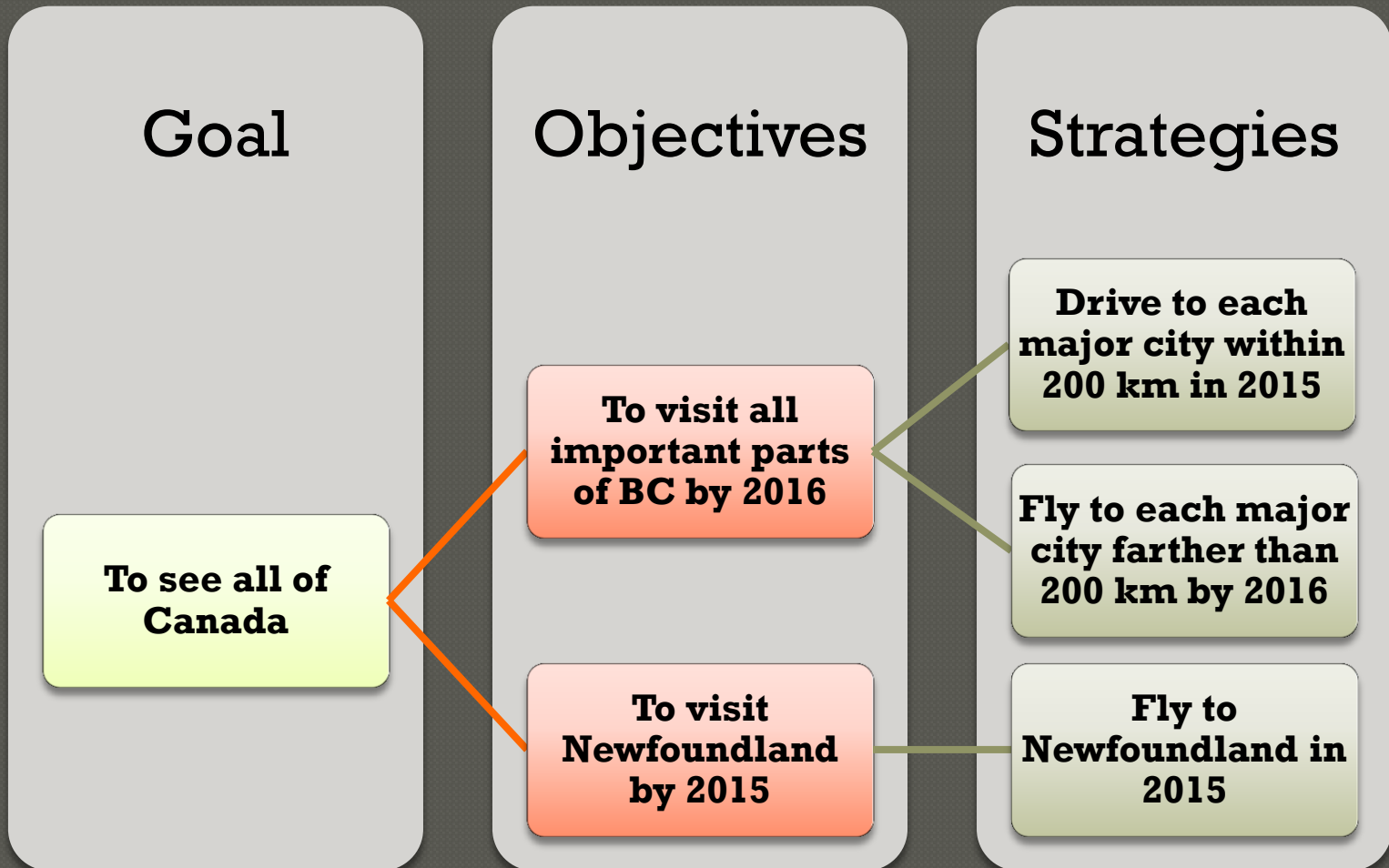


Understanding the Terms

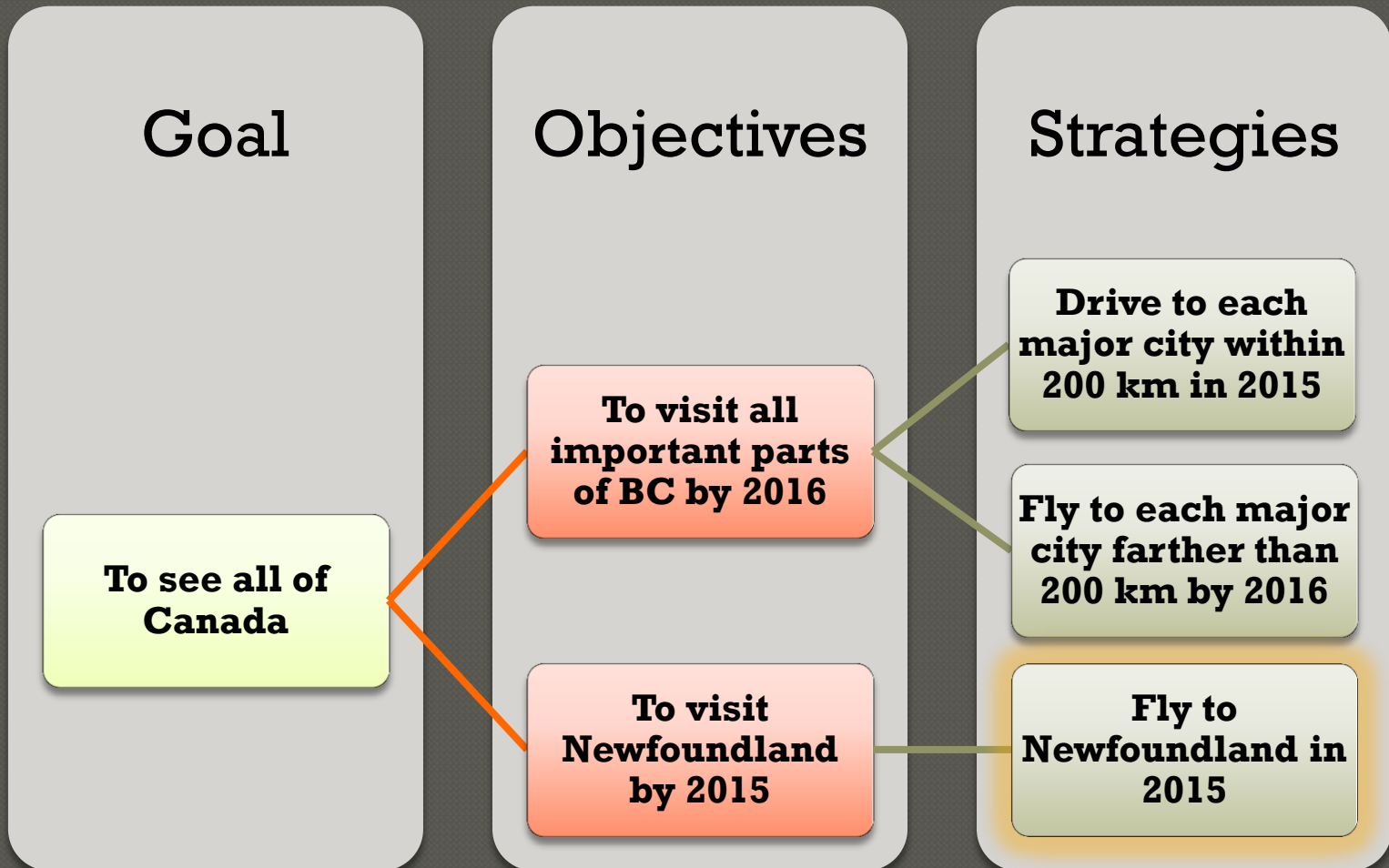
- ◎ Goals, Objectives and Strategies

- ◎ Activities and Measures

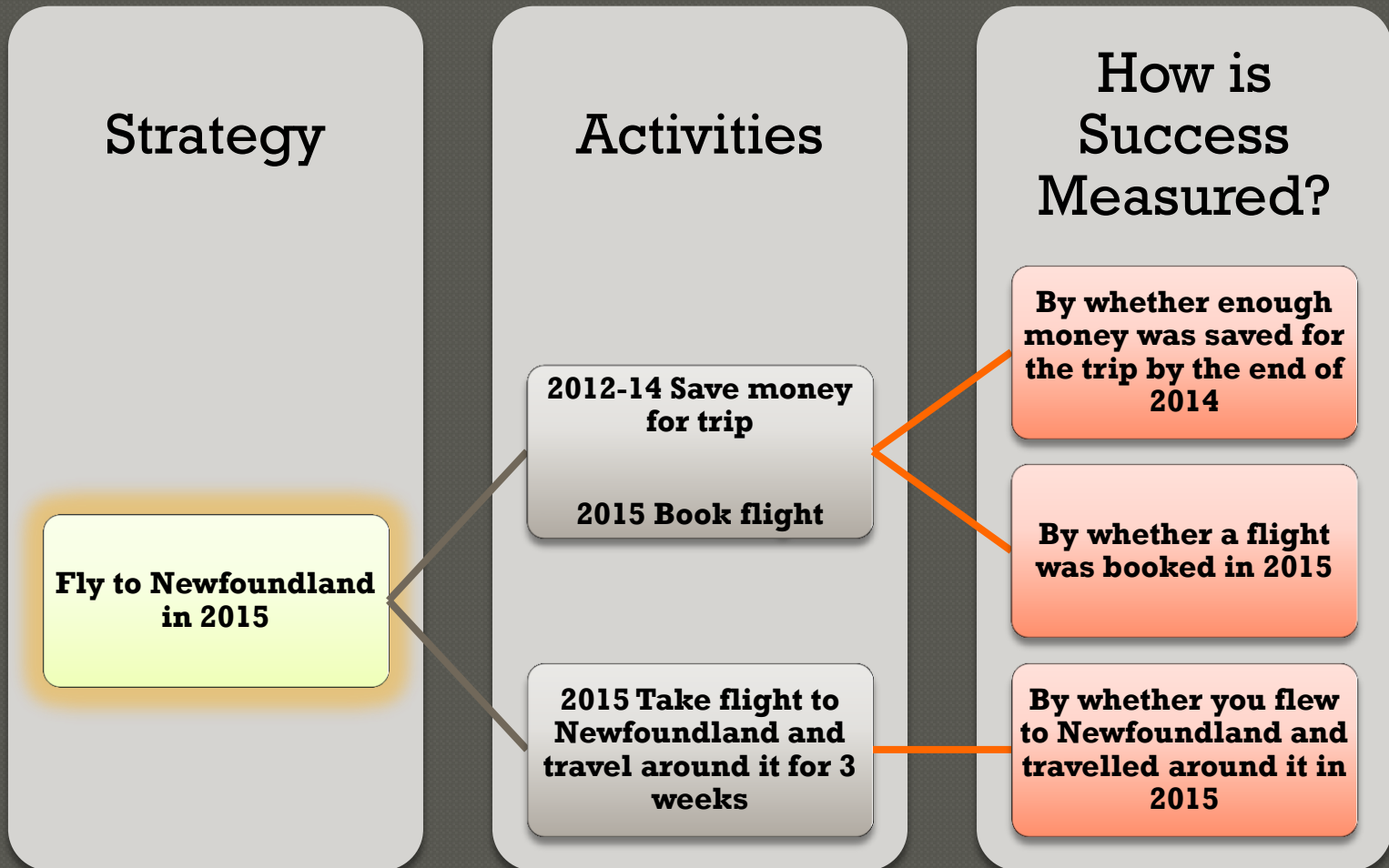
Goals, Objectives and strategies



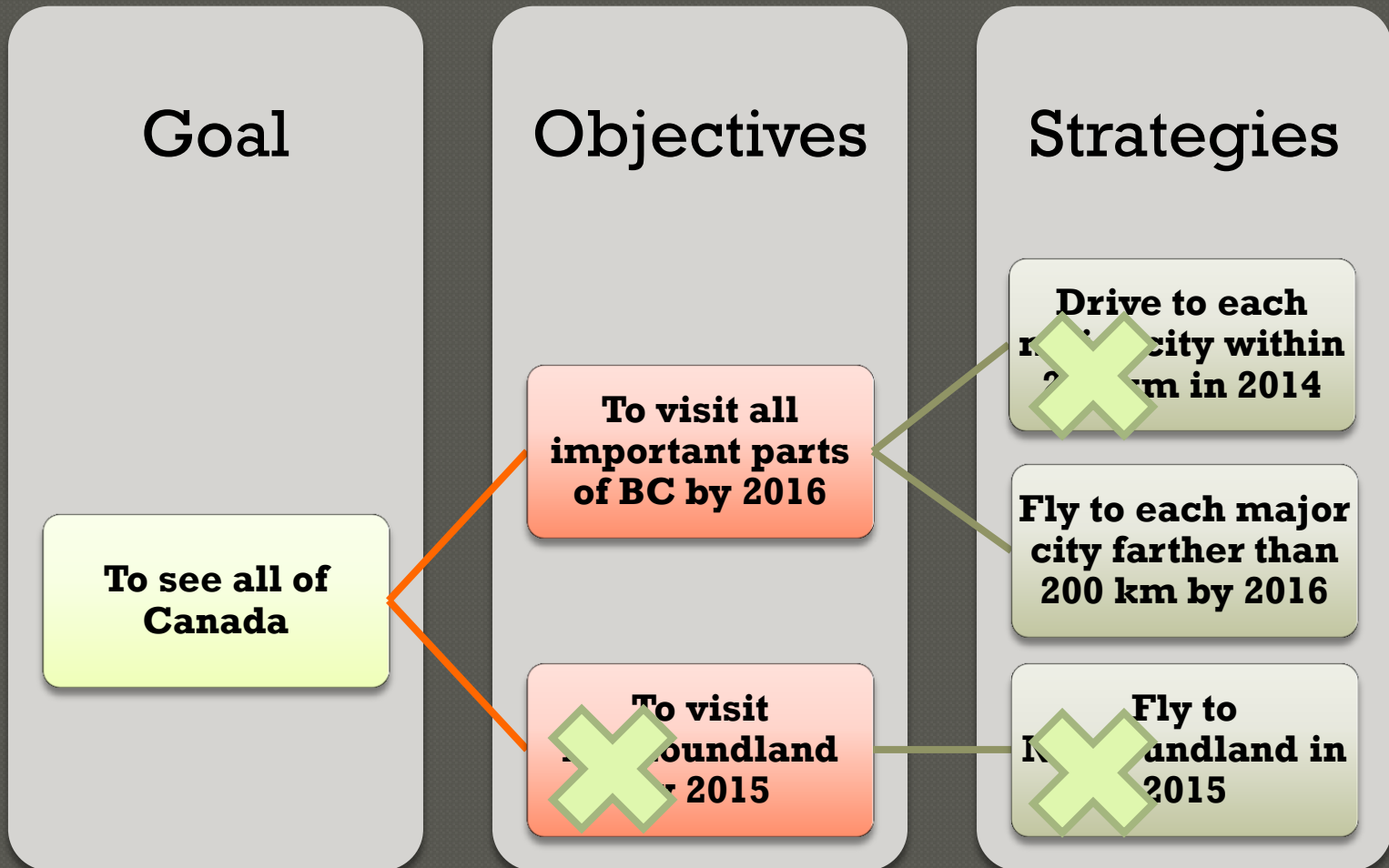
Goals, Objectives and strategies



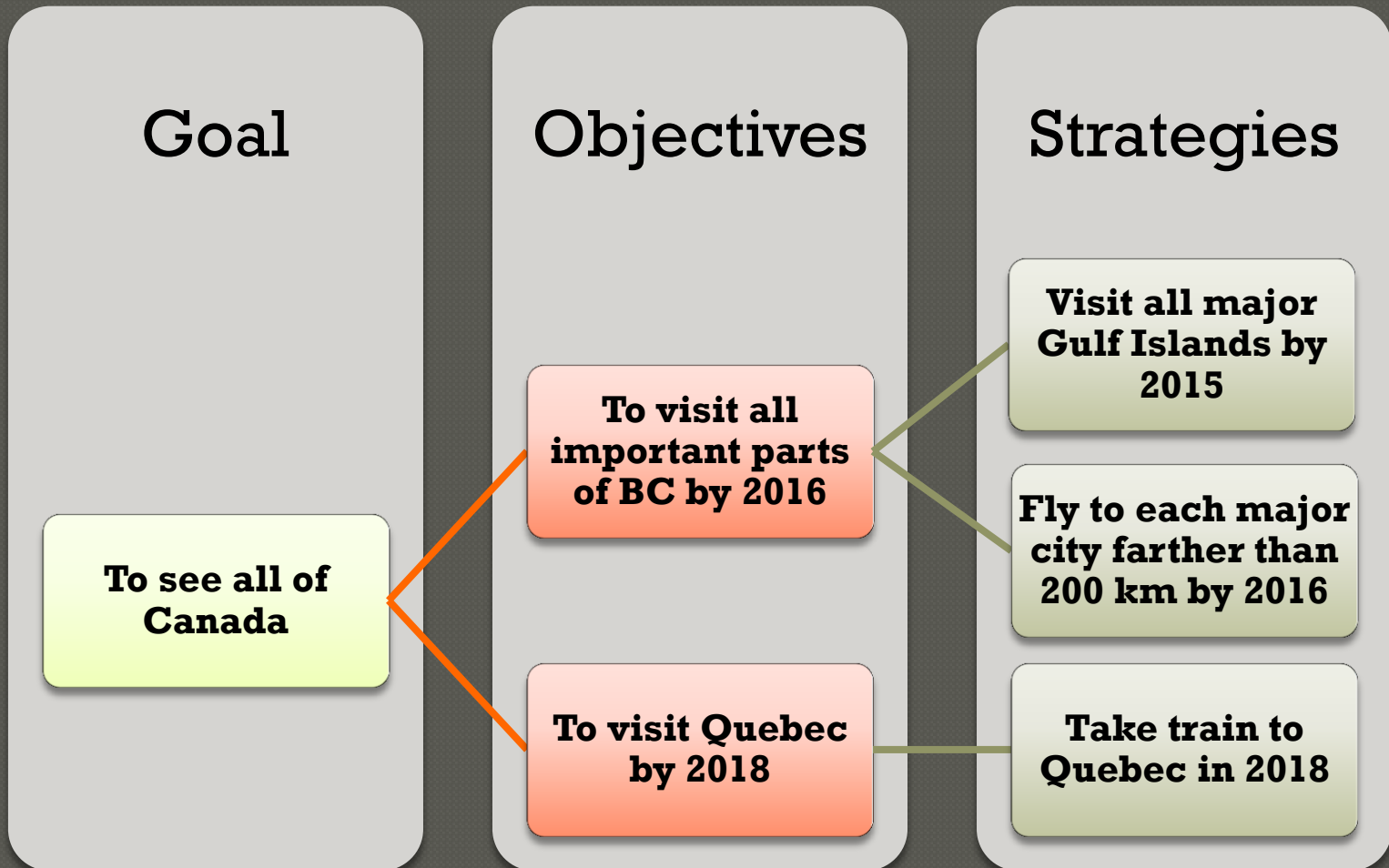
Strategies, activities and measures



Revisit objectives and strategies and adjust



Revisit Objectives and strategies



A trust Council example

Goal

**Open and Transparent
Government**

Objective

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

Strategy

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

A trust Council example

Strategy

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

Activity

2015

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

2016

**Purchase equipment
Hire contractor**

Measure

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

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

What's Strategic ?

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

What's Strategic ?

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

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

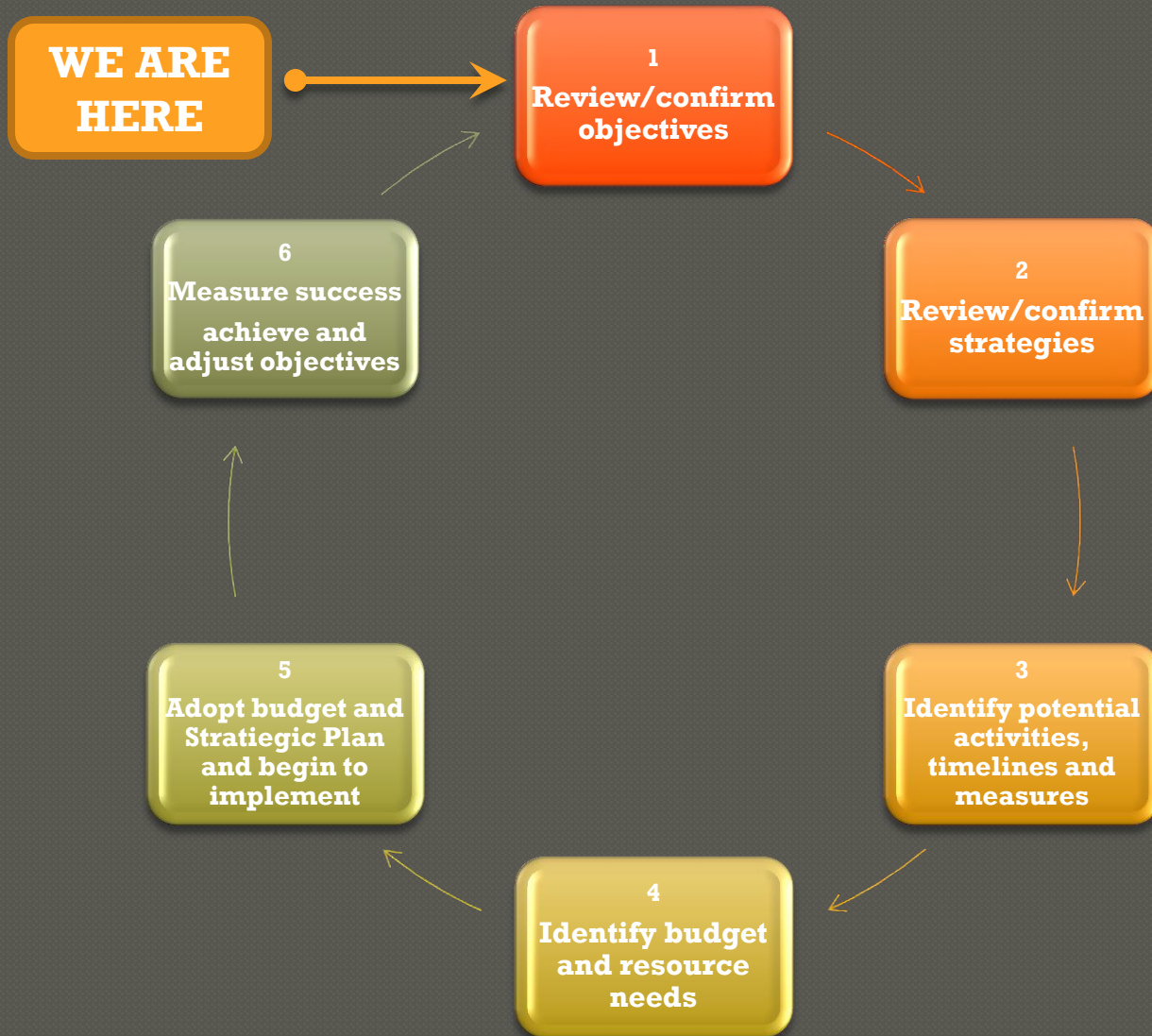
◎ Strategic Item

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

◎ Increased operational time

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

Where are we now?



Can't we just do it all?



Potential priority objectives

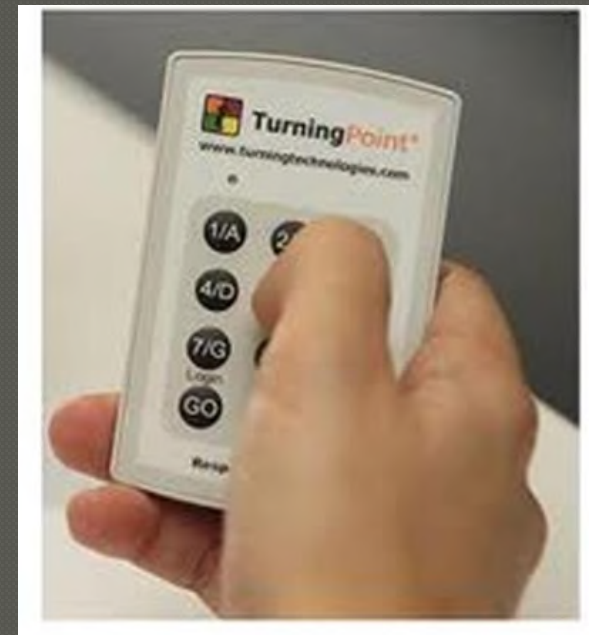
SOME POTENTIAL OBJECTIVES IDENTIFIED BY TRUSTEES SO FAR:

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

Identifying priorities

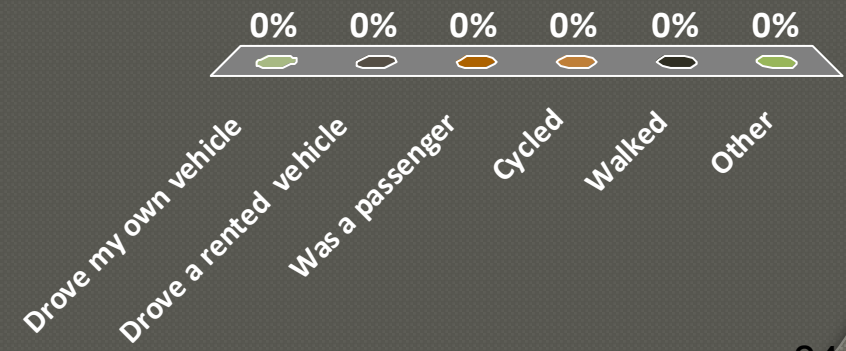
- Council exercise to identify how important these potential priorities are

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



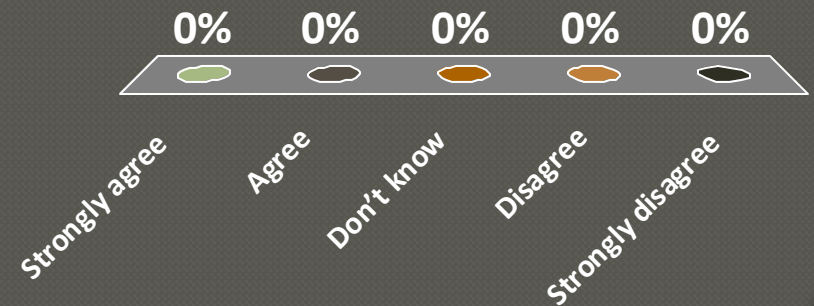
Practice Question 1: How did you travel to Trust Council?

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



Practice Question 2: Gabriola Island is beautiful

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



The real questions: Potential strategic priorities

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



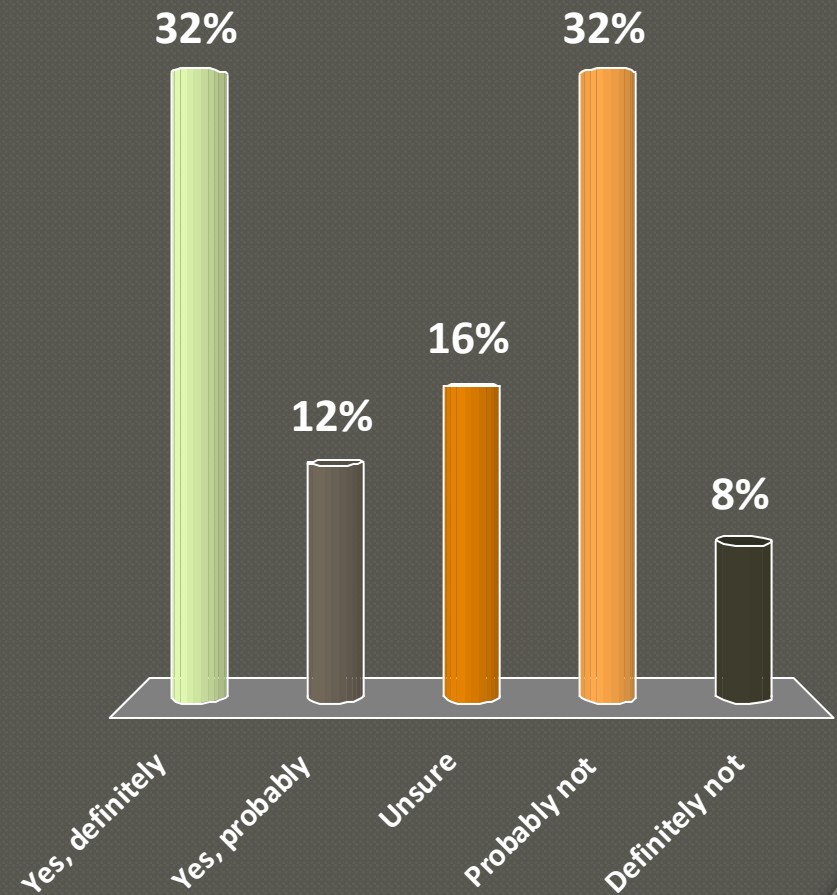
Do you believe

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

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

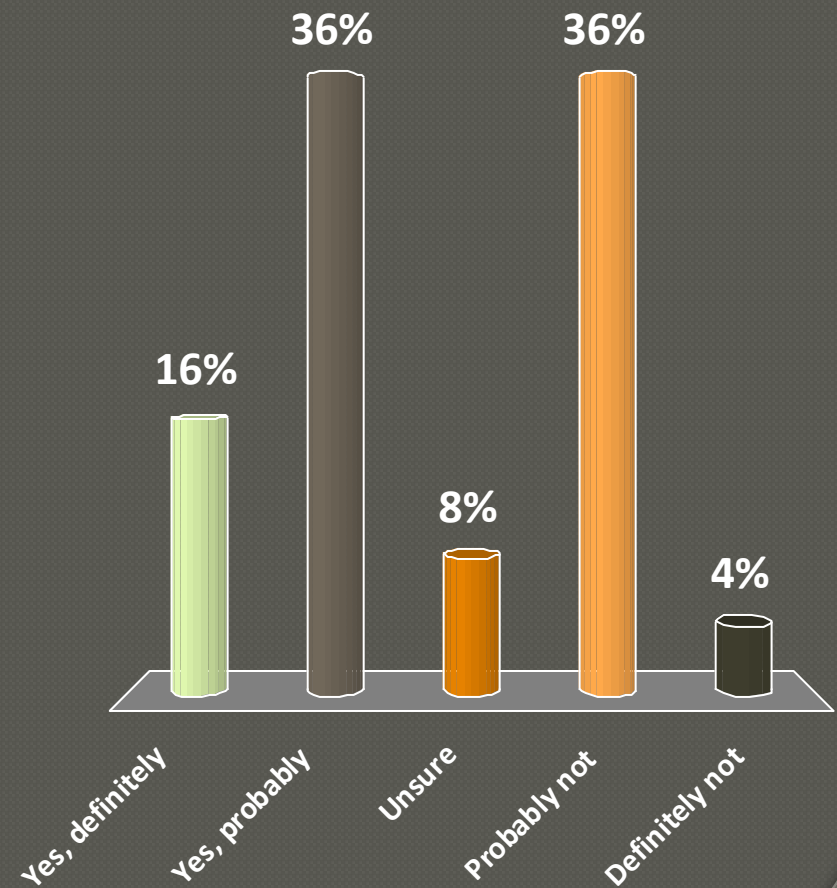
Do you believe
'Reduce GHG emissions in communities'
should be a strategic priority this term?

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



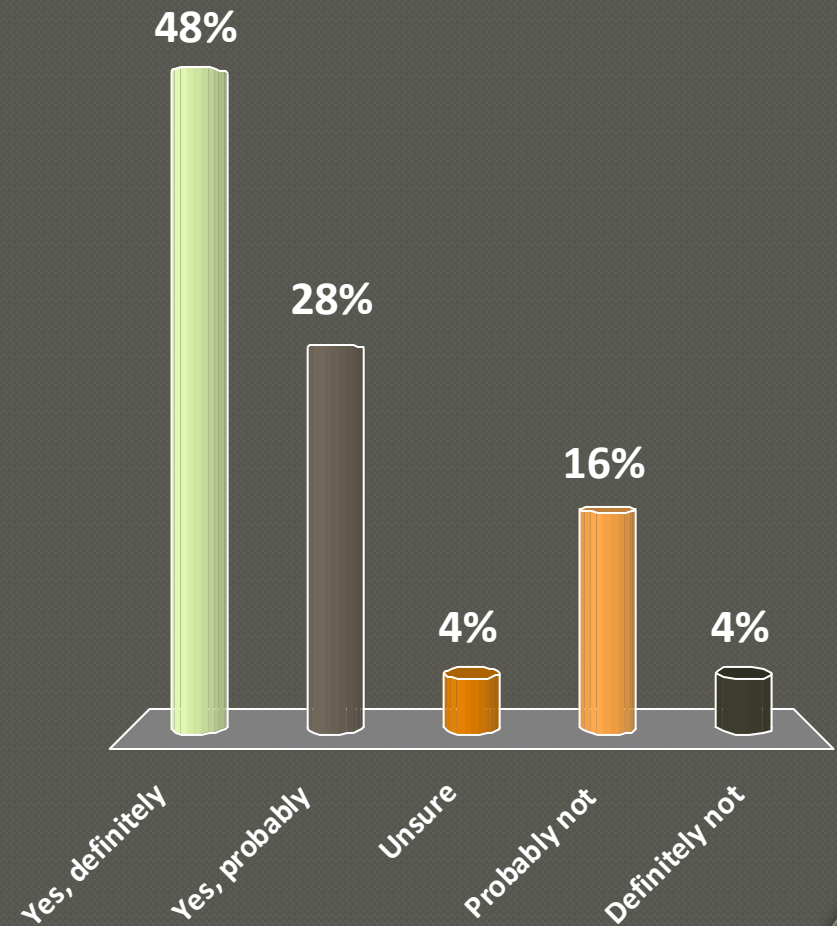
Do you believe
'Protect freshwater quality and quantity'
should be a strategic priority this term?

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



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

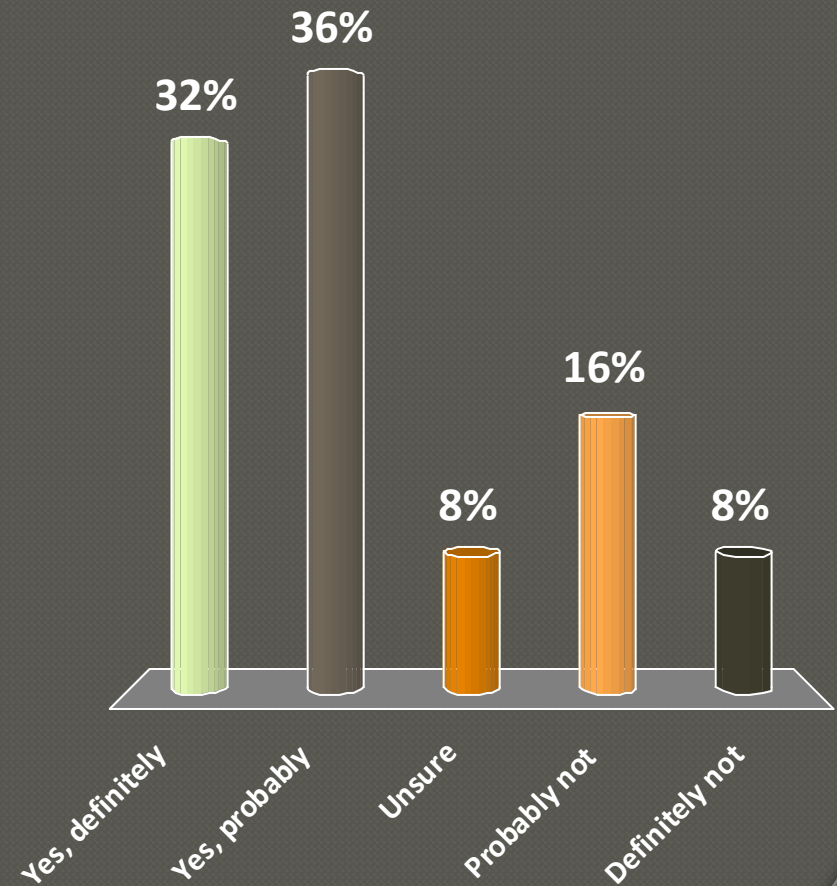
- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



Do you believe

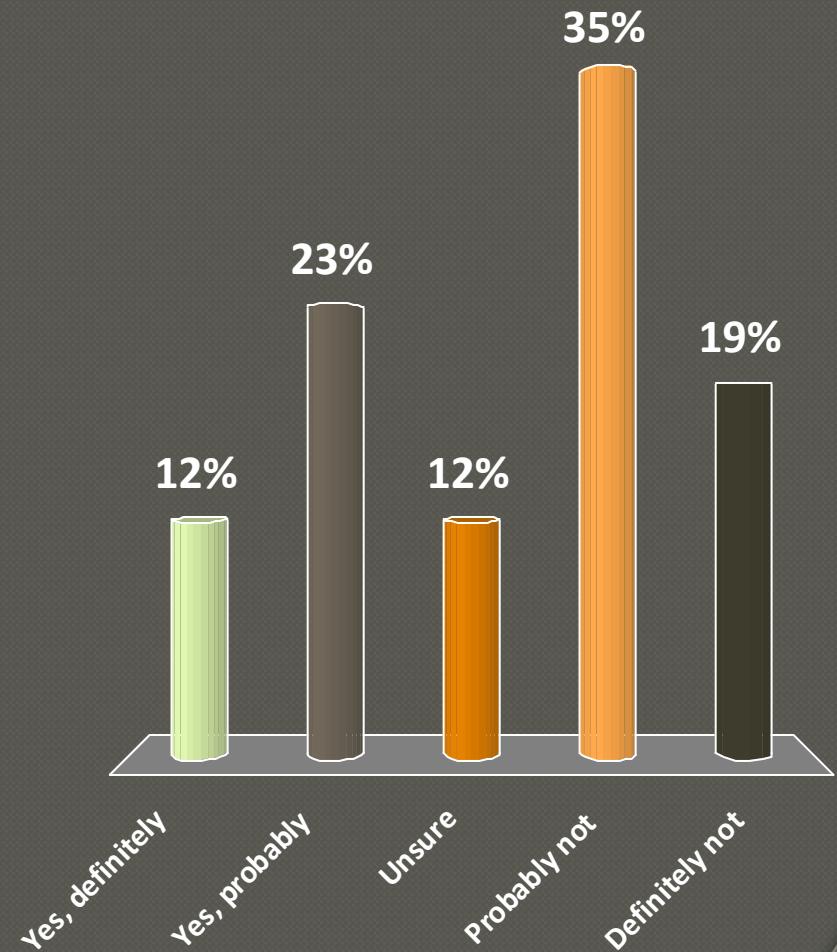
'protect/restore community socio-economic diversity'
should be a strategic priority this term?

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



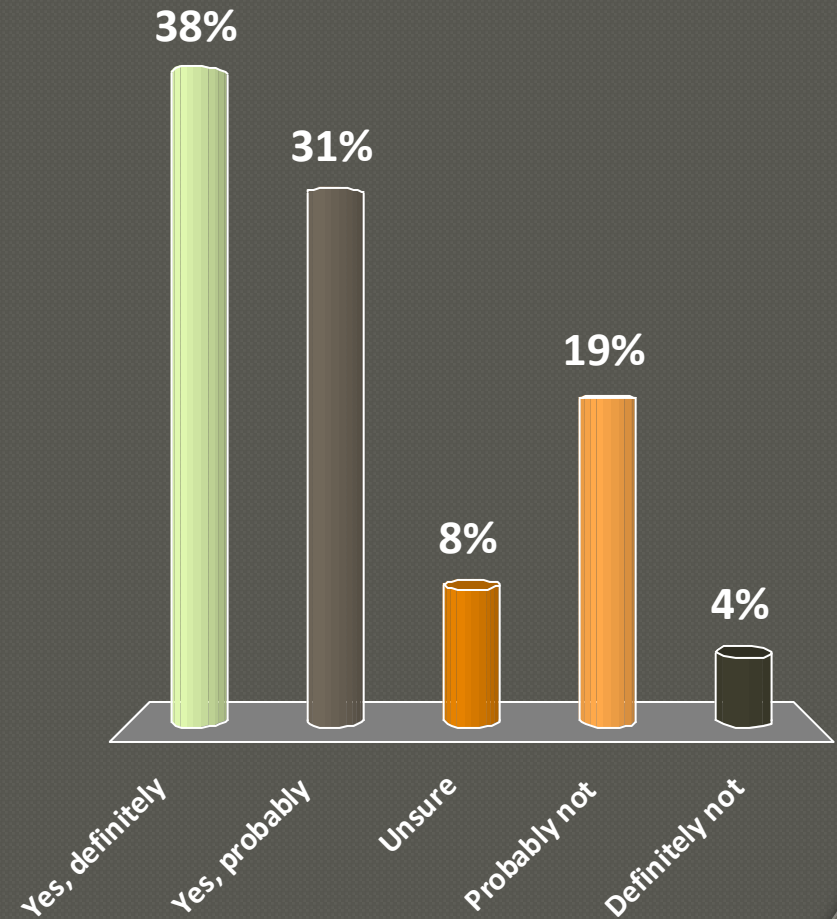
Do you believe
'enhance food security'
should be a strategic priority this term?

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



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

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



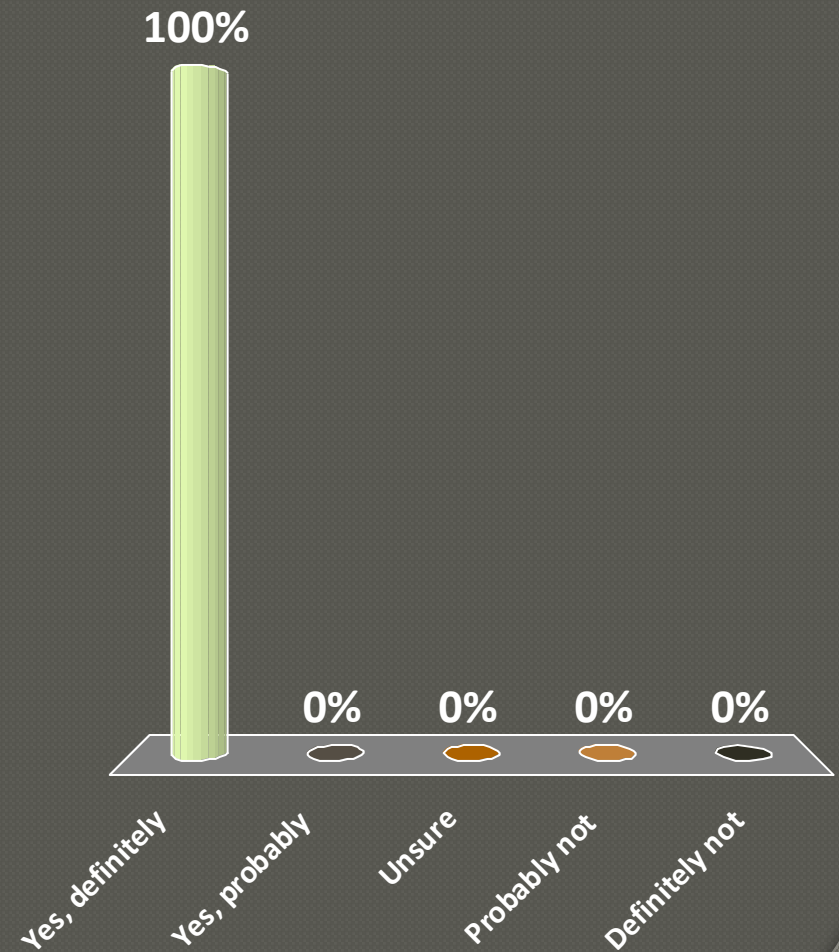
Do you believe

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

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

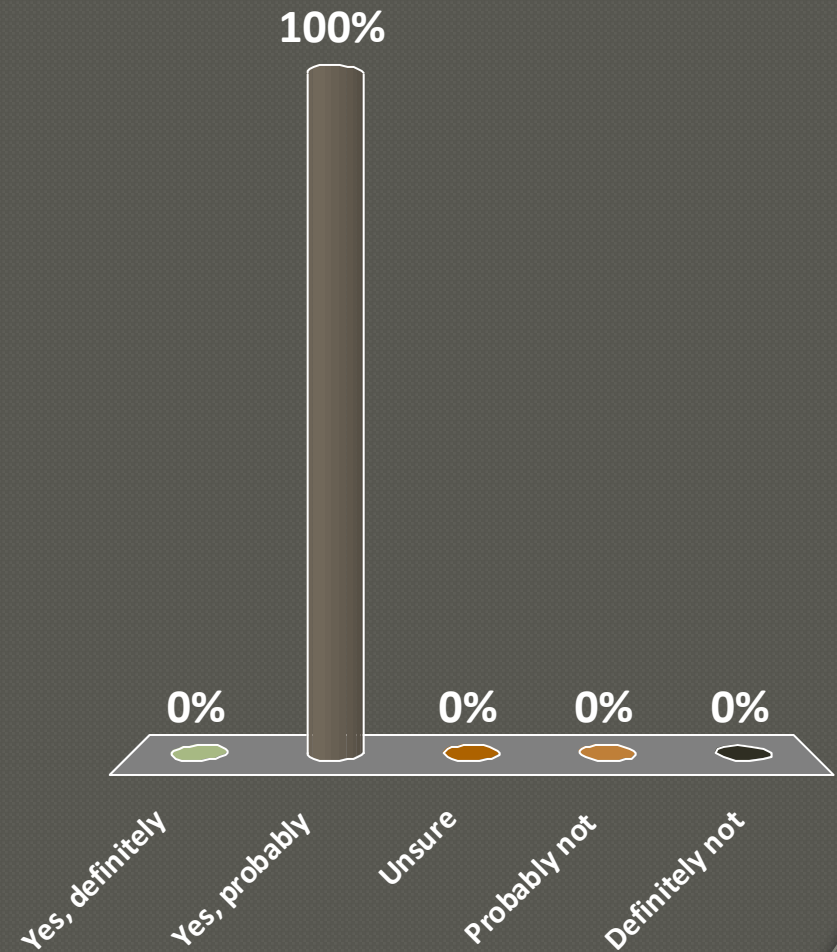
Do you believe
'improve Islands Trust cost effectiveness and resilience'
should be a strategic priority this term?

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



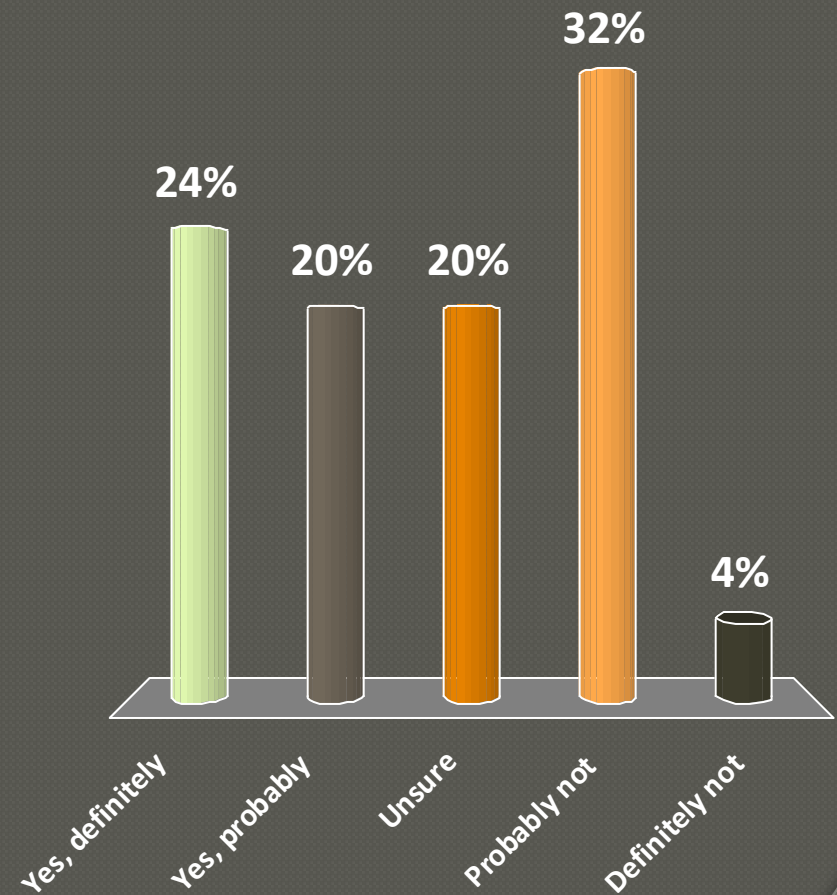
Do you believe
'improve development application procedures'
should be a strategic priority this term?

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



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

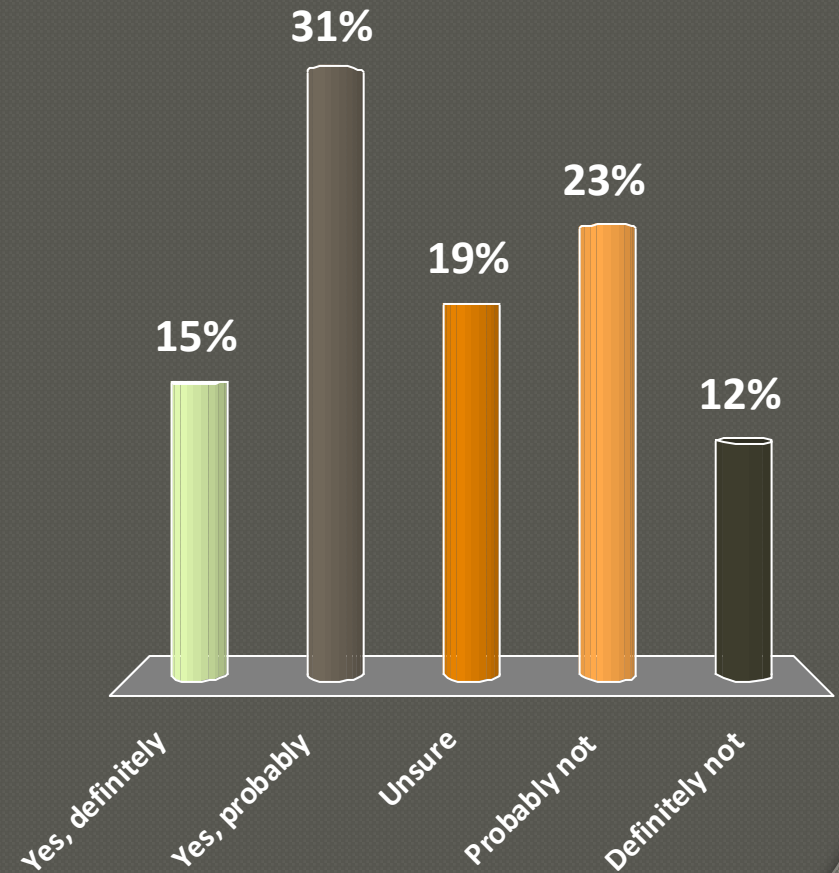
- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



Do you believe

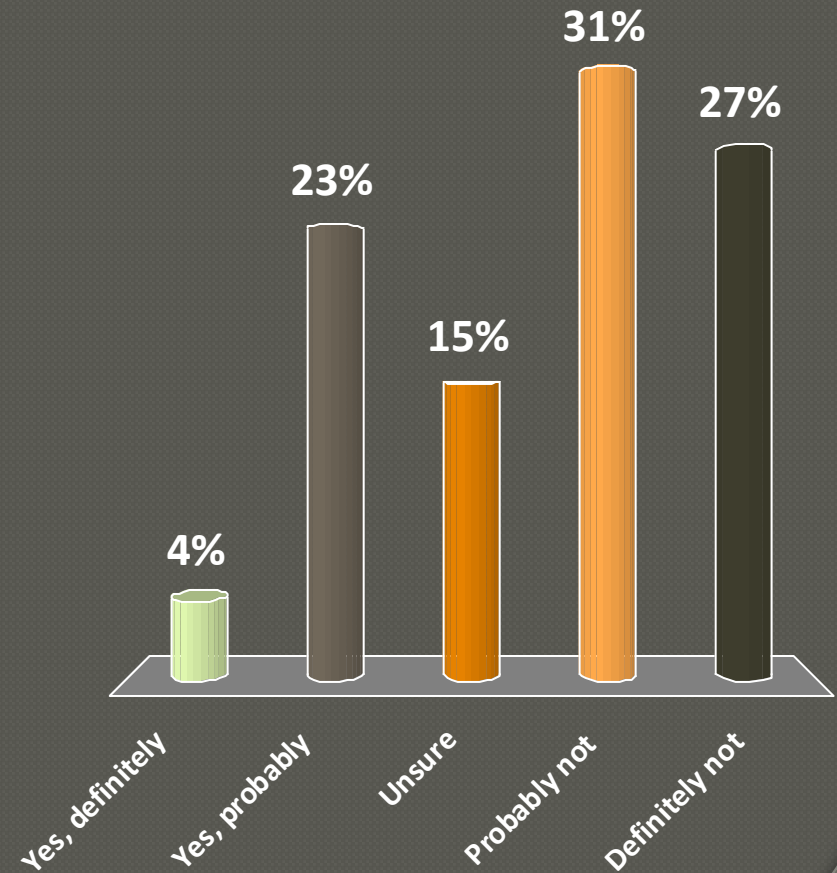
'improve understanding and support for the IT object'
should be a strategic priority this term?

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



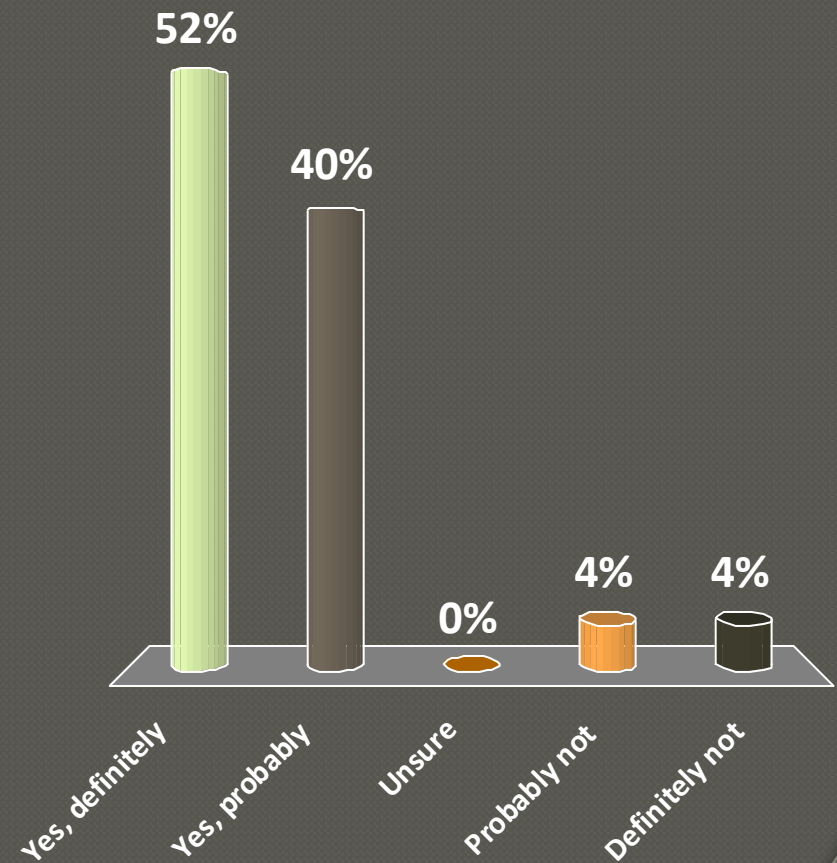
Do you believe
'improve open and transparent government'
should be a strategic priority this term?

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



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

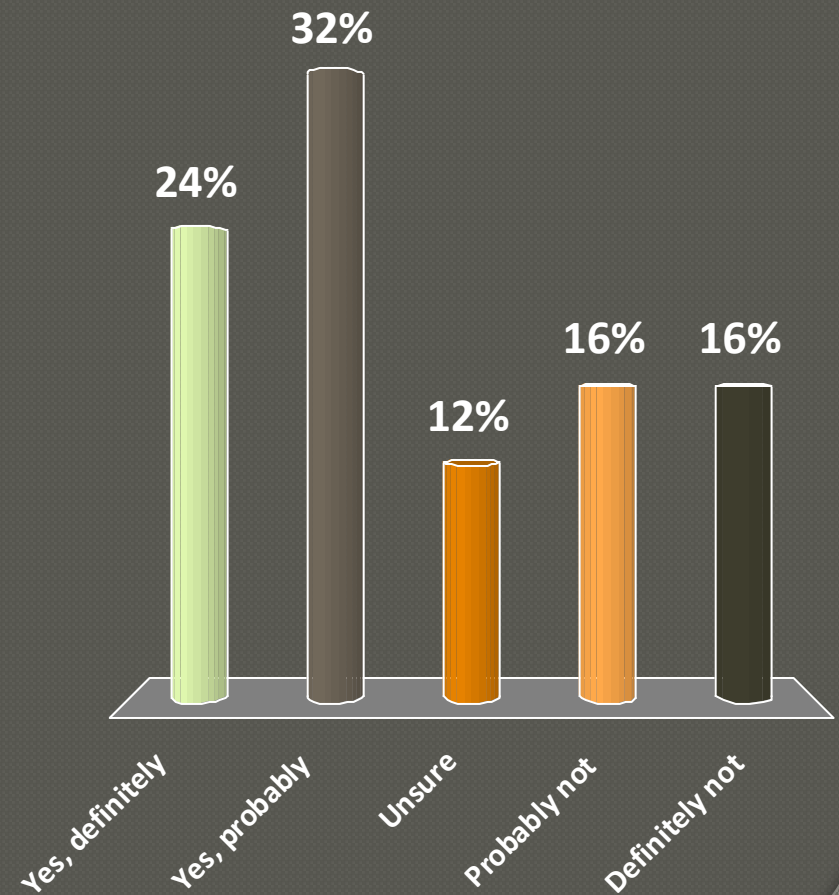
- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



Do you believe

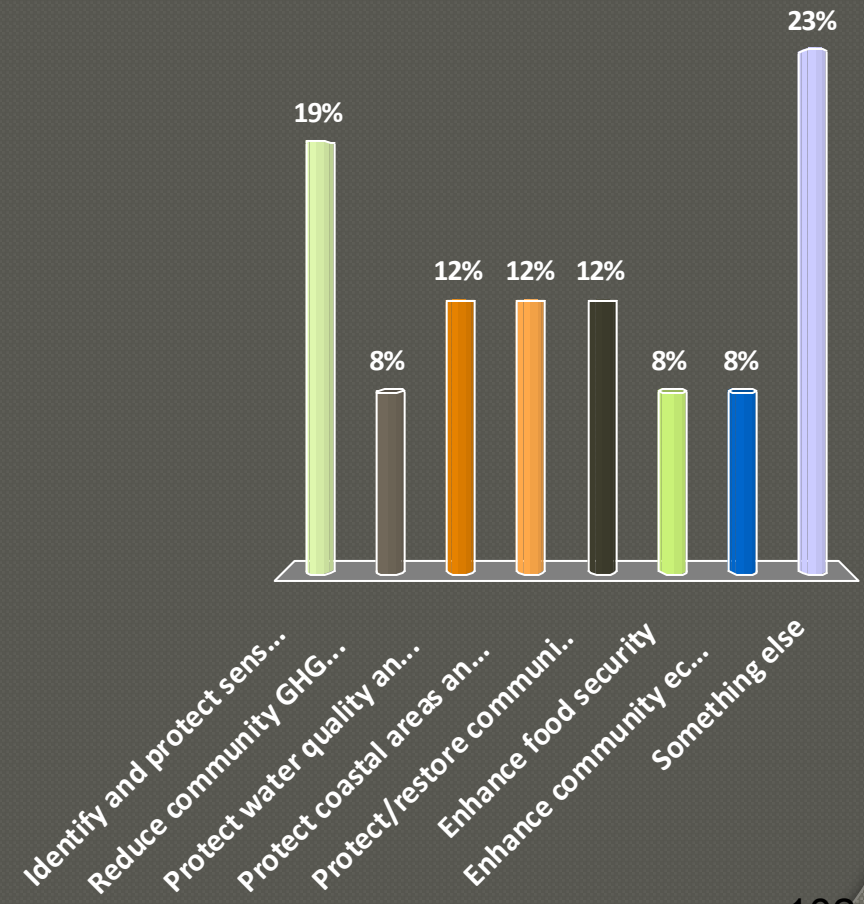
'Review/confirm the Islands Trust vision and policies'
should be a strategic priority this term?

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



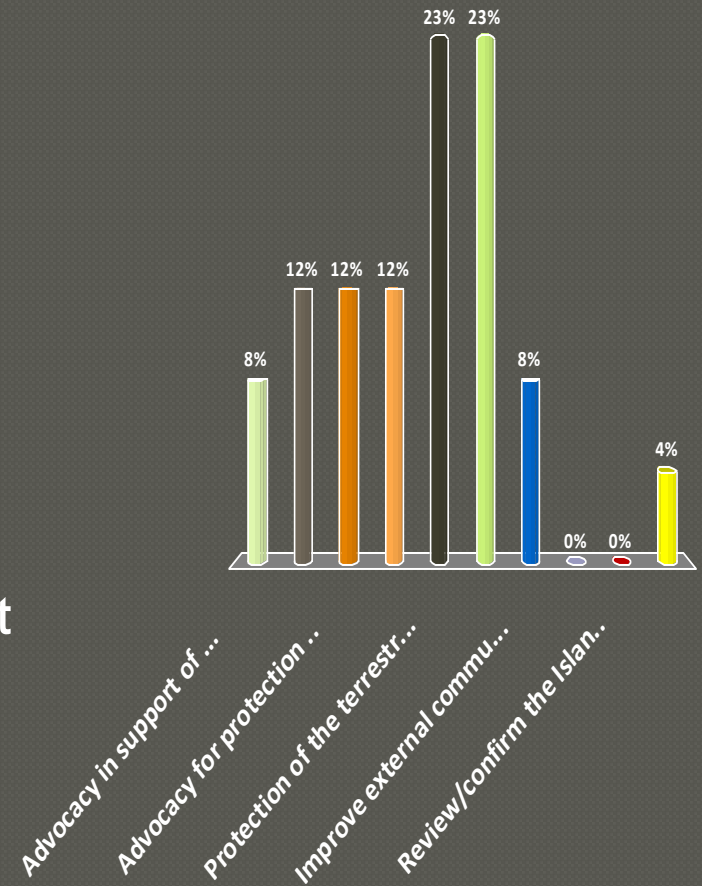
Which are the 3 most important land use planning topics for your Local Trust Committee to work on?

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



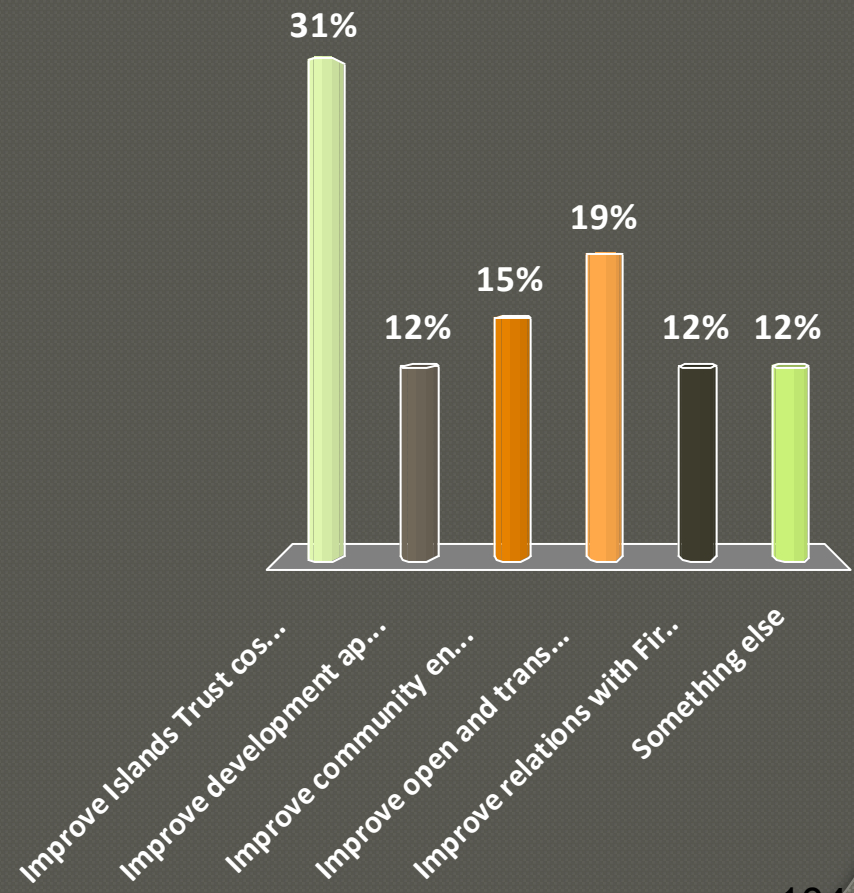
What are the 3 most important topics for Trust Area Services to work on?

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



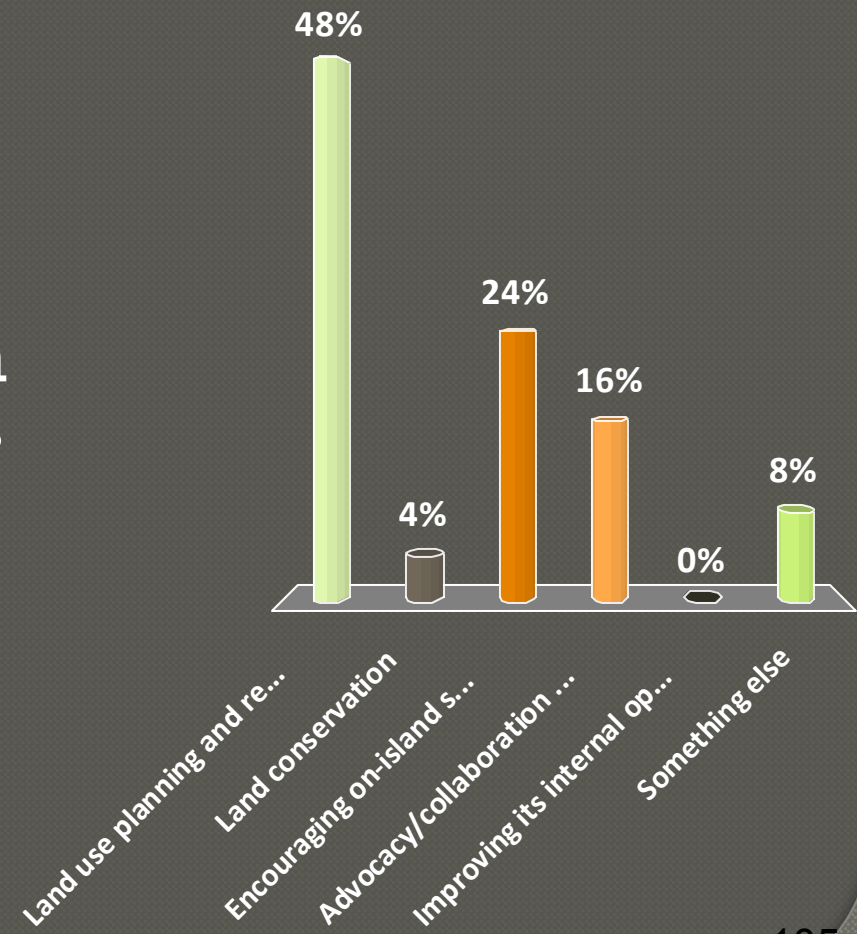
What are the 3 most important organizational improvements we could make?

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



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

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



Discussion...

◎ Reactions?

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

Next steps

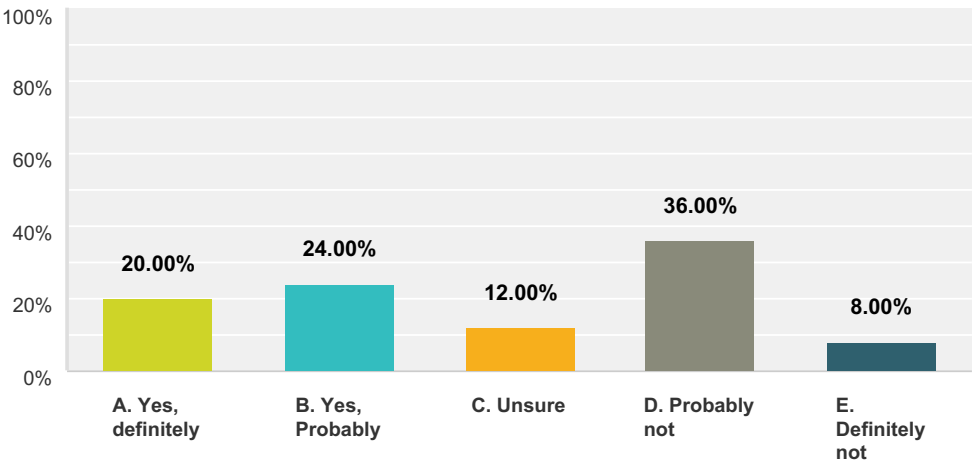
- ◉ Discussion by Council Committees, LTCs, Bowen Island Municipality, Trust Fund Board.
- ◉ Draft of potential priority objectives and strategies for review by Trust Council in June 2015.
- ◉ Executive Committee will solicit public input based on Council's adopted list of objectives and strategies.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

Please remember to return the clickers!!



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

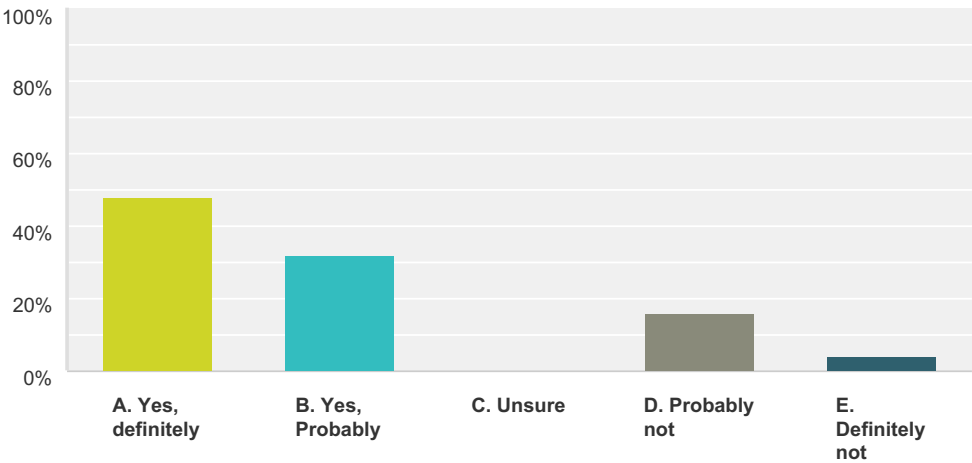
Answered: 25 Skipped: 0



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

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

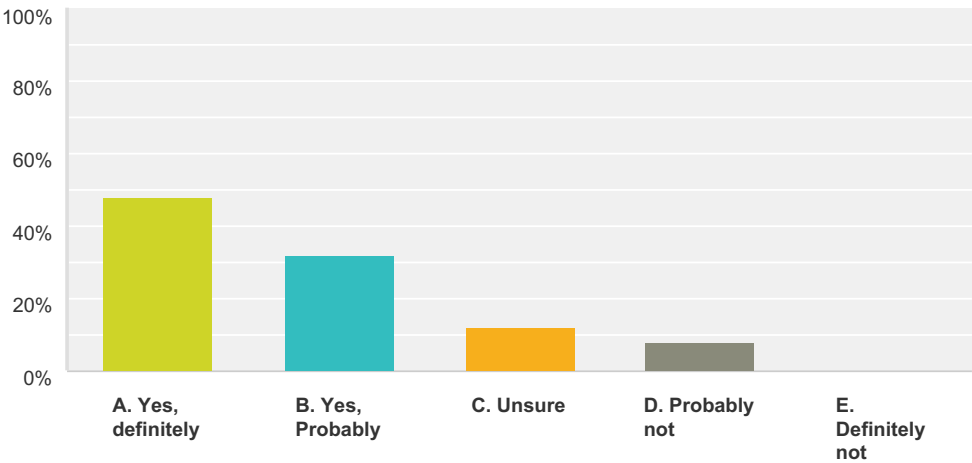
Answered: 25 Skipped: 0



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

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

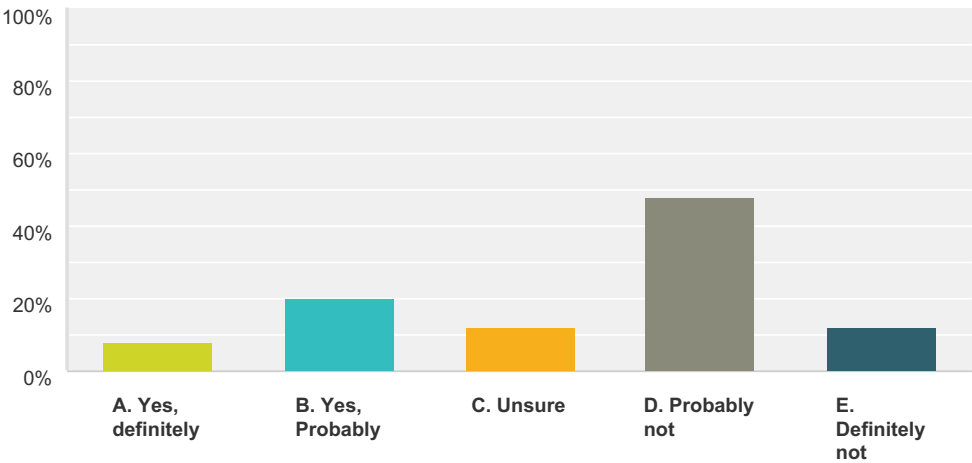
Answered: 25 Skipped: 0



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

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

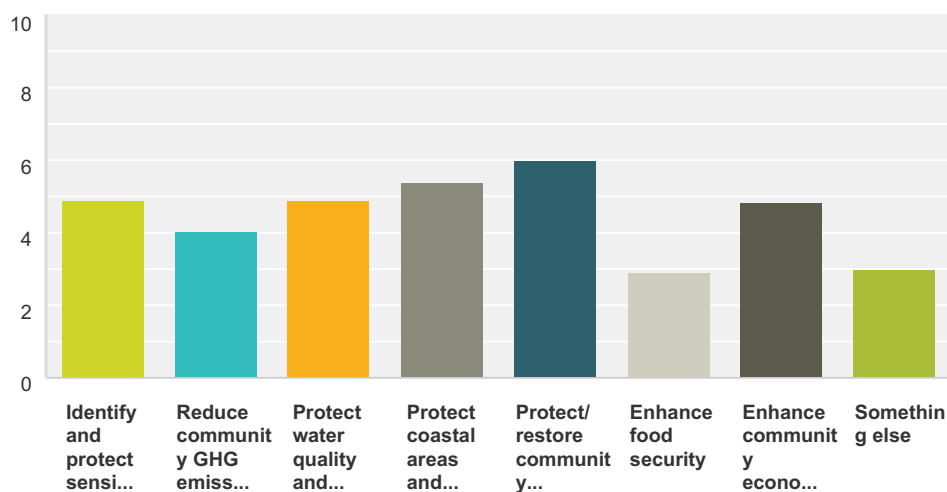
Answered: 25 Skipped: 0



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

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

Answered: 25 Skipped: 0



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

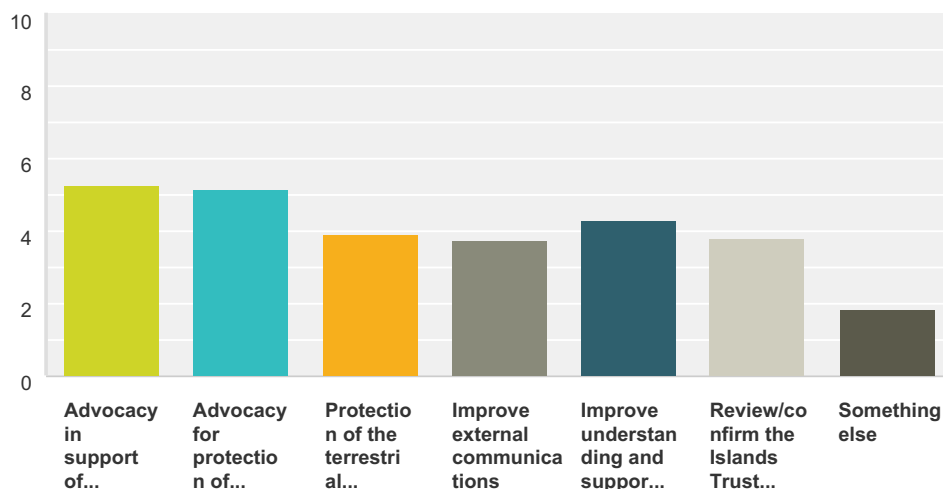
Q6 If you chose "Something else" as one of your top 3, please describe the topic.

Answered: 8 Skipped: 17

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

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

Answered: 25 Skipped: 0



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

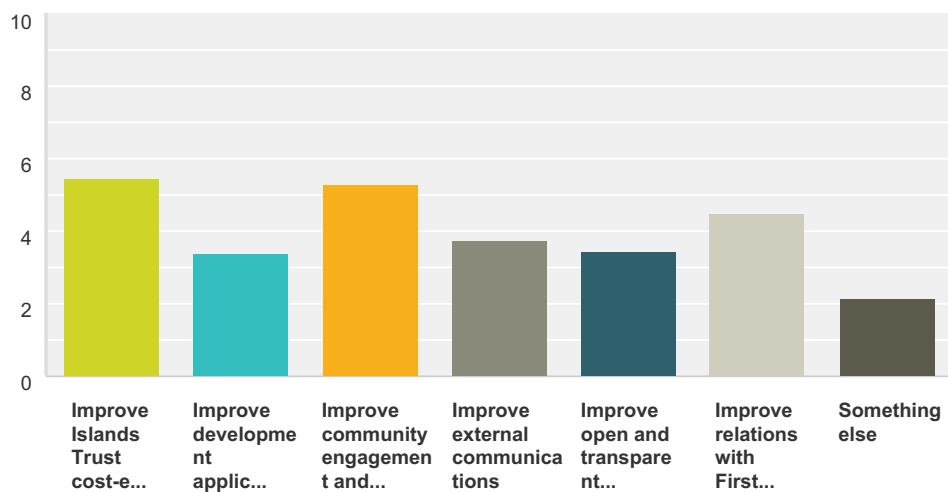
Q8 If you chose "Something else" as one of your top 3, please describe the topic.

Answered: 5 Skipped: 20

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

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

Answered: 25 Skipped: 0



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

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

Answered: 5 Skipped: 20

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



Islands Trust Council

Discussion Draft **Strategic Plan**

2014-2018

April 8, 2015



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The Islands Trust Area

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

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

Our Provincial Mandate

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

– Islands Trust Act

The Islands Trust Council

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



Trust Council's Current Strategic Plan

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Continuing to advocate for sustainable, affordable and appropriate ferry services

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

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

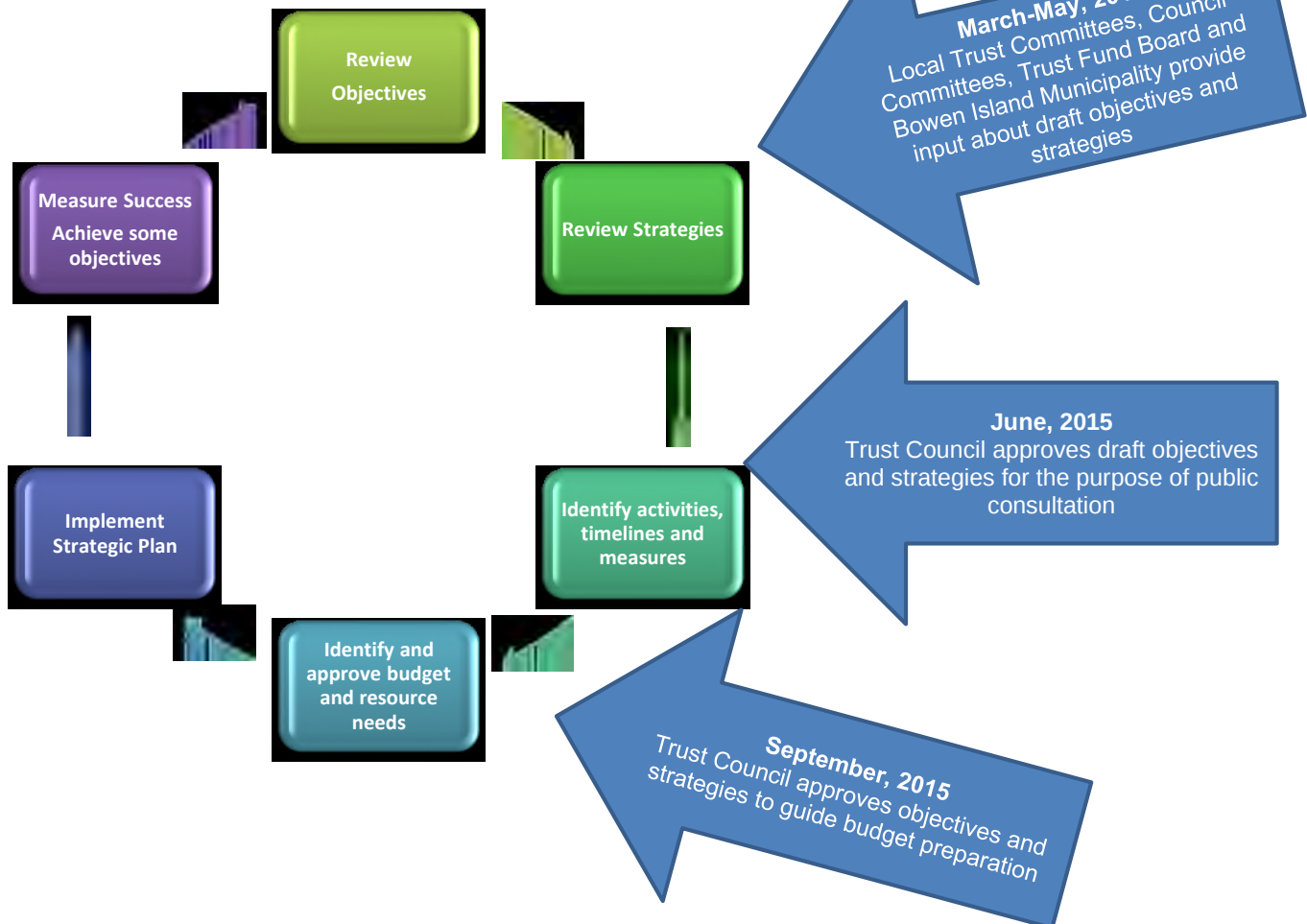
The Islands Trust will work with others by:

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

Continually working to improve our organizational effectiveness.

Strategic Plan Review and Update

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



Strategic Plan Discussion Draft for 2014-2018

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

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

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

Attachment 1 – Islands Trust Strategic Plan Discussion Draft

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

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

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

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

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

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

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

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

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

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

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

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

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

Strategic Plan | 2014-2018

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Strategic Plan 2014-2018

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

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

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

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

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

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

Abbreviations:

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

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

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

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Colour Key for Middle Column:

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

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

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

Attachment 6

Strategic Planning - General Framework



Strategic Planning -- Glossary

Strategic Plan

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

Mission (Object)

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

Goal

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

Objective

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

Strategy

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

Activities

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

Measurement

- A process of assessing progress in achieving objectives.