



North Pender Island Local Trust Committee

Regular Meeting Agenda

Date: April 30, 2015
Time: 9:45 am
Location: Pender Island Community Hall
4418 Bedwell Harbour Road, North Pender Island, BC

	Pages
1. CALL TO ORDER	9:45 AM - 9:50 AM
2. APPROVAL OF AGENDA	
3. TOWN HALL AND QUESTIONS	9:50 AM - 10:15 AM
4. COMMUNITY INFORMATION MEETING	
none	
5. PUBLIC HEARING	
none	
6. MINUTES	10:15 AM - 10:30 AM
6.1 Local Trust Committee Minutes Dated March 26, 2015 (for Adoption)	4 - 12
6.2 Section 26 Resolutions-without-meeting Report	
none	
6.3 Advisory Planning Commission Minutes (for Receipt)	
6.3.1 <u>APC Minutes dated January 7, 2015</u>	13 - 13
6.3.2 <u>APC Minutes dated March 17, 2015</u>	14 - 19
6.3.3 <u>APC Minutes April 2, 2015</u>	20 - 21
7. BUSINESS ARISING FROM THE MINUTES	
7.1 Follow-up Action List Dated April 2015	22 - 23
8. DELEGATIONS	
none	

9. CORRESPONDENCE

Correspondence received concerning current applications or projects is posted to the LTC webpage

none

10.	APPLICATIONS AND REFERRALS	10:30 AM - 11:00 AM	
10.1	Mayne Island Local Trust Committee Bylaws No. 161 & 162 Referral		24 - 26
10.2	NP-RZ-2014.1 (06975950) - Staff Report		27 - 39
11.	LOCAL TRUST COMMITTEE PROJECTS	11:00 AM - 11:30 AM	
11.1	Waste Management - Staff Report		40 - 49
11.2	Age Friendly Planning - Verbal Report		
12.	REPORTS	11:30 AM - 11:45 AM	
12.1	Work Program Report (attached)		
12.1.1	<u>Top Priorities Report Dated April 2015</u>		50 - 50
12.1.2	<u>Projects List Report Dated April 2015</u>		51 - 52
12.2	Applications Report Dated April 2015 (attached)		53 - 58
12.3	Trustee and Local Expense Report Dated March 2015 (attached)		59 - 59
12.4	Adopted Policies and Standing Resolutions (attached)		60 - 60
12.5	Local Trust Committee Webpage		
12.6	Chair's Report	11:45 AM - 12:00 PM	
12.7	Trustee Report		
12.8	Trust Fund Board Report - April 2015 (attached)		61 - 62
12.9	Bylaw Enforcement		
12.9.1	<u>Trust Council Briefing and Statistics (attached)</u>		63 - 68
13.	NEW BUSINESS	12:00 PM - 12:15 PM	
13.1	2014-15 Annual Report - North Pender Island Local Trust Committee Section - RFD (attached)		69 - 71
13.2	Input to Strategic Plan - RFD (attached)		72 - 174
13.3	Board of Variance (BOV) Expiring Memberships - Staff Memo		175 - 175

14. UPCOMING MEETINGS

- 14.1** Next Regular Meeting Scheduled for May 28, 2015,
at 9:45 am, at the Pender Community Hall
- 14.2** Special Local Trust Committee Meeting Scheduled
for May 19, 2015, at 10:30 am, at the Pender
Island Community Hall

15. TOWN HALL

16. CLOSED MEETING (Distributed Under Separate Cover) 12:15 PM - 12:45 PM

16.1 Motion to Close Meeting

That the meeting be closed to the public in
accordance with the Community Charter, Part 4,
Division e, s. 90(1) (a), (d), (f) and (g) for the
purpose of considering:

- Adoption of In-Camera Meeting Minutes
Dated March 4, 2015
- Bylaw Enforcement Issue
- Appointment of APC Members

AND that the recorder and staff attend the meeting.

16.2 Recall to Order 12:45 PM - 12:50 PM

16.3 Rise and Report

17. ADJOURNMENT 12:50 PM - 12:50 PM



DRAFT

**Local Trust Committee
Minutes Subject to Approval By
the Local Trust Committee**

North Pender Island Local Trust Committee Minutes of a Regular Meeting

Date: Thursday, March 26, 2015 (9:45 AM)
Location: Pender Island Community Hall
4418 Bedwell Harbour Road, North Pender Island, BC

Members Present: George Grams, Chair
Dianne Barber, Local Trustee
Derek Masselink, Local Trustee

Staff Present: Justine Starke, Island Planner
Zorah Staar, Recorder

Public and Media Present: There were twenty-one (21) members of the public present

1. CALL TO ORDER

Chair Grams called the meeting to order at 9:45 am. He acknowledged that the meeting was being held in traditional territory of the Coast Salish First Nations. Chair Grams also made introductions, including Paul LeBlond (CRD Alternate Director for the Southern Gulf Islands Electoral Area).

2. APPROVAL OF AGENDA

By general consent the Local Trust Committee approved the agenda.

3. TOWN HALL AND QUESTIONS

Sara Steil made a written submission re: Housing (item 11.2), and requested that the Local Trust Committee implement a restriction on principal dwelling size, and seek a related amendment to the Islands Trust Policy Statement. Steil said that local oversized houses were increasing at an alarming rate, which impacted climate change, and that affordable housing was decreasing.

Don Corbett said that the budget approved at the recent Trust Council meeting was about \$7 million (similar to the past), and he asked if there was any Trustee opposition or concerns, and if votes were recorded.

Chair Grams said that he believed there had been one budget objector.

Trustee Masselink said that opposition to a motion was normally recorded in the minutes, and that the Trust Council meeting had involved expressions of concern about expenditures, and soul-searching about the direction of the Islands Trust. This was in the context of the Trust needing to evolve to respond to new pressures (e.g. almost no provincial funding), and still provide the greatest possible value to communities.

Don Corbett also objected to Trust Council having passed a resolution re: the right to a healthy environment, because this was associated with David Suzuki's Blue Dot Campaign, and Suzuki had supported jailing leaders who didn't act on climate change.

Chair Grams said that he believed the Blue Dot Campaign had merit, and supporting it did not mean supporting all of David Suzuki's positions.

Michael Sketch commented as follows:

- Blue Dot Campaign based in part on the Gaia principle and public trust doctrine;
- Conservation Subdivision project should not be continued, because its goals could be supported through existing Development Permit Areas, without increasing density;
- James Island should be reconsidered, and Chair Grams should speak "peer to peer" with Tsawout Chief about Local Trust Committee involvement with this situation.

Chair Grams responded that the Local Trust Committee could only accommodate three top priorities at a time, and to dedicate attention and resources to James Island would mean withdrawing from one of the existing priorities for North Pender.

Elizabeth Montague said that she was happy a new project charter for Waste Management was being developed. She questioned granting the new Burdett Temporary Use Permit (TUP) application at this time, because it would pre-empt the local waste management planning process and the determination of optimal siting.

Trustee Barber said that she had similar thoughts about continuing with the waste management community planning process, and not granting a TUP at this time.

Marika Kenwell commented as follows:

- by United Nations declaration, this past Sunday began Earth/Water Day and Week;
- many countries or areas were already or would shortly be extremely water stressed;
- Gulf Islands was a unique climate area with no parallel in Canada, having less rainfall than nearby areas and dry hot summers, therefore we were vulnerable;
- Kenwell asked that the Local Trust Committee to start taking steps to establish water quantity and quality a part of all their decisions.

Chair Grams said that the CRD's Southern Gulf Islands and also Salt Spring Island Directors were collaborating on potentially having the local building code incorporate water conservation. For the LTC to go further would require sacrificing existing priorities.

Jane Perch commented as follows:

- re: Housing Top Priority, she did not find helpful the Staff Report dated March 17, 2015, because it included rhetoric and statements that were not fact-based;
- re: short term vacation rentals (STVR's), Report mentioned problems with noise, traffic, water use, etc., but these problems arose with other residences as well;
- other staff comments seemed biased, e.g. re: what is "normal" for people lending out their homes, a particular court decision, and how STVR's may affect affordable housing;
- do not refer entire Housing topic to Advisory Planning Commission, but rather address STVR's as per election statements, in an unbiased manner and with a clean slate.

Trustee Barber said that it was her intention to have a clean slate on STVR's, and to start on this issue with a new look at it.

Trustee Masselink said that our community had a history and a sensitivity to the issue of short term vacation rentals (STVR's). We needed a fulsome discussion, to learn where other people were coming from, and then figure it out together – with care for each other. There would be more than one community meeting where housing issues were discussed, and the process would be designed collaboratively, for maximum community engagement.

Chair Grams said that a Staff Report should highlight potential advantages and perceived dangers on an issue, and the Housing Staff Report did this. Then it was up to the LTC and the community, to be the final determiners about if the perceived factors were real or not.

Planner Starke said that the initial March 17, 2015 Housing Staff Report was intended to contextualize the discussion, by including community fears and hopes about STVR's that we were hearing, then the community would decide. She, herself, was not for or against STVR's.

Dennis Perch said that regarding the Staff Report, we needed to start our discussions with the facts, instead of starting with so many negative comments, without facts. We needed to start from a neutral place, and it might help to have the assistance of a neutral party.

4. COMMUNITY INFORMATION MEETING

None

5. PUBLIC HEARING

None

6. MINUTES

6.1. Local Trust Committee Minutes Dated March 4, 2015 (for Adoption)

By general consent the Local Trust committee meeting minutes of March 4, 2015 were adopted.

6.2. Section 26 Resolutions-without-meeting Report

None

6.3. Advisory Planning Commission Minutes

None

7. BUSINESS ARISING FROM THE MINUTES

7.1. Follow-up Action List Dated March 2015

Chair Grams said that the list items were done. Trustee Masselink added that the Local Trust Committee was still going to explore how to record meetings.

8. DELEGATIONS

8.1. Rick Schnurr, Tim Finlay, and Kris Samuels: Directors from BCNRA

Rick Schnurr and Kris Samuels were present on behalf of the BC Nautical Resident Association (website: www.bcnr.org), and they had provided documents entitled a "Liveaboard Code of Ethics" and "Some Truths about Live Aboards".

Schnurr and Finlay commented as follows:

- live aboards (people living on boats) were part of a unique island culture, providing affordable housing, with a small environmental footprint (e.g. power, water, pollution);
- this was a viable, responsible lifestyle, for people who were encouraged to follow a code of ethics, and who paid taxes and were contributing members of communities;
- most live aboards were good citizens, although others might be part of common human problems for which there were solutions, so the BC Nautical Residents Association was asking the Local Trust Committee not to discriminate against them.

Trustee Masselink noted that North Pender Island had a Land Use Bylaw prohibition of live aboards, which was ignored for years, but then there were complaints late last year that led Island Trust Bylaw Enforcement to take action. Now the live aboard issue was intended to be part of the Housing Top Priority discussions.

9. CORRESPONDENCE

Correspondence received concerning current applications or projects is posted to the LTC webpage

None

10. APPLICATIONS AND REFERRALS

10.1. NP-DP-2015.1 (Cooke) & NP-DVP-2015.2 (Cooke) - Staff Report

Planner Starke referred to the March 16, 2015 Staff Report re: the above noted Cooke applications, and commented as follows:

- boundary adjustment subdivision was in progress, so that a new required septic field could be entirely within one lot (in the Razor Point subdivision);
- to facilitate this, a sensitive woodland development permit was required (with a 10 metre setback of the septic field from the woodland), and also a development variance permit (to allow a slightly smaller lot depth ratio);
- notices had been circulated to adjacent owners, and there were no objections.

NP-2015-020

It was MOVED and SECONDED

THAT the North Pender Island Local Trust Committee Development Permit NP-DP-2015.1 (Cooke) and Development Variance Permit NP-DVP-2015.2 (Cooke c/o Mayenburg) be Approved.

CARRIED

11. LOCAL TRUST COMMITTEE PROJECTS

11.1. Waste Management - Project Charter

Planner Starke reviewed the March 17, 2015 Staff Report entitled "LTC Top Priority – Land Use Planning for Waste Management", commenting as follows:

- this was a preliminary report, for a community-wide land use planning process for waste management, including identifying land to be zoned for this;
- the report proposed the creation of a special Advisory Planning Commission (APC), to research best practices, conduct analysis, and reach consensus;
- the report summarized relevant policies and considerations, including the need to work collaboratively on waste management with CRD and South Pender;
- the draft project charter contained more detailed proposed objectives, scope, and work plan/timeline, all for the Local Trust Committee to consider;

Trustee Masselink said that he was interested in collaboration with the CRD and South Pender Local Trust Committee on waste management, and suggested a steering committee involving them, and a two-island Advisory Planning Commission.

Planner Starke said that there was a CRD regional waste management planning process currently happening, and it might be best to gather and direct Pender feedback into that process. Also, community members with waste management planning questions right now were invited to direct those to Planner Starke.

Paul LeBlond was present (as CRD Alternate Director for the Southern Gulf Islands), and he noted the importance of ongoing CRD/Islands Trust liaison and cooperation, as the waste management planning process continued.

NP-2015-021

It was MOVED and SECONDED

THAT the North Pender Island Local Trust Committee endorse the Project Charter dated March 5, 2015 (Land Use Planning for Waste Management).

CARRIED

NP-2015-022

It was MOVED and SECONDED

THAT the North Pender Island Local Trust Committee direct staff to draft Terms of Reference for a Special Advisory Planning Commission to address zoning for waste management on North Pender Island.

CARRIED

NP-2015-023

It was MOVED and SECONDED

THAT the North Pender Island Local Trust Committee designate Trustee Masselink as the member of the North Pender Island Local Trust Committee to be a liaison with the Capital Regional District Electoral Area Director on the issue of waste management planning.

CARRIED

11.2. Housing - Staff Report

In addition, Planner Starke reviewed the March 17, 2015 Staff Report entitled “LTC Top Priority – Housing”, commenting as follows:

- housing was a huge topic and this preliminary report was just an introduction;
- Local Trust Committee was asked to narrow the scope and prioritize which housing should be addressed first, that a more developed report and project charter could be drafted;
- current proposed project objectives were to engage in a community planning process to consider options that will improve affordable housing on North Pender, including discussing potential links with short term vacation rentals;
- 2008 Affordable Housing Task Force Report was an initial reference, and more data on North Pender housing stock and economic context was needed;
- project Option 1 (Comprehensive Approach) was to consider the right mix of all housing types for North Pender, and consider separately the use of that housing stock. Project Option 2 (Phased Approach) was to address affordable housing and short term vacation rentals separately, completing one issue before the other.

Trustee Barber commented that affordable housing and short term vacation rentals (STVR's) were two different issues and the Local Trust Committee should deal with the merits of each separately. She didn't think they overlapped. She believed that the majority of STVR homes were rented out by part-time residents who would not rent them out full-time for affordable housing in any event.

Trustee Masselink said that local housing was like an ecosystem with various elements, e.g. single family dwellings, STVR's, seniors housing, etc. He supported a better understanding of each element, looking at them together. Both affordable housing and STVR's were key issues right now, e.g. because there were a number of people in our community who wanted to stay here but couldn't because of housing challenges (e.g. having to stay in tents and rough accommodation).

Chair Grams suggested that some key elements were to remove obstacles to housing for those in need, maximize use of existing housing stock instead of building new, and always look at the impacts (e.g. water). As for STVR's, other islands had chosen to invite temporary use permit requests, to test whether there were problems with a site, require that the owner lived on-island, and also ascertain whether a particular STVR had an affordable housing impact or not.

NP-2015-024

It was MOVED and SECONDED

THAT the North Pender Island Local Trust Committee refer the Staff Report dated March 17, 2015 to the Advisory Planning Commission for feedback on options for approaching the Housing Top Priority.

CARRIED

NP-2015-025

It was MOVED and SECONDED

THAT the North Pender Island Local Trust Committee direct staff to return with one or more project charters that refine the scope of the Housing Top Priority.

CARRIED

11.2.1. Letter Dated March 5, 2015 from G Hanson re: Cottage Size

Received for information.

12. REPORTS

12.1. Work Program Report (attached)

12.1.1. Top Priorities Report Dated March 2015

Received for information.

12.1.2. Projects List Report Dated March 2015

Further re: the Age and Disability Friendly Communities project, Planner Starke reported that there had been a Trustee meeting with the consultant and a local community support worker, and there would be a community consultation event in May.

12.2. Applications Report Dated March 2015

Received for information

12.3. Trustee and Local Expense Report Dated February 2015

Received for information

12.4. Adopted Policies and Standing Resolutions

Planner Starke noted that a new advertisement for Advisory Planning Commission Members had been placed (current terms expiring in April).

12.5. Local Trust Committee Webpage

The North Pender Local Trust Committee webpage can be found at:
<http://islandstrust.bc.ca/islands/local-trust-areas/north-pender.aspx>

12.6. Chair's Report

Chair Grams commented on the following:

- his recent Salt Spring Island Trustee work on watershed management of Mary's Lake through the Salt Spring Island Watershed Protection Authority
- an inter-island economic development meeting sponsored by Salt Spring;
- regional movements towards "joined-up governance" (e.g. involving CRD)
- March Trust Council meeting, with a 0% budget increase for the fourth year;
- need for Islands Trust (40 years old) to take a bold review of its purposes;
- attending recent Grace Islet First Nations ceremony, which was an amazing.

12.7. Trustee Report

Trustee Masselink spoke on the need for the Islands Trust to build trust and collaboration in an effective way, now with 25,000 people in the Trust area. Trustee Masselink was continuing to meet with local groups (e.g. inspired by collaborative work of the women of the Southern Gulf Islands Libraries Commission).

Trustee Barber encouraged community members to get involved with Advisory Planning Commission work, and with Local Trust Committee meetings.

12.8. Trust Fund Board Report

None

13. NEW BUSINESS

None

14. UPCOMING MEETINGS

14.1. Next Regular Meeting Scheduled for April 30, 2015, at the Pender Island Community Hall

15. TOWN HALL

Sara Steil presented a written submission on “Liveaboards in Marine Waters”, expressing concerns about the ongoing issue of discharge of sewage by some craft, which was harmful to the marine habitat and ourselves. A network of sewage treatment pump-out facilities should exist, as had been advocated previously with Trust Council.

Michael Sketch commented as follows:

- there were CRD related waste management structures on Salt Spring, and could the new Pender Advisory Planning Commission on waste management liaise with that?
- noted however, that where CRD staff were involved with local waste management, they would take direction from the CRD;
- decision was needed about whether to try to regulate Pender waste management from Pender, with private operators, or to have greater CRD involvement.

Herb Katz commented as follows:

- discussions on affordable housing and short term vacation rentals (STVR's) involved a lot of feeling and anecdotes, but an absence of fact, so data should now be sought;
- re: Seniors, emerging consensus was that most important variable was independence, so we should encourage local seniors to get together and decide what was needed.

Chuck Harris said that to gather local data about local housing stocks, it was possible that the Pender Emergency Program's Neighbourhood Contacts could be asked about their neighbourhoods (e.g. how many resident families, people in trailers, STVR's etc).

Austin Davies said that from an environmental perspective, he hoped we could increase the density here as needed, without impacting the environment too much. There were a lot of people on the planet, and we could allow more here, within the same structures.

Candis Zell said that there were a lot of empty houses on Pender.

Trustee Barber said that during the election campaign, she had talked about using the building footprint we have here, so that we are not needing to build new as much.

16. CLOSED MEETING

None

17. ADJOURNMENT

By general consent the meeting was adjourned at 12:36 pm.

George Grams, Chair

Certified Correct:

Zorah Staar, Recorder

**NORTH PENDER ISLAND ADVISORY PLANNING COMMISSION
MINUTES OF MEETING
WEDNESDAY, JANUARY 7, 2015 (10:30 am)
PENDER COMMUNITY HALL
4418 BEDWELL HARBOUR ROAD, NORTH PENDER ISLAND**

PRESENT:	Val Butcher	Chair
	Marika Kenwell	Member
	Reg Smith	Member
	Sharon Card	Member
	Michael Symons	Member
	Zorah Staar	APC Secretary



REGRETS:	Julie Roper	Deputy Chair
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PUBLIC: none

1. CALL TO ORDER

The meeting was called to order at 10:41 am, by Chair Val Butcher of the North Pender Island Advisory Planning Commission (APC).

2. APPROVAL OF AGENDA

Chair Butcher noted and it was agreed by consensus that the sole agenda item was to consider approval of the minutes of the December 8, 2014 APC meeting (re: NP-RZ-2012.1 – Burdett application to rezone for solid waste transfer). The North Pender Island Local Trust Committee had referred this application for APC consideration.

3. APPROVAL OF MINUTES

The December 8 minutes had been circulated in initial draft form to APC Members and the Islands Trust, and then further revised and re-circulated.

Moved by Marika Kenwell, seconded by Michael Symons, to adopt the December 8, 2014 APC Minutes, as revised.

CARRIED

4. ADJOURNMENT

Moved by Michael Symons, seconded by Reg Smith, to adjourn the meeting at 10:46 am.

CARRIED


Chair

MARCH 17, 2015
Date adopted

FIVE

ADOPTED



North Pender Island Advisory Planning Commission Minutes of Meeting



Date: Tuesday, March 17, 2015

Location: Pender Island Community Hall Lounge
4418 Bedwell Harbour Road, North Pender Island, BC

Members Present: Val Butcher, Chair
Julie Roper, Deputy Chair
Marika Kenwell
Reg Smith
Sharon Card
Michael Symons

Staff Present: Zorah Staar, Recording Secretary

Regrets: None

Others present: Michael Philpot (Applicant for NP-RZ-2014.1)
Dianne Barber, Local Trustee
(no other members of the public)



1. CALL TO ORDER

Chair Butcher called the meeting to order at 10:35 am, and made introductions. Note: This was after a site visit which had occurred earlier this morning, when 5 Advisory Planning Commission (APC) Members visited the property affected by rezoning application NP-RZ-2014.1 (Philpot), which was being discussed today.

2. APPROVAL OF AGENDA

NP-APC-2015-003

It was MOVED and SECONDED

THAT the North Pender Island Advisory Planning Commission approve the proposed agenda for the March 17, 2015 meeting.

CARRIED

3. APPROVAL OF MINUTES

Chair Butcher noted that there had been a brief Advisory Planning Commission (APC) meeting on January 7, 2015, simply to approve the minutes of the December 8, 2014 meeting on the solid waste rezoning referral.

NP-APC-2015-004

It was MOVED and SECONDED

THAT the North Pender Island Advisory Planning Commission approve the minutes of the January 7, 2015 meeting.

CARRIED

4. LOCAL TRUST COMMITTEE REFERRAL

4.1. Introductory Comments by APC Chair

APC Chair Butcher noted that the main purpose of this Advisory Planning Commission (APC) meeting was to discuss the referral by the North Pender Island Local Trust Committee (LTC) of the following rezoning application: NP-RZ-2014.1 (Michael Philpot). This application was a proposal to amend the Water 1 zone on property located at 7950 Plumper Way (Trincomali, North Pender), to allow for an existing oversize dock, to be used as shared dock by the original owner (Philpot) and 2 additional lots to be created through subdivision (a separate application). The APC had received the January 5, 2015 Staff Report re: the application (which noted the size of the dock as 18.3 m x 4.6 m, i.e. 60 ft by 15 ft), and the draft rezoning Bylaw No. 198. Five APC Members had made a site visit to the property earlier this morning, with the Applicant present.

4.2. Introductory Comments by Applicant

Applicant Michael Philpot was present, and made the following comments: that the Staff Report did a good job of summarizing the facts; that he'd been working with Islands Trust Bylaw Enforcement, the Planner, and the Trust Fund Board, to resolve a situation driven by a single bylaw complaint about his dock being larger than allowed; that he did appreciate this being an infraction; that the protection of Wallace Point (the location of his property) was a point of concern for a lot of people, and he was trying to contribute to this with the protective covenant he'd agreed to; that he'd done everything requested of him (e.g. biological report, marine reports), and he believed his current applications for rezoning and subdivision were an "elegant solution" to an issue needing resolution.

4.3. Brief Comments by the Public

There was only one member of the public present (Local Trustee Dianne Barber), who said that she was here to observe, and did not comment further on the application.

4.4. Discussion & Recommendations by APC Members

An APC Member began by asking the Applicant why the dock had been built larger than the Land Use Bylaw allowed, in particular because the plans submitted for the Applicant's required provincial License of

Occupation for the water area did not show the dock as being larger than that permitted by the North Pender Island Land Use Bylaw.

Applicant Michael Philpot responded as follows: that his boat at the time was larger than now; that his contractor said the proposed dock would not be large enough to provide safe harbour for his initial boat; that the contractor suggested a "workaround" which would make it acceptable to have a larger dock than permitted by the Bylaw; that Philpot was new to the island, so he said "okay" to the building of a larger dock; that there were many illegal mooring buoys in Peter's Cove, near his property (i.e. ones where the required provincial permission had not been sought); that Philpot already let people in the neighbourhood use his dock if they telephoned him first (e.g. for water taxis to come drop off their friends); and that after the bylaw complaint, Philpot had gone around and asked his neighbours if they had objected to his dock, and none had said they did.

APC Chair Butcher invited each APC Member in turn to ask further questions and make their comments (summarized below).

All APC Members concurred in significant frustration about this application involving yet another resident who did not confirm or follow local building restrictions, built a structure, and then asked later for forgiveness in the form of a bylaw variance or rezoning. There was a general APC consensus that our local Land Use Bylaw needed to mean something, and needed to be enforced – ideally with proactive enforcement when possible.

More specifically, APC Member Roper commented as follows: that according to the Staff Report, the Philpot dock was 225% larger than allowed by the Land Use Bylaw; that another factor was the larger boats that could be tied up to a dock this big, which impacted neighbours and also how the shoreline looked to others; that Roper was especially concerned about the Applicant appearing to have acted intentionally, in building his dock larger than what was allowed; that every citizen should find out the applicable rules and regulations; and most people followed bylaw size rules, even when they felt a compelling need to build something larger.

APC Member Smith commented as follows: that he fished around Wallace Point, and the Philpot dock stood out, added to the armouring of the shoreline, and also permitted a larger boat; that on the other hand, the Applicant had gone a long way towards satisfying the Islands Trust by offering a NAPTEP covenant (Natural Area Protection Tax Exemption Program), and a subdivision requirement to share the dock with the two new proposed lots; and that the covenant and subdivision dock limit should be in place before any consideration was given to allowing rezoning for a larger dock.

APC Member Card commented as follows: that she was concerned if this rezoning was allowed, it would set a precedent supporting Applicants who knowingly built larger docks or structures than allowed, and then were able to have them approved after the fact; that Philpot going around and asking neighbours how they felt was flawed, because many people would not necessarily say their true feelings to his face; that Card felt it was significant for the APC not to know (from the Staff Report) whether the referrals to other agencies besides First Nations had occurred, and what their responses might be; and that even though there was an Official Community Plan provision about "encouraging use of community docks or multi-user docks", this did not mean that larger docks were encouraged.

APC Member Kenwell commented as follows: that she too was concerned about setting a precedent if the Philpot rezoning was approved; that she also believed the protective NAPTEP covenant and subdivision involving dock sharing should be completed before any dock rezoning was considered; that she thought it was significant for the Applicant to have been wrongly advised by his contractor, and that removing the dock could cause habitat damage for sea creatures (see final paragraph on this page).

APC Member Symons commented as follows: that he had water zone questions, which he wishes the Planner could be here to answer; that the fact that this oversize dock caused just one complaint doesn't reflect on the validity of the complaint; that shared docks could be a valid planning principle, but he wasn't sure it applied here; that with conditions around Wallace Point, it was not a given that 2 more docks would be built there in any event; that from the water, the Philpot dock looked big, and would look even bigger with large boats; that the current application involved an after-the-fact effort to legitimize a wilful violation; that people moving here had a duty to inform themselves of local laws, before building anything; and that the Local Trust Committee should also consider what parameters would apply to proposed multi-user docks (e.g. size, neighbours, sensitive areas, etc.)

Chair Butcher commented as follows: that she was not generally a proponent of people asking forgiveness instead of permission, but the Applicant had done a good job of mitigating what had happened; that removing the dock could cause more damage than leaving it; that it was her understanding that the Local Trust Committee considered each case individually, so she didn't think this case would set a definitive precedent.

The APC discussed this Staff Report comment (page 9, Staff Comments, first paragraph): "The relative impact of shading the float [dock] has on the sea floor is considered less than the impacts of habitat damage that would occur by removing the dock." This statement was given more weight by two APC Members. Another said that this was a staff interpretation of a

report not seen by the APC, and it did not by itself justify the continuance of an illegal structure, when weighed against other factors already discussed.

NP-APC-2015-005

It was MOVED and SECONDED

THAT regarding rezoning application NP-RZ-2014.1 (Philpot), the North Pender Island Advisory Planning Commission recommend that the Local Trust Committee not approve this application.

CARRIED (4 in favour, Chair Butcher & Member Kenwell opposed)

Val Butcher and Marika Kenwell said that they were opposed to the above motion because they were concerned about potential habitat damage if the dock was removed, and they felt that if everything was in place (i.e. the protective covenant and the subdivision), then the rezoning should go ahead to permit a multi-user dock.

NP-APC-2015-006

It was MOVED and SECONDED

THAT regarding rezoning application NP-RZ-2014.1 (Philpot), if the Local Trust Committee decides to approve this rezoning application, then the Advisory Planning Commission recommends that the NAPTEP covenant and the strata subdivision be in place and approved, before the rezoning for the dock is approved.

CARRIED (all in favour)

NP-APC-2015-007

It was MOVED and SECONDED

THAT regarding rezoning application NP-RZ-2014.1 (Philpot), the Advisory Planning Commission recommends that the Local Trust Committee also consider including dockage and moorage as part of the subdivision review process for waterfront subdivisions, and better defining the parameters and considerations for multi-user docks, including whether increased size would be allowable.

CARRIED (all in favour)

In addition, an Advisory Planning Commission Member suggested drafting a motion about the need to increase bylaw monitoring (within the existing budget), in order to try to catch potential bylaw infraction situations before structures were fully constructed and in use (if possible).

All APC Members agreed that more pro-active bylaw enforcement would be ideal. However, some noted the likely limits on the willingness of taxpayers to pay additional taxes for more Bylaw Enforcement Officers.

Chair Butcher noted that the Advisory Planning Commission was bound by its bylaw to make recommendations only on matters referred by the Local Trust Committee. However, she encouraged APC Members to make their personal views known to the Local Trust Committee.

5. ADJOURNMENT

NP-APC-2015-008

It was MOVED and SECONDED

THAT this Advisory Planning Commission meeting be adjourned at 12:04 pm.

CARRIED



Val Butcher, APC Chair

Certified Correct:



Zorah Staar, Recorder



DRAFT

North Pender Island Advisory Planning Commission Minutes of Meeting



Date: Thursday, April 2, 2015 (10:00 am)

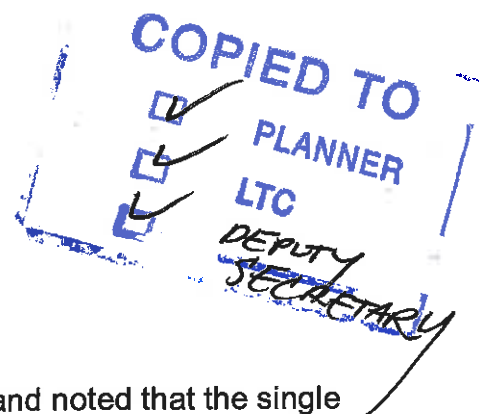
Location: Pender Island Community Hall Lounge
4418 Bedwell Harbour Road, North Pender Island, BC

Members Present: Val Butcher, Chair
Julie Roper, Deputy Chair
Reg Smith
Sharon Card
Michael Symons

Staff Present: Zorah Staar, Recording Secretary

Regrets: Marika Kenwell

Others present: None



Chair Butcher called the meeting to order at 10:02 am, and noted that the single agenda item was approval of the minutes of the March 17, 2015 Advisory Planning Commission (APC) meeting.

The March 17 APC meeting concerned the referral by the North Pender Island Local Trust Committee of rezoning application NP-RZ-2014.1 (Philpot), which was about approval of an oversize dock.

By general consent, the Advisory Planning Commission amended the March 17 minutes at page 4, 3rd paragraph, 9th line – to change “blatant” to “wilful”.

NP-APC-2015-009

MOVED by Member Symons, SECONDED by Member Roper
THAT the North Pender Island Advisory Planning Commission approve the minutes of the March 17, 2015 meeting, as amended.

CARRIED

In addition, Recorder Zorah Staar reported that Islands Trust staff had requested for the Advisory Planning Commission minutes to follow generally the current Islands Trust format for Local Trust Committee minutes. This included resolutions no longer naming the Mover and Seconder, therefore the March 17 minutes had been prepared on this basis.

However, all the APC Members present considered the names of the Mover and Seconder as relevant to a better understanding of APC discussions and recommendations, for those later reading the minutes.

By general consent the Advisory Planning Commission requested that their minutes continue to show the names of the Mover and Seconder on resolutions.

NP-APC-2015-010

MOVED by APC Member Symons

THAT this Advisory Planning Commission meeting be adjourned at 10:09 am.

CARRIED

Val Butcher, APC Chair

Certified Correct:

Zorah Staar, Recorder



Follow Up Action Report w/ Target Date

North Pender Island Mar-26-2015

No.	Activity	Responsibility	Target Date	Status
1	Agenda Item 10.1 - NP-DP-2015.1 (Cooke) & NP-DVP-2015.2 (Cooke) - Both permits approved for issuance.	Sharon Lloyd-deRosario	Apr-30-2015	Done
1	Agenda Item 11.1 - WASTE MANAGMENT North Pender Island Local Trust Committee endorsed the project charter dated March 5, 2015. NPILTC Directed staff to draft Terms of Reference for a Special Advisory Planning Commission to address zoning for waste management on North Pender Island.	Justine Starke	Apr-30-2015	Done
1	Agenda Item 11.2 - HOUSING Refer the staff report dated March 17, 2015 to the Advisory Planning Commission for feedback on options for approaching the Housing Top Priority. [DONE] Direct staff to return with one or more project charters that refine the scope of the housing top priority.	Lori Foster Justine Starke	Apr-30-2015	On Going

1	Reschedule NPI LTC Meeting of May 21 to May 28	Lori Foster	Apr-30-2015	Done
1	Bring information on video and audio recording of LTC meetings.	Robert Kojima Justine Starke	Apr-30-2015	On Going



Islands Trust

BYLAW REFERRAL FORM

#200 - 1627 Fort Street
Victoria BC BC V8R 1H8
Ph: (250) 405-5151
Fax: (250) 405-5155
information@islandstrust.bc.ca
www.islandstrust.bc.ca

Island: Mayne Island Trust Area **Bylaw No.:** 161 & 162 (Revised) **Date:** March 26, 2014

You are requested to comment on the attached Bylaw for potential effect on your agency's interests. We would appreciate your response within 15 days. If no response is received within that time, it will be assumed that your agency's interests are unaffected. For your information a Public Hearing to consider the Bylaw will be held April 27, 2014.

APPLICANTS NAME / ADDRESS:

Mayne Island Local Trust Committee initiated

PURPOSE OF BYLAW:

The proposed bylaw amendments have been initiated by the Mayne Island Local Trust Committee to amend the Official Community Plan (OCP) and the Land Use Bylaw (LUB) to correct erroneous cross-references or typographical errors, update regulatory references, and improve clarity in the bylaw. A number of the amendments include:

- Allowing Waste transfer stations on Industrial Zoned Land (recent revision)
- Updating population statistics in the OCP;
- Amending the Temporary Use Permit Guidelines in the OCP to conform with current legislation;
- Correcting a land designation error on the OCP Land Use Designation map;
- Adding and amending definitions to the LUB;
- Updating Acts or Regulations in the OCP and LUB; and
- Other typographical or erroneous cross-references errors in the OCP and LUB.

GENERAL LOCATION:

n/a

LEGAL DESCRIPTION:

n/a

SIZE OF PROPERTY AFFECTED:

n/a

ALR STATUS:

n/a

OFFICIAL COMMUNITY PLAN DESIGNATION:

n/a

OTHER INFORMATION:

More information on this project is available at: <http://www.islandstrust.bc.ca/islands/local-trust-areas/mayne/projects-initiatives/ocp-and-lub-amendments-project.aspx> or by contacting Gary Richardson at grichardson@islandstrust.bc.ca 250-405-5157

Please fill out the Response Summary on the back of this form. If your agency's interests are "Unaffected", no further information is necessary. In all other cases, we would appreciate receiving additional information to substantiate your position and, if necessary, outline any conditions related to your position. Please note any legislation or official government policy which would affect our consideration of this Bylaw.

Gary Richardson
(Signature)

Name: Gary Richardson

Title: Island Planner

This referral has been sent to the following agencies:

Federal Agencies

N/A

Provincial Agencies

Ryan Evanoff, Ministry of Transportation and Infrastructure

Non-Agency Referrals

Islands Trust Bylaw Enforcement

Regional Agencies

Capital Regional District - Building Inspection Services
Capital Regional District – Solid Waste Management

Adjacent Local Trust Committees and Municipalities

Galiano Island Local Trust Committee
Salt Spring Island Local Trust Committee
North Pender Island Local Trust Committee
Saturna Island Local Trust Committee

First Nations

Chemainus First Nation
Cowichan Tribes
Halalt First Nation
Lake Cowichan First Nation
Lyackson First Nation
Pauquachin First Nation
Penelakut Tribe
Tsartlip First Nation
Tsawout First Nation

PLEASE TURN OVER 

BYLAW REFERRAL FORM RESPONSE SUMMARY

- ☐ Approval Recommended for Reasons Outlined Below
- ☐ Approval Recommended Subject to Conditions Outlined Below
- ☐ Interests Unaffected by Bylaw
- ☐ Approval Not Recommended Due to Reason Outlined Below

(DO NOT FILL OUT BEYOND THIS SECTION – REFERRAL AGENCY WILL COMPLETE SECTION)

Mayne Island Trust Area

(Island)

161

(Bylaw Number)

(Signature)

(Title)

(Date)

(Agency)

BYLAW REFERRAL FORM RESPONSE SUMMARY

☐

Approval Recommended for Reasons Outlined Below

☐

Approval Recommended Subject to Conditions Outlined Below

☐

Interests Unaffected by Bylaw

☐

Approval Not Recommended Due to Reason Outlined Below

(DO NOT FILL OUT BEYOND THIS SECTION – REFERRAL AGENCY WILL COMPLETE SECTION)

Mayne Island Trust Area

(Island)

162

(Bylaw Number)

(Signature)

(Title)

(Date)

(Agency)

STAFF REPORT

Date: April 15, 2015

File No.: NP-RZ-2014.1
X-Ref: Bylaw 198
NP-SUB-2012.2
NP-NAPTEP-2014.1

To: North Pender Island Local Trust Committee
For the meeting of April 30, 2015

From: Justine Starke, Island Planner
CC: Robert Kojima, Regional Planning Manager

Re: **NP-RZ-2014.1 – Wallace Point Rezoning for Common Dock**

Owner: 0697595 BC Ltd.
Applicant: Michael Philpot, President/Director 0697595 BC
Location: Lot 23, Section 6, Pender Island, Cowichan District, Plan 1084, Except part in Plan 19554 (7950 Plumper Way)

THE PROPOSAL:

The purpose of this application is to amend the Water 1 zone of the North Pender Island Land Use Bylaw No. 103, 1996 (LUB) to permit a 83.6m² (900 ft²) existing dock, which due to its size cannot be permitted under the W1 zoning, and to prohibit any additional docks adjacent to the property. The dimensions of the float are 18.3m x 4.6m (60ft x 15ft). The dock structure is located in the Water 1 (W1) zone abutting an upland property zoned Rural Residential (RR). Proposed Bylaw 198 is attached as Appendix 1 for consideration of Second Reading by the North Pender Island Local Trust Committee.

BACKGROUND:

The NPI LTC last reviewed this application on January 22, 2015. The following resolutions were passed:

NP-2015-006

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

THAT the North Pender Island Local Trust Committee gives FIRST READING to Bylaw 198, cited as North Pender Island Land Use Bylaw 103, 1996, Amendment No. 04, 2014. (NP-RZ-2014.1 0697595 BC Ltd; 7950 Plumper Way).

CARRIED

NP-2015-007

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

THAT the North Pender Island Local Trust Committee refer Bylaw 198 and the staff report dated November 10, 2014 to the Advisory Planning Commission for advice.

CARRIED

NP-2015-008

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

THAT North Pender Island Local Trust Committee has reviewed and agrees with the Islands Trust Directive Policy Checklist as attached to the Staff Report for NP-RZ-2014., dated January 5, 2015.

CARRIED

The NPI LTC Advisory Planning Commission discussed the application on March 17, 2015. The APC passed the following resolutions:

NP-APC-2015-003

It was MOVED and SECONDED

THAT regarding rezoning application NP-RZ-2014.1 (Philpot), the North Pender Island Advisory Planning Commission recommend that the Local Trust Committee not approve this application.

CARRIED (4 in favour, Val Butcher & Marika Kenwell opposed)

Val Butcher and Marika Kenwell said that they were opposed to the above motion because they were concerned about potential habitat damage if the dock was removed, and they felt that if everything was in place (i.e. the protective covenant and the subdivision), then the rezoning should go ahead to permit a multi-user dock.

NP-APC-2015-004

It was MOVED and SECONDED

THAT regarding rezoning application NP-RZ-2014.1 (Philpot), if the Local Trust Committee decides to approve this rezoning application, then the Advisory Planning Commission recommends that the NAPTEP covenant and the strata subdivision be in place and approved, before the rezoning for the dock is approved.

CARRIED (all in favour)

NP-APC-2015-005

It was MOVED and SECONDED

THAT regarding rezoning application NP-RZ-2014.1 (Philpot), the Advisory Planning Commission recommends that the Local Trust Committee also consider including dockage and moorage as part of the subdivision review process for waterfront subdivisions, and better defining the parameters and considerations for multi-user docks, including whether increased size would be allowable.

CARRIED (all in favour)

This application was cross referenced with application NP-SUB-2012.2, a bare-land strata subdivision application to create three strata lots. However, due in part to water constraints among other considerations, the applicant has recently advised Islands Trust staff that he is not going to pursue subdivision and has withdrawn the application. The rezoning application was previously considered in the context of this subdivision application – the proposal was to have the larger dock be the common property of the strata corporation and shared by strata lot owners. The applicant's new stated priorities are to preserve two thirds of the property under a NAPTEP conservation covenant and to rezone the water zone to permit the larger dock while restricting future docks on the property if it ever were to be subdivided. Withdrawing the application does not prevent the applicant from subdividing sometime in the future.

While there will no longer be strata lot owners as multiple users of the dock, the property owner does extend use of the dock to neighbouring residents of Peter's Cove on a regular basis and will continue to do so. The applicant is also willing to register a covenant on the property stating that if the land is subdivided in the future, a tool is put in place to ensure the new lots have shared access of the dock.

The property has received approval from the Trust Fund Board for a Natural Areas Property Tax Exemption Program (NAPTEP) covenant to protect a large portion of the upland for conservation. The covenant was approved by the Trust Fund Board on March 31, 2015.

Background to this application including previous reports is available on the Islands Trust website at: <http://www.islandstrust.bc.ca/islands/local-trust-areas/north-pender/current-applications.aspx>.

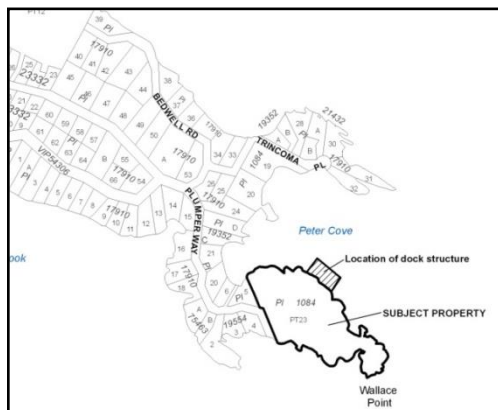
SITE CONTEXT:

The subject property is located on Wallace Point at 7950 Plumper Way, in the Trincomali neighbourhood. The subject property is approximately 2.9 hectare (7 ac) in size and is surrounded by much smaller lots, in the range of 0.12 to 0.4ha. The dock structure is located on the north-east side of the property, in Peter Cove facing Bedwell Harbour. There are few docks constructed in the Trincomali neighbourhood, although there are a number of mooring buoys located in the sheltered waters of Peter Cove and Bedwell Harbour. Photographs taken during a site visit are included for reference.

Figure 2: Orthophoto and 2 metre Contour Intervals



Figure 1: Subject Property



Above and to right: Photos of the dock in Peter Cove, in different seasons, with and without boat moored. The area of the float is 83.6m². The max. area currently permitted by the LUB is 37 m².



CURRENT PLANNING STATUS OF SUBJECT LANDS:

Trust Policy Statement:

Proposed bylaw 198 was considered consistent with the Trust Policy Statement by the NPI LTC on January 22, 2015. The checklist will be forwarded to the Executive Committee after Third Reading of the bylaw.

Official Community Plan:

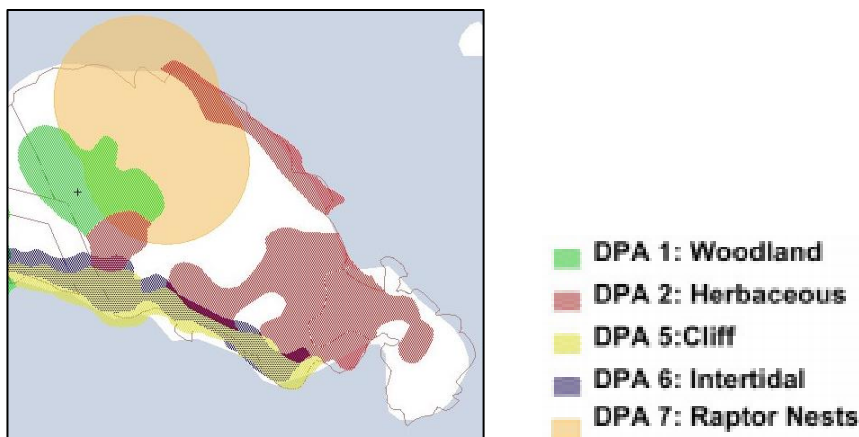
The property is designated Rural Residential and the water is designated Marine in the Official Community Plan (OCP). Relevant policies in the OCP include:

- 4.2.1 Regulations should protect natural coastal processes from the impacts of development.
- 4.2.3 Use of the foreshore and the surface of marine waters within the North Pender Island Local Trust Area shall be regulated by zoning.
- 4.2.6 Marshes, bluffs and other natural features along the coast shall be protected from erosion, pollution and other impacts of development by:
 - ensuring that any use of the foreshore does not result in permanent damage to natural features;
 - encouraging use of community docks or multi-user docks; and
 - ensuring that waterfront development is sufficiently setback to permit natural erosion and accretion processes to occur without endangering structures.
- 4.2.10 No structures, including boathouses and multiple-user docks, should be permitted in coastal and foreshore areas unless an environmental impact assessment indicates that there is no disruption to natural coastal processes.

The subject area of the dock over the water is not within a DPA, however the upland property is subject to the following Development Permit Areas (these are being addressed as a condition of the upland subdivision application):

- ✓ Development Permit Area 1: Woodland
- ✓ Development Permit Area 2: Herbaceous
- ✓ Development Permit Area 5: Cliff
- ✓ Development Permit Area 6: Intertidal
- ✓ Development Permit Area 7: Raptor Nests (there are two overlapping nest sites)

Figure 3: Development Permit Areas



U:\LOCAL TRUST COMMITTEES\North Pender\Applications\RZ\2014\NP-RZ-2014.1 (0697595 BC LTD)\Staff Reports\Staff Report 2nd Rdg Bylaw 198 April 30 2015.docx

Land Use Bylaw: The subject property is zoned Rural Residential (RR) as are the surrounding properties. The marine water in the area subject to this application is zoned Water 1 (W1). Permitted uses in the W1 Zone include:

- a) private floats, wharves, ramps and walkways accessory to the residential use of an abutting upland lot or lots abutting the sea, and providing access to that lot or those lots;
- b) pilings necessary for the establishment or maintenance of the uses permitted by Clause 8.19.1(1)(a);
- c) boat launching ramps; and
- d) marine navigation, marine navigation aids and marker buoys.

Under S. 8.19.6, the maximum water area that may be covered by floats and wharves is 37 m² (398.3 ft²). The permitted width of any ramp or walkway, including handrails, used to access any float or wharf is 1.5 metres (4.9 ft).

Islands Trust Fund: There is currently a NAPTEP covenant in the process of being registered on the property, which was approved by Trust Council on June 18, 2014 and by Trust Fund Board on March 31, 2015. The covenant area includes much of the sensitive ecosystem Development Permit Areas, including mature woodland ecosystems (both Douglas-fir / Arbutus woodland and a small Garry oak woodland) and an herbaceous ecosystem (coastal bluff ecosystem). Coastal juniper (blue listed) is present in a small patch and the bluffs had prickly pear cactus, which is not rare, but is particular to dry rocky sites in the islands. Camas and Death camas were also noted in the NAPTEP proposal. There are two mapped eagle nest trees within the proposed covenant area and there is extensive evidence of River Otter use. There are dense Bull Kelp beds off of the point which are good fish and invertebrate habitat. Other rare plants may be present, but the site was not visited at the appropriate time for observation. The land is a point and is largely surrounded by ocean.

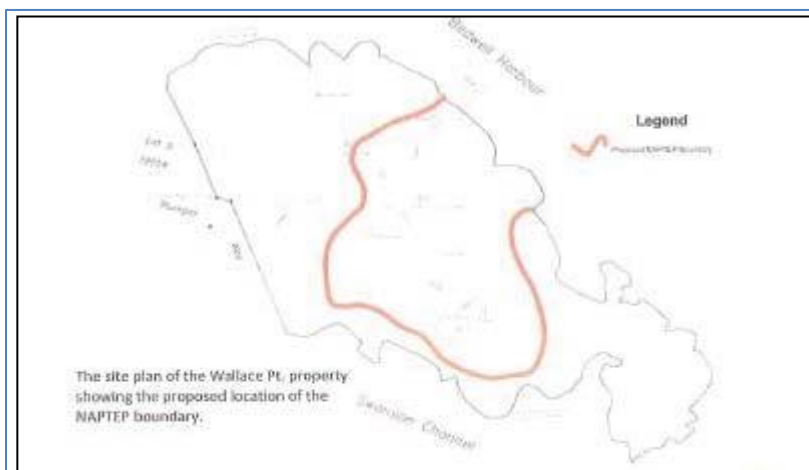
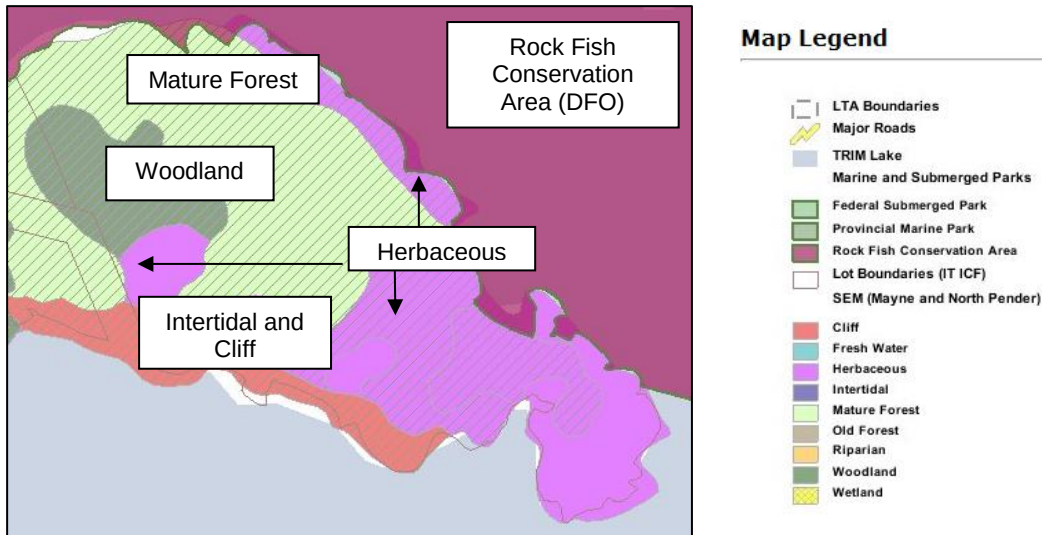


Figure 4: Covenant Boundary
(note the protected area includes the point and the majority of the property's shoreline, the orange outline surrounds the excluded area.)

Sensitive Ecosystems and Hazard Areas:

The property contains a number of sensitive ecosystems, which have been identified by the Development Permit Areas sensitive intertidal, woodland, herbaceous, and cliff ecosystems, as well as for raptor nests. The marine waters in that area of Bedwell Harbour are identified as a Rock Fish Conservation Area by the Department of Fisheries and Oceans. The dock structure is not located within the sensitive intertidal DPA, but is in the Rock Fish Conservation area which restricts fishing activities in this area.

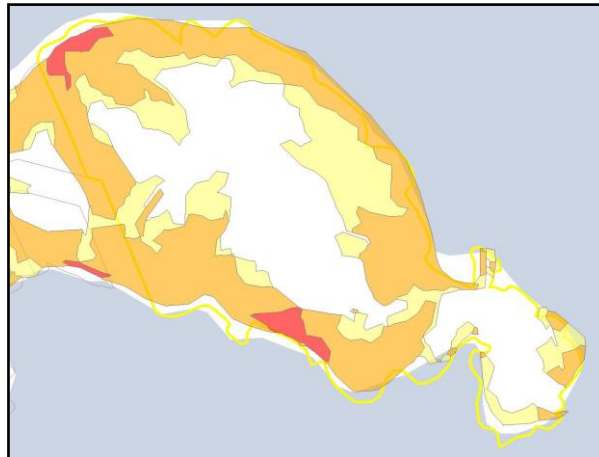
Figure 5: Sensitive Ecosystems



Steep Slope Hazard Mapping

The steep slope hazard mapping shows areas of low, moderate and high hazard areas on the subject property. According to GIS data the property has a high point at 28 metres from sea level, with a moderately steep drop of approximately 14-18m to the shoreline which encircles the property.

Figure 6: Steep Slope Hazard Mapping



Archaeological Sites: There is an archaeological site registered in the provincial database located in the vicinity of the subject property; however, the dock structure is well over 100m away from the site. As has been confirmed through the subdivision process, the area will be included in the land protected the NAPTEP covenant, and therefore sterilized from development. The Ministry of Transportation and Infrastructure is also addressing any archaeological impact by requesting confirmation of support from the Archaeology Branch as a condition of Preliminary Layout Approval for the subdivision.

The Islands Trust preliminary bylaw referral to First Nations in September 2014 resulted in a request by Lyackson First Nation for photos of the land where the dock ramp is attached. After reviewing the photos, the Lyackson staff responded: "We have no objection to the proposal as we see no direct impacts to an archaeological site. That does not necessarily mean there is no cultural site of significance to us, just simply that we do not have the resources or capacity to explore this matter further" (K. Johnnie, email, November 10, 2014).

Covenants: There are no covenants registered on title.

Climate Change Mitigation and Adaptation: Coastal environments are vulnerable to future changes in sea level, storm frequency and storm intensity due to climate change. The dock structure is located in an area of rocky shoreline and the applicant has indicated the float was engineered to withstand extreme weather events.

Shoreline The shoreline type has been identified as "sea cliff." Sea cliffs are hard, mostly bedrock shores with slopes steeper than 20%. Sea cliffs are resistant to erosion and tend to be stable over a human time scale. Sediment transport rates along shoreline nearby sea cliffs are low, because of the limited sediment they supply to the nearshore. Sea cliffs in the Gulf Islands support the common upper intertidal zone community of barnacles, rockweed and blue mussels, at all wave exposures. Associated species include limpets, periwinkles, shore crabs, and sea stars. Bull kelp, a highly productive habitat, occurs throughout the Gulf Islands in nearshore rocky areas, often at rocky headlands like sea cliffs or areas of higher tidal currents.

Other: The owner was issued a License of Occupation from the Ministry of Natural Resource Operations (formerly Integrated Land Management Bureau) in September 2007 for the dock, specifically for a 60m x 36m license area consisting of a ramp and float. The area of the lease does not need to be expanded as a result of this rezoning application; it is of sufficient area to accommodate the larger dock.

Professional Reports:

The applicant was requested to provide development approval information under the Development Approval Information Bylaw 134. A professional report by a marine biologist has been provided which identifies what impacts the excess area of the dock may have on the surrounding marine environment, with specific note of any sensitive marine ecosystems and/or the habitat of rare or threatened species. The report considers whether the dock disrupts natural coastal processes and the relative impacts of the larger dock versus one to three smaller docks, with consideration of the impact to the marine habitat of removing the dock. The report concludes that:

Docks have impacts, but they are legally permitted structures on the subject property. This assessment focused on the difference between the adverse affects of the existing size dock relative to a permitted dock of less than half its size. Overall, several dock related concerns have been mitigated through citing [sic] and construction choices. Other concerns exist regardless of the difference in dock size. Issues associated with dock presence and the loss of unobstructed shorelines increase with each dock citing. The primary concerns from this dock relate to the potential interference with sediment transport processes into Peter Cove and the loss of light to the subtidal and intertidal community below the dock. Impacts to sediment transport processes are considered minimal primarily due to the low volume of fine sediment moving past the dock into Peter Cove, but also the low number of pilings (two) that can interfere with wave energy. Light is reduced to a greater extent from the larger structure, however the reduction in available habitat is considered minimal (McDuffy, M. 2014. "Assessment of Near shore Habitat Impact of Oversized Dock, Wallace Point, North Pender Island, BC," (p. 11).

This report can be viewed at: <http://www.islandstrust.bc.ca/islands/local-trust-areas/north-pender/current-applications.aspx>.

REFERRALS AND COMMUNITY INFORMATION MEETING(S):

A preliminary referral was sent to the following First Nations.

- First Nations:
 - Cowichan Tribes
 - Halalt
 - Lake Cowichan
 - Lyackson*
 - Malahat (TE'Mexw Treaty Association)
 - Pauquachin
 - Penelakut
 - Semiahmoo
 - Stz'uminus
 - Tsartlip
 - Tsawout
 - Tsawwassen
 - Tseycum

* The preliminary referral to Lyackson First Nation was acknowledged with a request for more information, specifically pictures of the land where the dock attaches. Pictures were sent by staff and a response from Lyackson was received, which states: "We have no objection to the proposal as we see no direct impacts to an archaeological site. That does not necessarily mean there is no cultural site of significance to us, just simply that we do not have the resources or capacity to explore this matter further."

Referrals were also sent to the following agencies for comment on February 5, 2015. As of the time of writing this report no responses were received.

- Trust Fund Board
- Ministry of Forest, Lands & Natural Resource Operations
 - Archaeology Branch
 - Ecosystems Branch
 - Crown Lands and Resources
- Ministry of Transportation and Infrastructure
- Department of Fisheries and Oceans
- Mayne Island Local Trust Committee
- Salt Spring Island Local Trust Committee
- Saturna Island Local Trust Committee
- South Pender Island Local Trust Committee

In addition, the public hearing notice would be circulated to all property owners and tenants within 100 metres of the subject property in advance of the public hearing.

RESULTS OF CIRCULATION: Submitted with the application was a survey conducted by the applicant of the neighbourhood in 2010 with a prepared letter for residents to sign that explained the previous variance request and stated they had no objections. Of 19 properties visited, contact was

made with 15, and of those, 12 signed the letter of no objection. The applicants' survey information is on file at Islands Trust. If the application proceeds to public hearing a formal notice will be circulated to neighbours within 100 metres of the property and advertised.

ISSUES SUMMARY:

1. Regulating the maximum water area that may be covered by floats serves to:
 - reduce both localized and the cumulative impacts of floats on the coastal environment;
 - reduce the visual impacts of dock structures for adjacent property owners; and
 - protect the rural character of the island shoreline as seen from the sea.
2. Floats block sunlight for aquatic plants, which may lead to a loss in fish habitat. Limiting the size of permitted structures also helps to avoid an armoured appearance to a shoreline that could occur with multiple private dock structures along the waterfront. The Trust Policy Statement and OCP policies that support sharing of docks or multi-user docks are examples of one approach to help deter this occurring.
3. The North Pender OCP supports multi-user, shared docks where there is no disruption to natural coastal processes. The subject dock is not a community dock (i.e. not for public use), and is no longer proposed to be serving 3 strata lots in the immediate future. However the bylaw would preclude additional dock construction on the subject property should the land be subdivided in the future. A covenant could require the dock to be shared by the lots in any future subdivision. The property owner does extend use of the dock to his Peter Cove neighbours on an informal basis.
4. The OCP calls for an environmental impact assessment to determine the impacts of multiple user docks. Consistent with the Development Approval Information Bylaw, a professional report has been provided to identify any impacts the excess area of the dock may have on the surrounding marine environment. The report concludes that the primary concerns of 1) interference with sediment transport and 2) a reduction of light caused by the dock have minimal impact.
5. The central land use question for consideration still concerns the relative impacts of the existing, oversize dock, versus a smaller dock and in the context of the potential for up to three 37m² docks should the land be subdivided in the future.
6. The Advisory Planning Commission advised to proceed no further with this application in order to avoid setting a precedent. It also recommended that the NAPTEP covenant and subdivision be finalized before continuing with the application. Subsequently, the NAPTEP covenant was approved and the subdivision application was withdrawn.

STAFF COMMENTS:

The decision to withdraw the subdivision application offers immediate relief from the environmental impacts of subdivision while still enabling advance planning for a multi-user dock by requiring any future subdivision share the dock between new lots. Therefore, the application still has merit based on the OCP policy of supporting multi-user docks. The professional report has confirmed that the environmental impact of the larger dock is not out of proportion with the impacts of one smaller dock. The chain anchoring of the dock to the sea floor allows natural coastal processes to flow and the ramp to the dock allows light to filter through it. The relative impact of shading the float has on the sea floor is considered less than the impacts of habitat damage that would occur by removing the dock.

Draft Bylaw 198 is attached for consideration of Second Reading by the North Pender Island Local Trust Committee. The Bylaw proposes a new site-specific Water 1(c) zone (W1(c)) and the zone boundary has been drafted to avoid any potential impacts to adjacent neighbouring properties. The draft bylaw covers the entire shore of the subject property and the new zone only permits one dock.

The biologist report has confirmed that the impact of one larger dock is less than the cumulative impacts of three 37m² docks, as would otherwise be permitted if the land were subdivided. This still protects against additional docks if the land is subject to subdivision in the future. If the application proceeds, staff recommend that a covenant be registered as a condition of rezoning, requiring that as a condition of any future subdivision common use of the dock be ensured by registration of an easement or access via common property in the case of a bare land strata subdivision. The benefits of protecting sensitive ecosystems with the NAPTEP covenant should also not be overlooked. Although it is not a formal condition of rezoning, the LTC should ensure that it is in place before proceeding with adopting any bylaw amendment.

With these factors in mind, staff support Draft Bylaw 198 being given Second Reading, and a community information meeting held. The LTC is also being requested to give direction to schedule a public hearing at this time. The community information meeting can be scheduled directly prior to the Public Hearing.

RECOMMENDATIONS:

1. THAT the North Pender Island Local Trust Committee gives SECOND READING to Bylaw 198, cited as North Pender Island Land Use Bylaw 103, 1996, Amendment No. 04, 2014 (NP-RZ-2014.1; 0697595 BC Ltd; 7950 Plumper Way).
2. THAT the North Pender Island Local Trust Committee direct staff to schedule a public hearing and community information meeting for Bylaw 198, cited as North Pender Island Land Use Bylaw 103, 1996, Amendment No. 04, 2014 (NP-RZ-2014.1; 0697595 BC Ltd; 7950 Plumper Way).
3. THAT the North Pender Island Local Trust Committee request a suitably worded s. 219 covenant be registered prior to final adoption of bylaw 198, to ensure that prior to registration of any future subdivision an easement or access via common property is a condition of subdivision approval.

Prepared and Submitted by:

Justine Starke

April 15, 2015

Concurred in by:



Robert Kojima
Regional Planning Manager

April 16, 2015

Date

Attachments:

Appendix 1: Proposed Bylaw 198

NORTH PENDER ISLAND LOCAL TRUST COMMITTEE

BYLAW NO. 198

A BYLAW TO AMEND NORTH PENDER ISLAND LAND USE BYLAW 103, 1996

WHEREAS the North Pender Island Local Trust Committee is the Local Trust Committee having jurisdiction on and in respect of the North Pender Island Local Trust Area, pursuant to the Islands Trust Act;

AND WHEREAS the North Pender Island Local Trust Committee wishes to amend Land Use Bylaw 103, 1996;

AND WHEREAS the North Pender Island Local Trust Committee has held a Public Hearing;

NOW THEREFORE the North Pender Island Local Trust Committee enacts in open meeting assembled as follows:

A. Bylaw No. 103, cited as "North Pender Island Land Use Bylaw 103, 1996" is amended as follows:

1. The following is inserted as a new Section 8.19.7 in the Water 1 (W1) Zone

8.19.7 Site Specific Regulations

The regulations listed in Column 3 of the following table only apply to the land identified in Column 2 of the same row. These lands are identified on the zoning map by the site-specific zoning reference listed in Column 1.

<i>Column 1</i> Site- Specific Zone Reference	<i>Column 2</i> Legal Description	<i>Column 3</i> Site Specific Regulations
W1(c)	The land covered with water fronting Lot 23, Section 6, Pender Island, Cowichan District, Plan 1084, Except part in Plan 19554.	(1) Despite 8.19.6(1) the maximum water area that may be covered by a float is 83.6m ² . (2) Despite 8.19.7(1) a maximum of one private float, ramp and walkway is permitted in the W1(c) zone

2. Schedule "D" (Zoning Map for North Pender Island) is amended in accordance with the map attached to and forming part of this bylaw as Plan No. 1.

B. This Bylaw may be cited as "North Pender Island Land Use Bylaw 103, 1996, Amendment No. 04, 2014".

C. If any provision of this Bylaw is for any reason held to be invalid by a decision of any Court of competent jurisdiction, the invalid provision must be severed from the Bylaw and the decision that such provision is invalid must not affect the validity of the remaining provisions of the Bylaw.

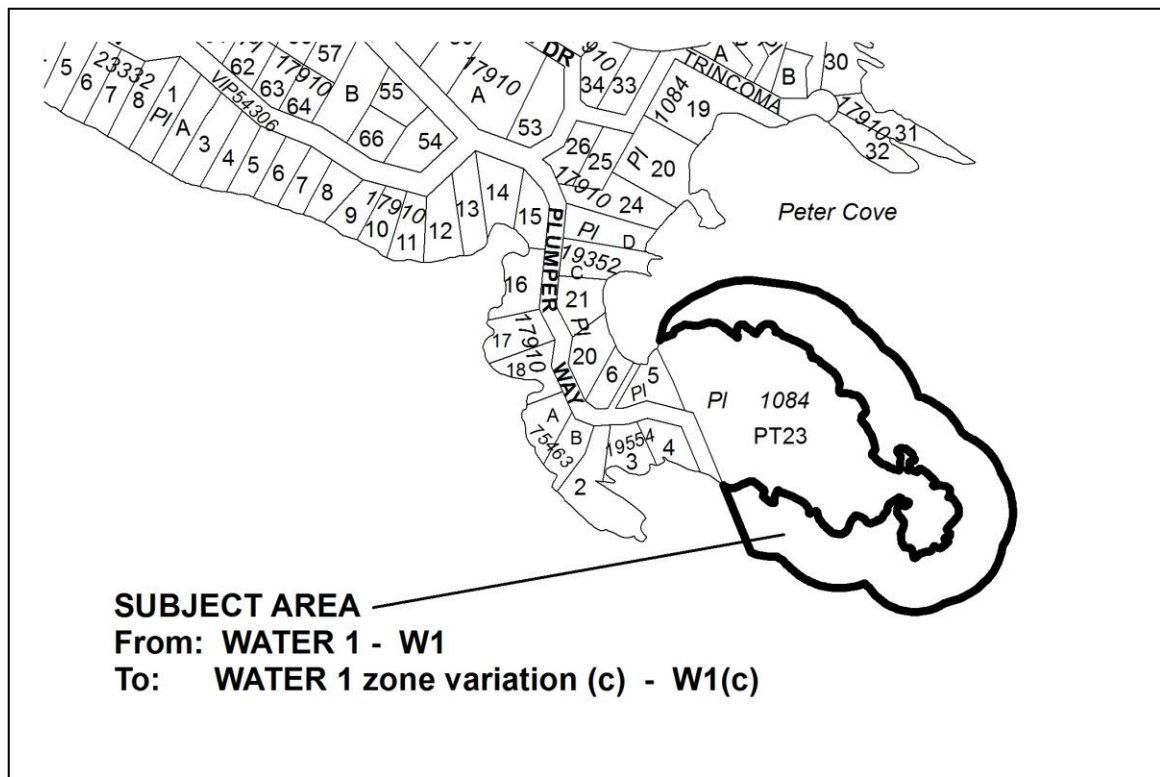
READ A FIRST TIME this 22nd day of JANUARY , 2015

NORTH PENDER ISLAND LOCAL TRUST COMMITTEE

BYLAW No. 198

PLAN No. 1

“North Pender Island Land Use Bylaw No. 103, 1996, Schedule “D” Zoning Map” is amended as follows:



Date: April 21, 2015

File No.: 6500-20-Waste
Management

To: North Pender Island Local Trust Committee
For the meeting of April 30, 2015

From: Justine Starke, Island Planner, Local Planning Services

CC: Robert Kojima, Regional Planning Manager

**Re: Special Advisory Planning Commission Terms of Reference
LTC Top Priority – Land Use Planning for Waste Management**

Background

North Pender Island has a basic community need for appropriate and permanent location(s) for solid waste management. Solid waste management has historically been provided on land without the appropriate zoning, sometimes operating under Temporary Use Permits, other times in contravention of the Land Use Bylaw (with the exception of the Recycling Centre which is located in the Recycling Facility (RF) zone and is a permitted use within the Land Use Bylaw).

The goal of the project is to identify land to be zoned for solid waste transfer facilities through an evaluation of best practices, through an inventory of existing industrial land and current waste transfer sites, and through the development of regulations and appropriate criteria for siting transfer facilities.

A special Advisory Planning Commission (SAPC) has been proposed to research best practices, conduct community analysis, and reach consensus on the ideal locations and preferred scope of waste management that should be pursued on North Pender Island. The role of the Special Advisory Planning Commission is to determine appropriate locations and regulations for waste transfer facilities on North Pender Island, and make recommendations to the North Pender Island Local Trust Committee.

This report presents a draft Terms of Reference for the Special Advisory Planning Commission to the LTC for consideration (see appendix 1). The project charter for this top priority is attached as appendix 2. Note it has been amended to include a budget and refine the work plan to ensure consistency with the SAPC terms of reference.

The Special Advisory Planning Commission, with assistance from Islands Trust staff, will address the following:

- a. Background research, context, best practices, lessons learned.
- b. Inventory existing industrial land and land used for waste management activities.
- c. Consult with target stakeholders (waste management operators, industrial land owners)
- d. Facilitate and participate in community consultation events aimed at reaching community consensus on the location and scope of waste management on NPI

- e. Develop criteria for the siting of waste transfer facilities
- f. Evaluate land/sites according to research and criteria. Identify any new sites.
- g. Make recommendations for the scope and intent of new land use bylaw regulations for waste transfer facilities
- h. Make recommendations for where to locate for current/future waste transfer facilities.
- i. Potentially, if requested, provide recommendations to CRD on solid waste management plan.

Analysis

Appointing a Special Advisory Planning Commission (SAPC) to undertake this task keeps the project within the realm of the community; the community will own the results. The Terms of Reference states that the SAPC will be appointed "to represent the local community and ensure the process to develop land use regulations for waste transfer facilities is steered by the community itself." Reaching community consensus on the location of waste transfer facilities can sometimes be difficult; the community process to implement solutions to zoning for waste management must be inclusive yet objective, and based on principles of cooperation and accommodation, using an enlarged community perspective. The SAPC will play a key role in this process by participating in community meetings and reflecting community input in its advice to the LTC. Members of the SAPC should be appointed based on their experience, knowledge, and objectivity. Those with a conflict of interest should not be considered.

The Terms of Reference specifies that "Special Advisory Planning Commission meetings themselves are not intended to be community consultation events, and in the interest of time and agenda management, the Chair may limit community input during the SAPC meetings." This provision is not intended to restrict community input, but rather to ensure efficient use of resources. The NPI LTC budget and timeline does not allow for endless SAPC meetings, and the SAPC will require tight time management to achieve its objectives. The SAPC will be hosting additional events with the North Pender Island Local Trust Committee specifically designed for public participation in the process. Public input will also be gathered using surveys and inviting feedback via letters, emails, town hall sessions, and other traditional methods of community engagement.

Timeline and Budget:

It is anticipated that the Special Advisory Planning Commission will need to meet a minimum of six or seven times over the next year, in addition to co-hosting the public engagement sessions with the Local Trust Committee and staff. It is estimated that the SAPC meetings will cost approximately \$500 each, with the biggest expense in minute taking. Because the community engagement sessions will use break out groups and other meeting formats that do not require the same level of minute taking, we can anticipate less costs for these meetings. Note that the total costs for the proposed work plan is \$4,400 which is over the estimated budget available for this project. The workplan and budget are proposed to be as efficient as can be reasonably expected, staff are thus recommending proceeding despite this shortfall in anticipation of savings that can be re-allocated from other projects.

Despite the need for timely deliverables, note the timeline proposed is not fixed and does not have specific dates set. This is to accommodate schedules of APC members but also to be flexible enough to accommodate collaboration with the CRD Integrated Waste and Resource Management Planning process, as opportunities arise. Discussions with CRD indicate they are still aiming to conduct public consultation in fall of 2015, but that this could change. Note also that the Terms of Reference include the option of the CRD Electoral Area Director for the Southern Gulf Islands sit in an ex-officio capacity on the SAPC.

PROJECT CHARTER WORK PLAN OVERVIEW			
Meeting	Deliverable/Milestone	Target Date	Cost
SAPC Meeting #1	Inaugural meeting of Special APC – Background presentations and orientation by CRD and Islands Trust staff. Develop understanding of task, terms of reference for the work, and best practices in the literature for achieving goals.	June, 2015	\$500
SAPC Meeting #2	Review inventory of existing industrial land and land used for waste management activities (basic information provided by staff). Appoint a subcommittee to meet with the agreed upon targeted stakeholders. Discuss and agree on objectives and preferred outcomes of the stakeholder meetings. Summaries of the stakeholder meetings will be compiled and reviewed by the SAPC in a subsequent meeting.	July, 2015	\$500
Community Engagement Session #1:	Understanding Waste Management – Roles and Responsibilities (with technical assistance from CRD staff, possibly conducted as a joint consultation event). Third party facilitation (either a consultant or staff led, or with a volunteer facilitator from North Pender Island).	September, 2015	\$300 +
SAPC Meeting # 3:	Review summaries of stakeholder meetings and community engagement session #1. Brainstorm recommendations for what the scope of waste management should be on North Pender Island (what uses should be permitted by zoning?). Develop draft criteria for the siting of waste transfer facilities and begin to consider what the intent behind any new zoning regulations should be. Prepare to present these preliminary findings for feedback at Community Engagement Session #2.	November, 2015	\$500
Community Engagement Session #2:	Presentation by SAPC on preliminary (draft) recommendations for siting waste transfer facilities, as well as proposed uses (scope) to be permitted by zoning on NPI. Small group discussion of findings; participatory process to scope and define waste management on North Pender Island. Includes Community Survey either before, after or during session. Potentially to include a discussion of preferred CRD role/approach to regulating operations.	January, 2015	\$300
SAPC Meeting #4:	Review results of community process/input to date. Refine/revise preliminary recommendations for scope and criteria. Discuss and prepare for Community Engagement Session #3.	February, 2016	\$500
Community Engagement Session #3:	Presentation of revised recommendations, apply criteria for siting waste transfer facilities, inventory of Industrial land and existing waste transfer sites. Group process to evaluate according to criteria. Community mapping exercise to identify eligible land for waste transfer facilities. Could benefit from professional facilitator, community mapper.	March, 2016	\$300
SAPC Meeting #5:	Review summary of findings from community engagement session, revise/refine recommendations, delegate/assign report writing.	May, 2016	\$500
SAPC Meeting # 6:	Review draft report, direct changes, finalize recommendations.	June, 2016	\$500
NPI LTC	Chair of SAPC to present Draft Report to Local Trust Committee at regular business meeting. Invite feedback.	June, 2016	-
SAPC Meeting # 7:	Final revisions to report, if required.	July, 2016	\$500
NPI LTC	Chair of SAPC to present Final Report to Local Trust Committee at regular business meeting.	July, 2016	-
TOTAL			\$4,400

Next Steps

Next steps will be undertaken according to the attached project charter:

1. Endorse the Terms of Reference for the Special Advisory Planning Commission
2. Advertise for members and the LTC can consider appointments.
3. Coordinate with CRD to convene the SAPC inaugural meeting and conduct orientation

RECOMMENDATIONS:

1. THAT the North Pender Island Local Trust Committee endorses the Terms of Reference for a Solid Waste Management Special Advisory Planning Commission attached to the staff report dated April 16, 2015 and directs staff to advertise for members.

Prepared and Submitted by:

Justine Starke, Island Planner
Local Planning Services

April 21, 2015

Name, Title

Date

Concurred in by:



Robert Kojima
Regional Planning Manager

April 21, 2015

Date

Attachments:

Appendix 1: Terms of Reference

Appendix 2: Project charter

**TERMS OF REFERENCE:
SPECIAL ADVISORY PLANNING COMMISSION**

**LAND USE PLANNING FOR WASTE MANAGEMENT
ON NORTH PENDER ISLAND**

BACKGROUND

North Pender Island has a need for appropriate and permanent location(s) for transfer facilities for solid waste. Solid waste transfer facilities have historically been provided on land without adequate zoning, sometimes operating under Temporary Use Permits, other times in contravention of the Land Use Bylaw (with the exception of the Recycling Centre which is located in the Recycling Facility (RF) zone and is a permitted use within the Land Use Bylaw). Neither the Light Industrial (I1) nor the Industrial (I2) zones in LUB 103 permit waste transfer. New CRD restrictions on food waste at Hartland Landfill require consideration of community composting facilities. The CRD is undergoing a regional process to update its Integrated Solid Waste and Resource Management Plan and offering opportunities for a coordinated approach. The Special Advisory Planning Commission (SAPC) is appointed to represent the local community and ensure the process to develop land use regulations for waste transfer facilities is steered by the community itself.

1. The Special Advisory Planning Commission will be advisory to the North Pender Island Local Trust Committee under the Advisory Planning Commission Bylaw 166.
2. The role of the Special Advisory Planning Commission is to determine appropriate locations and regulations for waste transfer facilities on North Pender Island, and make recommendations to the North Pender Island Local Trust Committee.
3. The Special Advisory Planning Commission meetings themselves are not intended to be community consultation events, and in the interest of time and agenda management, the Chair may limit community input during the SAPC meetings. The SAPC will be hosting additional events specifically designed for public input.
4. The Special Advisory Planning Commission shall, as part of its review, with assistance from Islands Trust staff, address the following:
 - a. Background research, context, best practices, lessons learned.
 - b. Inventory existing industrial land and land used for waste management activities.
 - c. Consult with target stakeholders (waste management operators, industrial land owners)
 - d. Facilitate and participate in community consultation events aimed at reaching community consensus on the location and scope of waste management on NPI
 - e. Develop criteria for the siting of waste transfer facilities
 - f. Evaluate land/sites according to research and criteria. Identify any new sites.
 - g. Make recommendations for the scope and intent of new land use bylaw regulations for waste transfer facilities
 - h. Make recommendations for where to locate for current/future waste transfer facilities.
 - i. Potentially, if requested, provide recommendations to CRD on solid waste management plan.

5. The Special Advisory Planning Commission shall appoint a Chairperson at its first meeting.
6. The Chairperson should ensure the Special Advisory Planning Commission considers the issues from an enlarged perspective aimed at solutions for the community as a whole.
7. The Chairperson should ensure deliberations are conducted with objectivity and that members are aware of the Islands Trust Advisory Planning Commission conflict of interest guidelines.
8. The Chairperson should ensure, to the best of their knowledge and ability, that any options or recommendations are consistent with:
 - a. The Goals (“principles”) of the Official Community Plan;
 - b. The Object of the Islands Trust;
 - c. The policies of the Islands Trust Policy Statement;
 - d. The statutory authority of the Local Trust Committee;
 - e. Generally accepted good planning principles.
9. The Chairperson is, with assistance from the secretary, responsible for:
 - a. Organizing meetings;
 - b. Communicating with trustees and Islands Trust staff at each stage;
 - c. Leading and facilitating discussion at the meeting(s);
 - d. Ensuring that all points of view are heard;
 - e. Ensuring that good order and civility are maintained at meetings;
 - f. Ensuring that discussion is relevant and addresses the questions laid out in this terms of reference;
 - g. Ensuring the meetings are conducted efficiently and that progress is made according to the general timelines established by the work plan, and attached as schedule 1.
10. Notice of the meeting times, places and topics will be prepared and circulated by Islands Trust staff or delegate.
11. Costs should be limited to rental of the meeting hall, minute taking, materials such as paper and markers, and light refreshments.
12. Local Trustees may attend and participate in any meeting, at the discretion of the trustees. The Chair of the North Pender Island Advisory Planning Commission or their delegate shall be a member of the Task Force.
13. The Capital Regional District director or delegate may be invited to participate in an ex-officio capacity in order to provide coordination with the CRD Solid Waste Management Plan review.
14. One third of seats shall be opened for membership by residents of South Pender Island.
15. Islands Trust staff may be available to serve as a resource at any meeting, at the discretion of staff. As well Islands Trust staff will provide information required for the task force to carry out its review.

SCHEDULE 1: SPECIAL ADVISORY PLANNING COMMISSION WORK PLAN

PROJECT CHARTER WORK PLAN OVERVIEW		
Meeting	Deliverable/Milestone	Target Date
SAPC Meeting #1	Inaugural meeting of Special APC – Background presentations and orientation by CRD and Islands Trust staff. Develop understanding of task, terms of reference for the work, and best practices in the literature for achieving goals. Aligns with deliverable 4(a) in the ToR.	June, 2015
SAPC Meeting #2	Review inventory of existing industrial land and land used for waste management activities (basic information provided by staff). Appoint a subcommittee to meet with the agreed upon targeted stakeholders. Discuss and agree on objectives and preferred outcomes of the stakeholder meetings. Summaries of the stakeholder meetings will be compiled and reviewed by the SAPC in a subsequent meeting.	July, 2015
Community Engagement Session #1:	Understanding Waste Management – Roles and Responsibilities (with technical assistance from CRD staff, possibly conducted as a joint consultation event). Third party facilitation (either a consultant or staff led, or with a volunteer facilitator from North Pender Island).	September, 2015
SAPC Meeting # 3:	Review summaries of stakeholder meetings and community engagement session #1. Brainstorm recommendations for what the scope of waste management should be on North Pender Island (what uses should be permitted by zoning?). Develop draft criteria for the siting of waste transfer facilities and begin to consider what the intent behind any new zoning regulations should be. Prepare to present these preliminary findings for feedback at Community Engagement Session #2.	November, 2015
Community Engagement Session #2:	Presentation by SAPC on preliminary (draft) recommendations for siting waste transfer facilities, as well as proposed uses (scope) to be permitted by zoning on NPI. Small group discussion of findings; participatory process to scope and define waste management on North Pender Island. Includes Community Survey either before, after or during session. Potentially to include a discussion of CRD role/approach to regulating operations.	January, 2015
SAPC Meeting #4:	Review results of community process/input to date. Refine/revise preliminary recommendations for scope and criteria. Discuss and prepare for Community Engagement Session #3.	February, 2016
Community Engagement Session #3:	Presentation of revised recommendations, apply criteria for siting waste transfer facilities, inventory of Industrial land and existing waste transfer sites. Group process to evaluate according to criteria. Community mapping exercise to identify eligible land for waste transfer facilities. Could benefit from professional facilitator, community mapper.	March, 2016
SAPC Meeting #5:	Review summary of findings from community engagement session, revise/refine recommendations, delegate/assign report writing.	May, 2016
SAPC Meeting # 6:	Review draft report, direct changes, finalize recommendations.	June, 2016
NPI LTC	Chair of SAPC to present Draft Report to Local Trust Committee at regular business meeting. Invite feed back.	June, 2016
SAPC Meeting # 7:	Final revisions to report, if required.	July, 2016
NPI LTC	Chair of SAPC to present Final Report to Local Trust Committee at regular business meeting.	July, 2016

Land Use Planning for Waste Management - Charter v1.5

North Pender Island Local Trust Committee

Date: April 21, 2015

Purpose

To identify land to be zoned for solid waste transfer facilities through an evaluation of best practices, the development of appropriate criteria, and through an inventory of existing industrial land and current WTF sites. Using a specially appointed Advisory planning Commission, to reach community consensus on the location/scope of waste management on North Pender Island.

Background

North Pender Island has a need for appropriate and permanent location(s) for solid waste management. Solid waste management has historically been provided on land without adequate zoning, sometimes operating under Temporary Use Permits, other times in contravention of the Land Use Bylaw (with the exception of the Recycling Centre which is located in the Recycling Facility (RF) zone and is a permitted use within the Land Use Bylaw). Neither the Light Industrial (I1) nor the Industrial (I2) zones in LUB 103 permit waste transfer. New CRD restrictions on food waste at Hartland Landfill require consideration of community composting facilities. The CRD is undergoing a regional process to update its Integrated Solid Waste and Resource Management Plan and offering opportunities for a coordinated approach.

Objectives

- * To develop criteria for siting waste transfer facilities
- * To inventory existing industrial land.
- * To reach community consensus on the location and scope of waste management on NPI
- * To map proposed locations for current/future waste management facilities.
- * Collaboration with CRD to ensure a comprehensive understanding and approach.

In Scope

- Define the scope of waste management uses on NPI (recycling, solid waste transfer, composting?)
- Inventory industrial zones & land currently used for waste management
- Evaluate land/sites according to research and criteria. Identify any new sites.
- Recommend OCP/LUB changes

Out of Scope

- Regulating facility operations or operating guidelines
- Waste management considerations that are outside of LTC authority for land use planning.
- Comment on specific aspects of current rezoning's/TUPs

Workplan Overview (See attached)

Project Team

Justine Starke, Island Planner	Project Manager
Special Advisory Planning Commission	Community Task Force
Lori Foster	Administrative Planning Assistant
Pamela Hafey	Communications Specialist

RPM Approval:

Robert Kojima

Date: March 5, 2015

LTC Endorsement:

Resolution:

March 26, 2015

Budget : 2015-16: \$3250

Budget Source: 2015-16 NPI LTC OCP/LUB

Fiscal	Item	Cost
2015-16	7 SAPC Meetings	\$3500
2015-16	Community engagement sessions	\$900
	Total	\$4,400
	Shortfall	\$900

PROJECT CHARTER WORK PLAN OVERVIEW			
Meeting	Deliverable/Milestone	Target Date	Cost
NPI LTC	Staff develop Terms of Reference for Special Advisory Planning Commission (SAPC) - identify timelines, budget, scope, resources, and guidelines.	April 30, 2015	-
NPI LTC	LTC Advertise for volunteers to sit on a Special Advisory Planning Commission and appoint members	May 21, 2015	-
SAPC Meeting #1	Inaugural meeting of Special APC – Background presentations and orientation by CRD and Islands Trust staff. Develop understanding of task, terms of reference for the work, and best practices in the literature for achieving goals.	June, 2015	\$500
SAPC Meeting #2	Review inventory of existing industrial land and land used for waste management activities (basic information provided by staff). Appoint a subcommittee to meet with the agreed upon targeted stakeholders. Discuss and agree on objectives and preferred outcomes of the stakeholder meetings. Summaries of the stakeholder meetings will be compiled and reviewed by the SAPC in a subsequent meeting.	July, 2015	\$500
Community Engagement Session #1:	Understanding Waste Management – Roles and Responsibilities (with technical assistance from CRD staff, possibly conducted as a joint consultation event). Third party facilitation (either a consultant or staff led, or with a volunteer facilitator from North Pender Island).	September, 2015	\$300
SAPC Meeting #3:	Review summaries of stakeholder meetings and community engagement session #1. Brainstorm recommendations for what the scope of waste management should be on North Pender Island (what uses should be permitted by zoning?). Develop draft criteria for the siting of waste transfer facilities and begin to consider what the intent behind any new zoning regulations should be. Prepare to present these preliminary findings for feedback at Community Engagement Session #2.	November, 2015	\$500

Community Engagement Session #2:	Presentation by SAPC on preliminary (draft) recommendations for siting waste transfer facilities, as well as proposed uses (scope) to be permitted by zoning on NPI. Small group discussion of findings; participatory process to scope and define waste management on North Pender Island. Includes Community Survey either before, after or during session. Potentially to include a discussion of preferred CRD role/approach to regulating operations.	January, 2015	\$300
SAPC Meeting #4:	Review results of community process/input to date. Refine/revise preliminary recommendations for scope and criteria. Discuss and prepare for Community Engagement Session #3.	February, 2016	\$500
Community Engagement Session #3:	Presentation of revised recommendations, apply criteria for siting waste transfer facilities, inventory of Industrial land and existing waste transfer sites. Group process to evaluate according to criteria. Community mapping exercise to identify eligible land for waste transfer facilities. Could benefit from professional facilitator, community mapper.	March, 2016	\$300
SAPC Meeting #5:	Review summary of findings from community engagement session, revise/refine recommendations, delegate/assign report writing.	May, 2016	\$500
SAPC Meeting # 6:	Review draft report, direct changes, finalize recommendations.	June, 2016	\$500
NPI LTC	Chair of SAPC to present Draft Report to Local Trust Committee at regular business meeting. Invite feedback.	June, 2016	-
SAPC Meeting # 7:	Final revisions to report, if required.	July, 2016	\$500
NPI LTC	Chair of SAPC to present Final Report to Local Trust Committee at regular business meeting.	July, 2016	-
TOTAL			\$4,400



Top Priorities

North Pender Island

No.	Description	Activity	Received/Initiated	Responsibility	Target Date	Status
1	Land Use Planning for Waste Management	Identify land to be zoned for solid waste transfer facilities through a special Advisory Planning Commission (SAPC). Involves coordination with the Capital Regional District Solid Waste Management planning process.		Justine Starke		On Going
2	Housing	Includes consideration of the 2008 Affordable Housing Task Force Report. Also includes consideration of vacation rentals in residential zones.	Feb-03-2015	Justine Starke		On Going
3	Age and disability friendly communities	Conduct an age friendly plan for North Pender Island.	May-22-2014	Justine Starke	Nov-06-2014	On Going

**Projects****North Pender Island**

No.	Description	Activity	Received/Initiated	Status
1	Climate Change Adaptation and Community Resilience	Review available baseline data and consider policy and regulatory land use changes to address climate change adaption and community resilience	Jan-22-2009	On Going
1	Conservation Subdivisions	Continue exploring 2013-2014 work on conservation subdivisions. Consult with community on recommendations for LUB and OCP amendments.	Feb-03-2015	On Going
2	Agricultural Projects	Consider implementing agricultural initiatives identified in OCP, including an Area Farm Plan	Jan-22-2009	On Going
3	Other OCP projects:		Jan-22-2009	On Going
	1. View corridor review			
	2. Parks and Conservation area review			
	3. Pedestrian and Cycle paths - DONE			
	4. Groundwater protection strategy			
	5. Include advocacy policies for ultra vires regulations removed from the LUB (commercial airstrips, private marinas, use of personal watercraft)			
	6. Marine riparian areas			
4	Agricultural Building Watercourse Setbacks		Jul-28-2011	On Going
5	Geological Hazard Mapping	Continue work on proposed DPA for Hazardous Areas	Feb-22-2012	On Going

6	LUB Amendments	• review of industrial zoning, including waste management • tourist commercial zoning review • home industry regulation • review of commercial (C1) zoning • incorporate TUP's into zoning • landscape screening review • review of marine zoning regulations in conjunction with overall shoreline development review • amendments to permit renewable energy • review of floor area calculations, applicable for cottages in support of alternative, energy efficient building designs, and review maximum floor area restriction • height exemptions for agricultural or forestry buildings • max floor area for principal dwellings	Mar-22-2012	On Going
7	Road Side Signs		Apr-26-2012	On Going
8	Applications after the fact	options to address situations where construction work has occurred without the required permits or approvals	Jun-28-2012	On Going
9	LUB/OCP Amendments Related to Roadway and Transportation Initiatives	• NZEV designation • Level 2 Charging Stations • Additional Car Stop Locations • Additional Bicycling-Walking Routes • Heritage Roads • Road standards in subdivision servicing regulations • Related policy and regulatory options	Sep-20-2012	On Going
10	Item 10.1 LUB Technical Amendments Project: Bylaw Enforcement Manager to provide a report regarding the applicability of the NPILTC Bylaw Infraction Investigations Bylaw No. 54, 1990, including recommended amendments.			On Going
11	Shoreline information communications (QR Codes)	Investigate incorporating shoreline information and classification into new Gulf Islands app and using QR code for smart phones		On Going

Applications w/ Status - North Pender Island

Status: Open

Applications

Development Variance Permit

File Number	Applicant Name	Date Received	Purpose
NP-DVP-2014.4	Dustin Heigh	Dec-18-2014	4302 BEDWELL HARBOUR RD To build a second storey on proposed shop building.

Planner: Phil Testemale

Planning Status

Status Date: Mar-04-2015

Applicant requested LTC to defer consideration.

Status Date: Feb-17-2015

Staff Report Finalized and saved to agenda file

Status Date: Feb-03-2015

site visit conducted

File Number	Applicant Name	Date Received	Purpose
NP-DVP-2015.3	Pender Island Golf and Country Club	Mar-05-2015	2305 OTTER BAY RD To build a ramp in a setback so wheelchairs with people can access restaurant.

Planner: Phil Testemale

Planning Status

Status Date: Mar-05-2015

Opened file, processed fee, gave to Planner, notified LTC.

File Number	Applicant Name	Date Received	Purpose
NP-DVP-2015.4	homecraftdesign@shaw.ca	Apr-09-2015	7939 PLUMPER WAY Addition to existing building to accommodate single car garage and artist studio.

Planner: Phil Testemale

Planning Status

Status Date: Apr-14-2015

additional fees of 515.00 received. Note: if refund is required the applicant has paid in full 715.00. Original DP app and 200.00 fee rolled into DVP app.

Status Date: Apr-09-2015

NP-DP-2015.2 converted to NP-DVP-2015.4. awaiting additional fees of 515.00

Rezoning

File Number	Applicant Name	Date Received	Purpose
NP-RZ-2012.1	Michael and Anne Burdett Planner: Justine Starke	Nov-09-2012	Waste transfer/sorting facility with commercial recycle & composting

Planning Status

Status Date: Mar-04-2015

LTC put application on hold pending outcome of community wide waste management land use planning process. Applicant invited to make application for TUP.

Status Date: Jan-22-2015

LTC defers consideration of rezoning pending Work Program discussion at Feb 3rd special meeting

Status Date: Jan-13-2015

Staff report prepared for January 22 2015 meeting

File Number	Applicant Name	Date Received	Purpose
NP-RZ-2012.2	Clam Bay Holdings Ltd	Nov-27-2012	To rezone to permit clustered residential uses and remove agri-tourism accommodation uses

Planner: Kim Farris

Planning Status

Status Date: Jan-22-2015

LTC resolution authorizing Chair to execute covenants

Status Date: Jan-21-2015

Memo for covenant execution on LTC agenda

Status Date: Oct-20-2014

Ministerial approval of OCP amendment received

File Number	Applicant Name	Date Received	Purpose
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NP-RZ-2013.1

Ron Henshaw

Jan-18-2013

3418 SOUTH OTTER BAY RD - applies to portion of property with 4402 Otter Bay Rd address Allowing for present use (gravel storage & sales; construction debris, and sorting & recycling & transfer of materials & garbage).

Planner: Justine Starke

Planning Status

Status Date: Mar-11-2015

Email correspondence advised applicant LTC will be considering putting application on hold pending outcome of community process for waste management. Application to be put on next available agenda.

Status Date: Jan-13-2015

Met with applicant to discuss; applicant to continue to fulfill conditions set by previous staff and LTC

Status Date: Nov-27-2014

Emailed applicant requesting status update

File Number	Applicant Name	Date Received	Purpose
NP-RZ-2014.1	0697595 BC LTD (Philpot)	Jul-07-2014	7950 Plumper Way Amend the LUB for the maximum water area that may be covered by floats and wharfs.

Planner: Justine Starke

Planning Status

Status Date: Apr-22-2015

Application/bylaw being considered for second reading on April 30

Status Date: Mar-17-2015

APC Consideration

Status Date: Jan-22-2015

Bylaw given first reading, direction to refer to APC

Subdivision

File Number	Applicant Name	Date Received	Purpose
NP-SUB-2012.3	RJ Wey & Associated Land Surveying (Philpot)	Jul-24-2012	Proposed 3 lot Strata Development

Planner: Justine Starke

Planning Status

Status Date: Apr-22-2015

Applicant advises subdivision application will be cancelled.

Status Date: Jan-13-2015

Applicant continuing to work through PLA req'ts

Status Date: Aug-18-2014

On-going - Sub conditions being fulfilled

File Number	Applicant Name	Date Received	Purpose
NP-SUB-2012.4	Edgewood Estates c/o Graham Ross Planner: Kim Farris		2218 CLAM BAY RD To create 11 lots including remainders

Planning Status

Status Date: Dec-31-2014

applicant has determined location of access route, proceeding with application

Status Date: May-29-2013

Applicant to determine location of strata road access prior to initiating the required DP

Status Date: Apr-11-2013

PLA received from MOTI

File Number	Applicant Name	Date Received	Purpose
NP-SUB-2014.2	Ene Haabniit	Jul-09-2014	4446 HOOSON RD and 5431 HOOSON RD To create a boundary adjustment between 4446 and 5431 Hooson.

Planner: Phil Testemale

Planning Status

Status Date: Dec-08-2014

Referral response e-mailed to MoTI;owner PT

Status Date: Nov-28-2014

fee received, notified LTC, gave file to Planner

Status Date: Aug-15-2014

Called applicant, left message noting the sub app and fee had not been received to date

File Number	Applicant Name	Date Received	Purpose
NP-SUB-2014.3	Marianne Elizabeth Davies	Sep-30-2014	5410 HOOSON RD 5414 HOOSON RD To create a boundary line adjustment between two properties.

Planner: Phil Testemale

Planning Status

Status Date: Oct-15-2014

Comments e-mailed to MoTI, DVP Required

Status Date: Oct-07-2014

fee received, notified LTC, gave file to Planner

Status Date: Oct-01-2014

opened file, sent letter to applicant requesting fee and form cc'd LTC and MoTI

File Number	Applicant Name	Date Received	Purpose
NP-SUB-2014.4	Wey Mayenburg Land Surveying Inc	Oct-30-2014	6626 & 6624 RAZOR POINT RD Boundary adjust between two properties.

Planner: Phil Testemale

Planning Status

Status Date: Jan-27-2015

MOTI file number 2014-05263

Status Date: Nov-18-2014

Referral Response e-mailed

Status Date: Nov-10-2014

received fee, notified LTC, gave file to Planner

Temporary and Industrial Use Permit

File Number	Applicant Name	Date Received	Purpose
NP-TUP-2015.1	MICHAEL BURDETT	Mar-10-2015	4606 RAZOR POINT RD For resource recovery of discarded goods and transferring of disposables for trucking to a landfill or recycling processor.

Planner: Justine Starke

Planning Status

Status Date: Apr-22-2015

Application deferred from April 30 agenda due to on-going discussion with applicant and other agencies.

Status Date: Apr-06-2015

Application reviewed, permit and staff report drafted.

Status Date: Apr-01-2015

Notice prepared for delivery.

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

650 North Pender	Invoices posted to Month ending March 2015	<u>Budget</u>	<u>Spent</u>	<u>Balance</u>
65000-650	LTC "Trustee Expenses"	700.00	1,128.35	-428.35
LTC Local				
65200-650	LTC - Local Exp - LTC Meeting Expenses	2,750.00	3,672.07	-922.07
65210-650	LTC - Local Exp - APC Meeting Expenses	750.00	776.03	-26.03
65220-650	LTC - Local Exp - Communications	300.00	0.00	300.00
65230-650	LTC - Local Exp - Special Projects	750.00	1,562.86	-812.86
TOTAL LTC Local Expense		<u>4,550.00</u>	<u>6,010.96</u>	<u>-1,460.96</u>
Projects				
73001-650-2006	North Pender OCP/LUB	3,000.00	3,095.96	-95.96
73001-650-4028	North Pender Conservation Subdivision/Shoreline Review	2,000.00	1,589.33	410.67
73001-650-4029	North Pender Road/Transportation Amendments	2,500.00	0.00	2,500.00
TOTAL Project Expenses		<u>7,500.00</u>	<u>4,685.29</u>	<u>2,814.71</u>

North Pender Island Local Trust Committee

POLICIES AND STANDING RESOLUTIONS

No	Meeting Date	Resolution No.	Issue	Policy
1.	January 27, 2005	NP-LTC-05-05	Advisory Planning Commission Appointments	The LTC will appoint Advisory Planning Commission members as representative of various local areas on North Pender and/or representative of various community organizations
2.	May 25, 2006	NP-LTC-80-06	Communications Policy	Policy Number NP-LTC-01-06 (Communications Policy) establishes guidance for the preparation and dissemination of routine non-statutory notices, extraordinary notices and trustee newsletters.
3.	May 25, 2006	NP-LTC-82-06	Enforcement Policy - STVR	1. THAT given finite resources available for enforcement activities and in order to ensure the most effective results for enforcement activities, STVRs that have one or more of the following characteristics will be subject to enforcement: 1. They are advertised on the internet, newspapers or other media; 2. They are not managed by the property owner; 3. More than one dwelling on the lot is simultaneously made available for STVR; 4. While the property is rented persons are also staying in tents, trailers or RVs; 5. There are issues related to health and safety; 6. There is a written complaint by owners or residents about bona fide nuisance issues such as noise or parking congestion related to the STVR; 7. The owner of the property uses more than one property on North Pender Island as a STVR. 2. THAT nothing in this enforcement policy should be interpreted as giving permission to violate the Land Use Bylaw and the North Pender Island Local Trust Committee may change this policy at any time and may give direction to expand enforcement activities at any time;
4.	August 30, 2007	NP-LTC-146-07	Special Occasion License Policy	THAT where a Liquor Control and Licensing Branch Special Occasion License referral relates to property on which North Pender Island Land Use Bylaw No. 103 permits public assembly uses, such as restaurants, community halls or church halls, and there are no issues related to parking or past complaints, staff may approve the Special Occasion License without referral to the Local Trust Committee. All other Special Occasion License referrals are to be referred to the Local Trust Committee for consideration.
5.	April 28, 2011	NP-LTC-50-11	Adopting In Camera Minutes	It was Moved and Seconded that the North Pender Island Local Trust Committee direct staff that they will adopt In Camera minutes when there are other reasons to close a meeting to the public.

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

New Approved Conservation Covenants

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

New Conservation Proposals

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

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

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

Land protection initiatives on Thetis

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

Crown Land acquisition initiative for Lasqueti

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

TFB Meeting with Executive Committee

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

Coastal Douglas-fir Conservation Strategy coming this spring!

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

Property Management Strategy

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

Budget

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

More information?

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



BRIEFING

To: Trust Council

For the Meeting of: March 10-12, 2015

From: Miles Drew, Bylaw Enforcement Manager

Date : February 17, 2015

SUBJECT: BYLAW ENFORCEMENT REPORT

DESCRIPTION OF ISSUE:

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

BACKGROUND:

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

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

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

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

Chart 2 shows the percentage of open files by type.

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

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

COMMENT:

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

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

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

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

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

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

ATTACHMENT(S):

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

AVAILABLE OPTIONS:

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

FOLLOW-UP:

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

Prepared By: Miles Drew, Bylaw Enforcement Manager

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

Executive Committee/ February 25, 2015

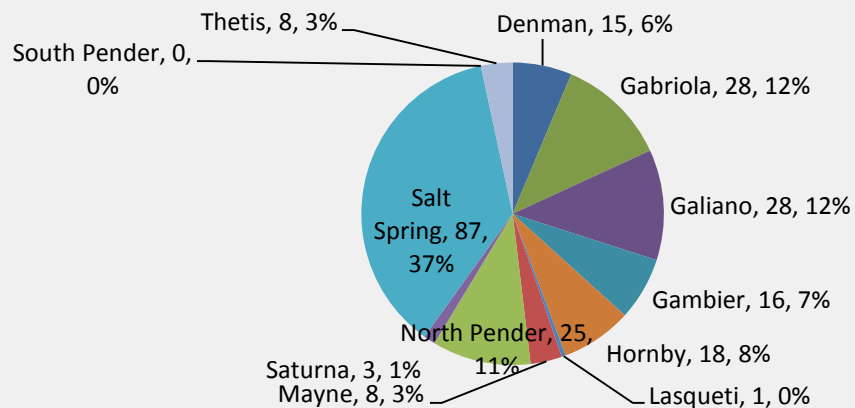
Chief Administrative Officer

Bylaw Enforcement - File Volume

TABLE 1

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

Chart 1: Open Files to Dec 31, 2014



LEGEND

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

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

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

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

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

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

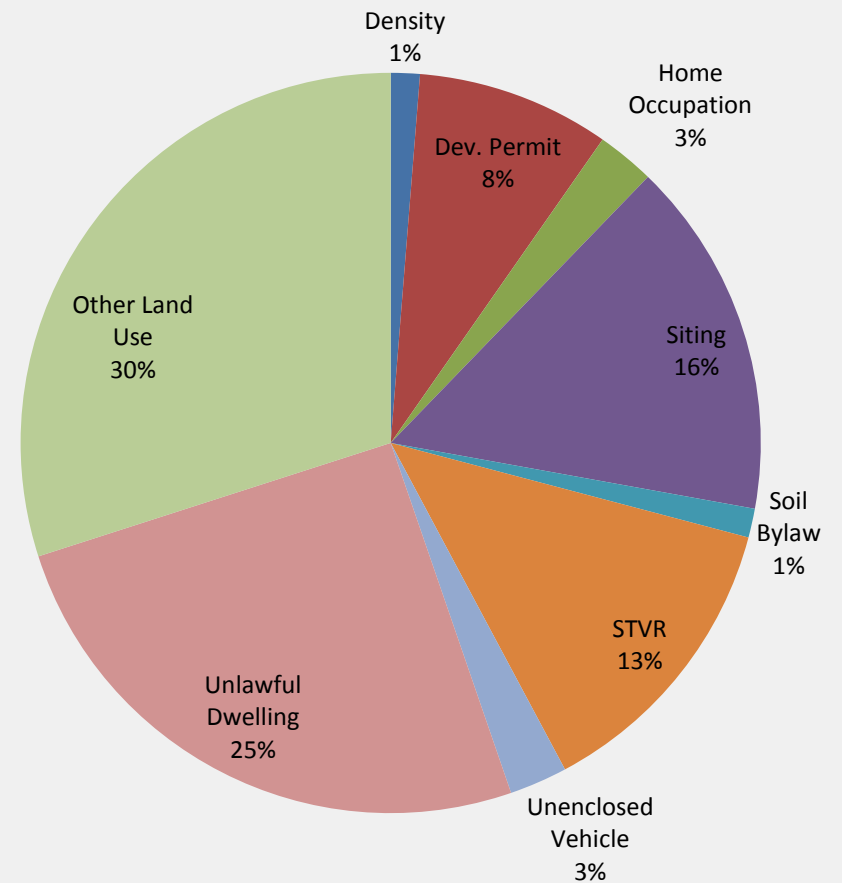
The numbers for each quarter are a running total of all open and closed files in the period.

Bylaw Enforcement - Violation Type

Table 2

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

Chart 2: Open Files by Type



Bylaw Enforcement - Status of Open Files

Table 3

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

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

Bylaw Enforcement - Length of Time Files Have Been Open

Table 4

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

REQUEST FOR DECISION

To: North Pender Island Local Trust
Committee

For the Meeting of: April 30, 2015

From: Robert Kojima
Regional Planning Manager

Date Prepared: April 7, 2015

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

RECOMMENDATION: That the North Pender Island Local Trust Committee approves the attached text for inclusion in the 2014-2015 Annual Report for approval 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
Hornby	March 27 / May 15
Lasqueti	April 9 / May 14
Mayne	April 27
North Pender	April 30
Salt Spring Island	April 16 / May 14
Saturna	April 23
South Pender	April 28
Thetis	April 14
Bellenas-Winchelsea	May 19
Executive Islands	

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

FINANCIAL: None

POLICY: No implications for existing policy

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

OTHER: n/a

BACKGROUND

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

REPORT/DOCUMENT: North Pender Island Local Trust Committee input to Annual Report (draft - **attached**)

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

Alternative: None

Prepared By: Robert Kojima
Regional Planning Manager

Reviewed By/Date: David Marlor
Director, LPS

Text for Inclusion in 2014-15 Annual Report

The North Island Local Trust Committee held ten regular business meetings, one special meeting and two public hearings. The Local Trust Committee received and considered applications or referrals for one rezoning, six development permits, one Agricultural Land Reserve application, two temporary use permits, and three development variance permits.

The Local Trust Committee also advanced several rezonings applications received in the previous period.

Projects during this period included a review of subdivision regulations to permit conservation subdivision design layouts, completion of Land Use Bylaw technical amendments and shoreline educational material, and commencement of new projects to review land use issues associated with Waste Management, Housing affordability, and development of an age-friendly community plan funded through a Union of BC Municipalities grant.

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



Islands Trust

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>			

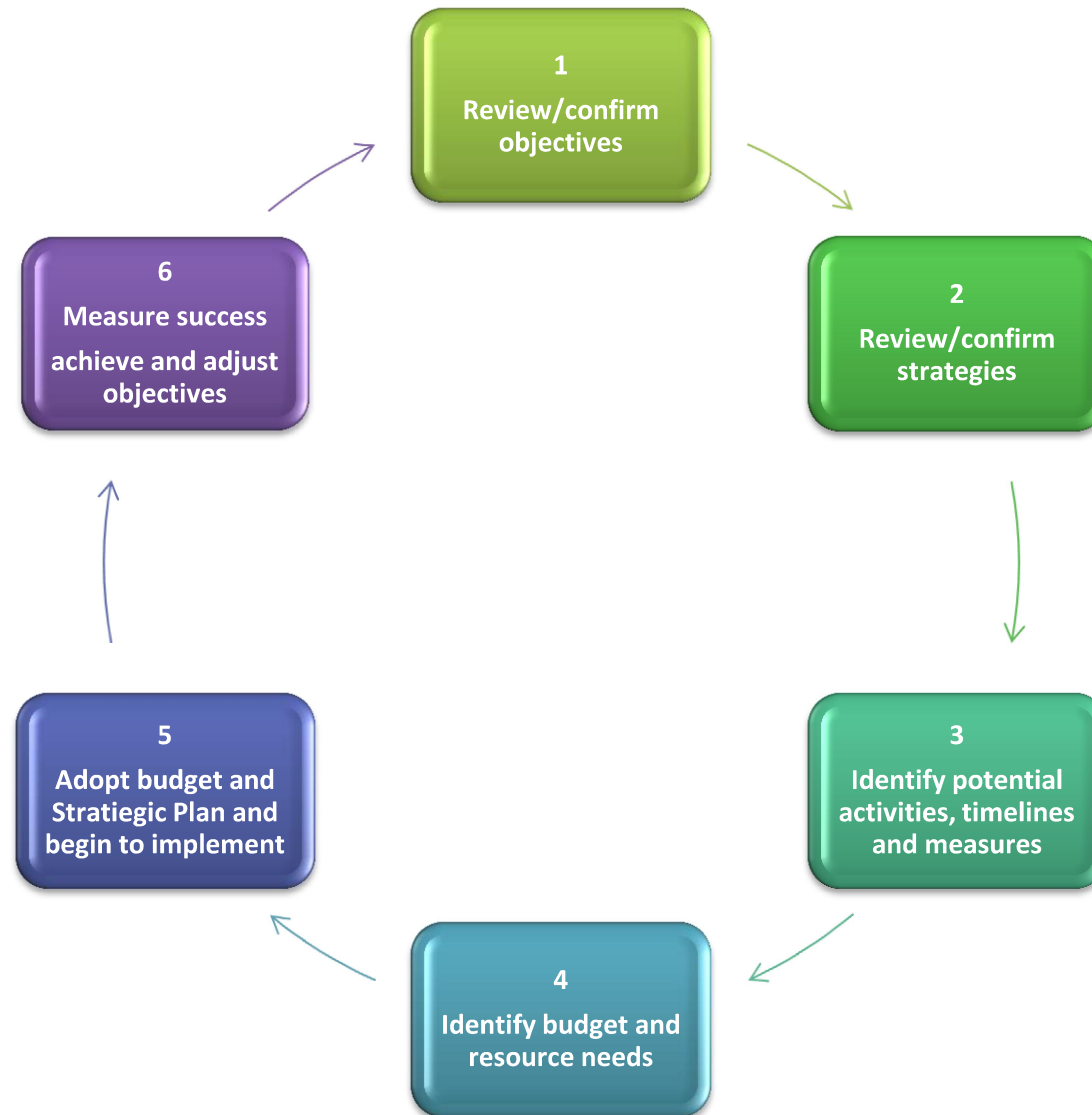
LTC = local trust committee; TFB = Trust Fund Board; BIM = Bowen Island Municipality



Islands Trust

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?

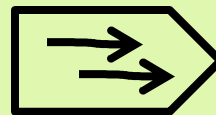
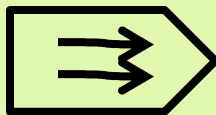
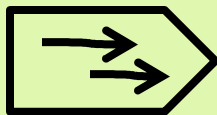
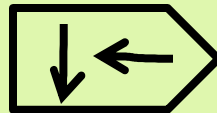
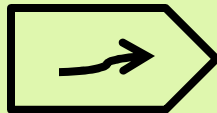
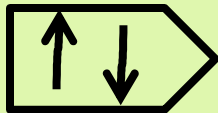
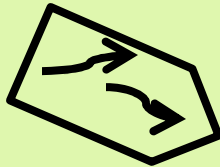
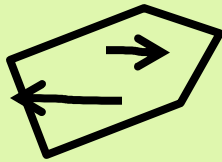
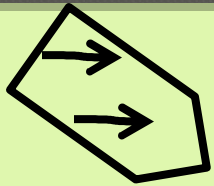
- ◎ A 'high level' plan that outlines your *mission* and key *goals* and *objectives* for the medium to long term, and sets out *strategies* for achieving your *goals* and *objectives*.
- ◎ A plan for at least three-four years.
- ◎ Strategic plans can last for longer than a term of office.
- ◎ Council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

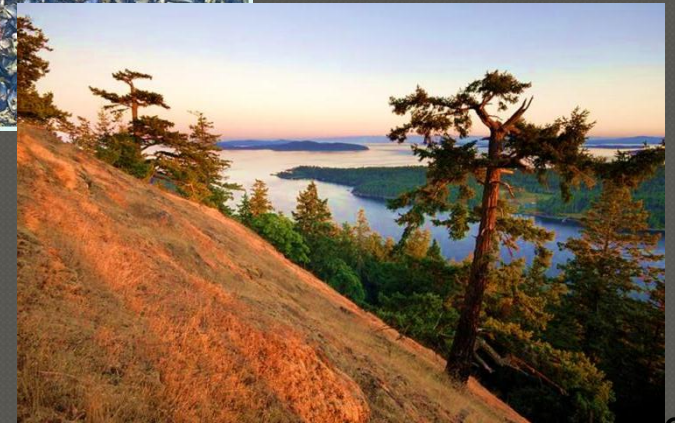
- A general statement of desired results to be achieved over an unspecified period of time.
- The Islands Trust's goals are currently defined in its Policy Statement.
- Missions and goals should stay fairly stable over a long period.



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

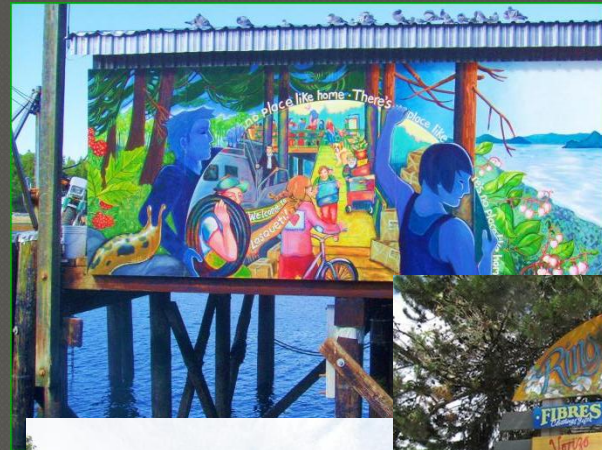


- ◉ *“To ensure that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems.”*
 - *Agricultural land*
 - *Forests*
 - *Wildlife and vegetation*
 - *Freshwater resources*
 - *Coastal areas and marine shorelines*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

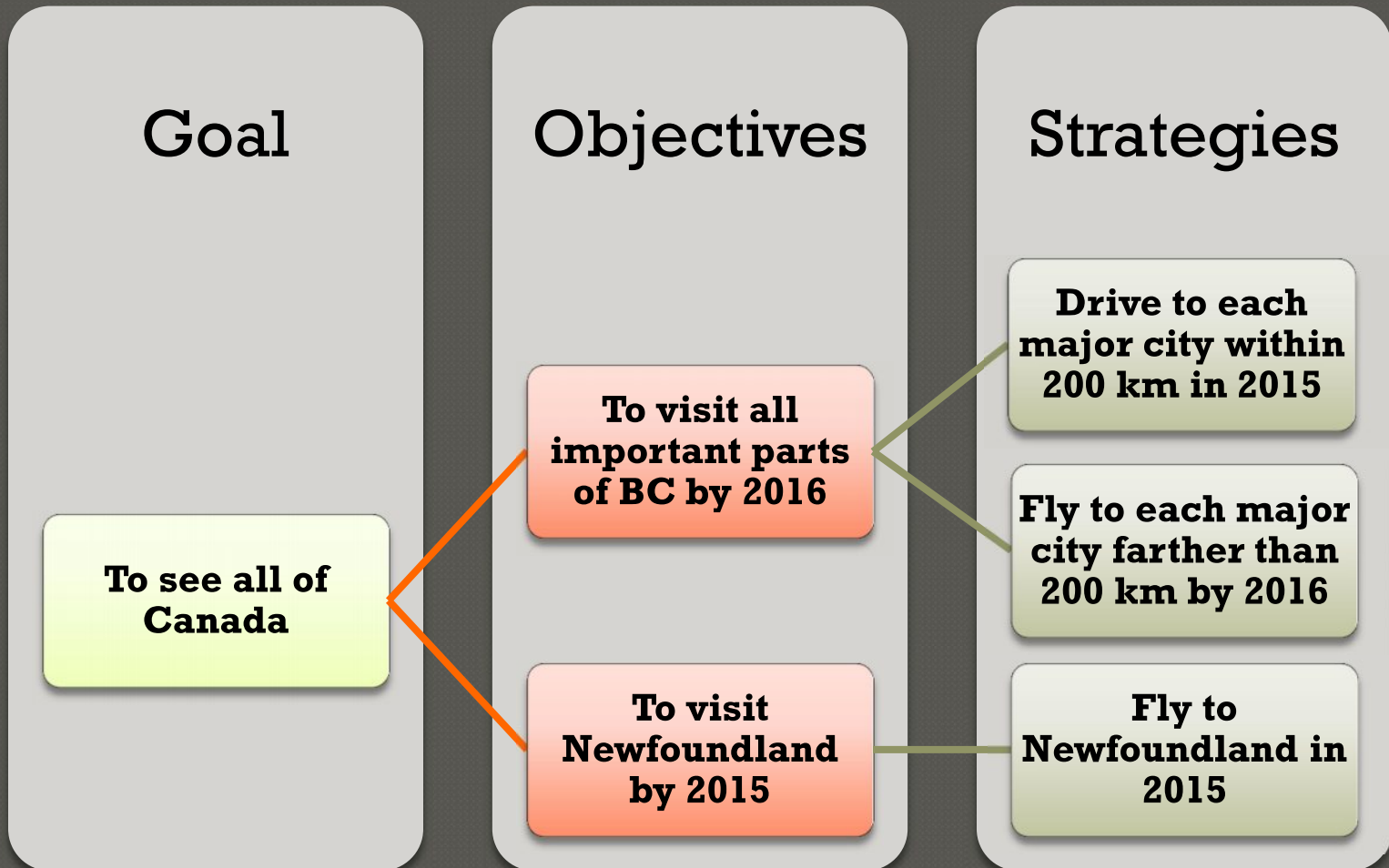


Understanding the Terms

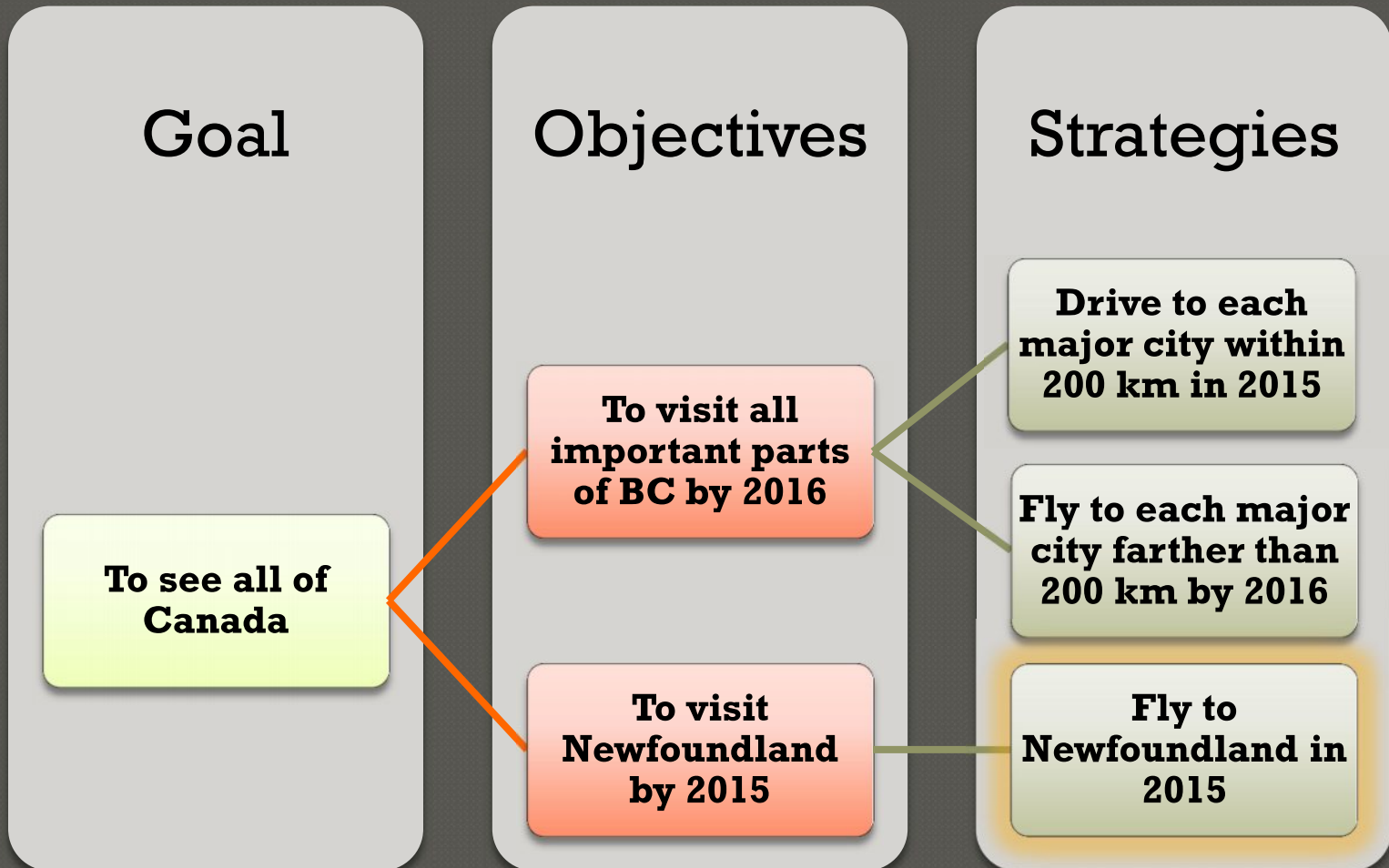
- Goals, Objectives and Strategies

- Activities and Measures

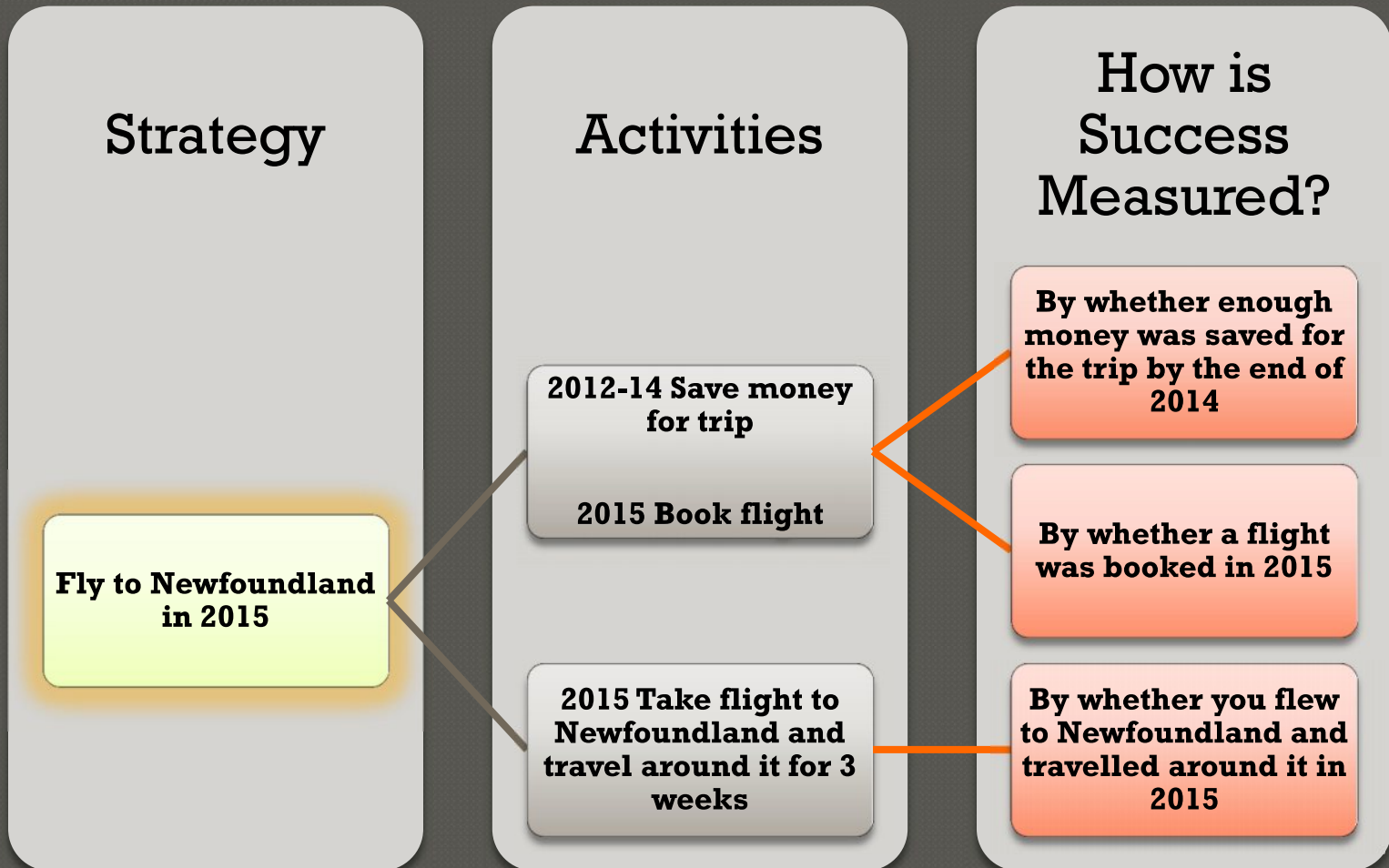
Goals, Objectives and strategies



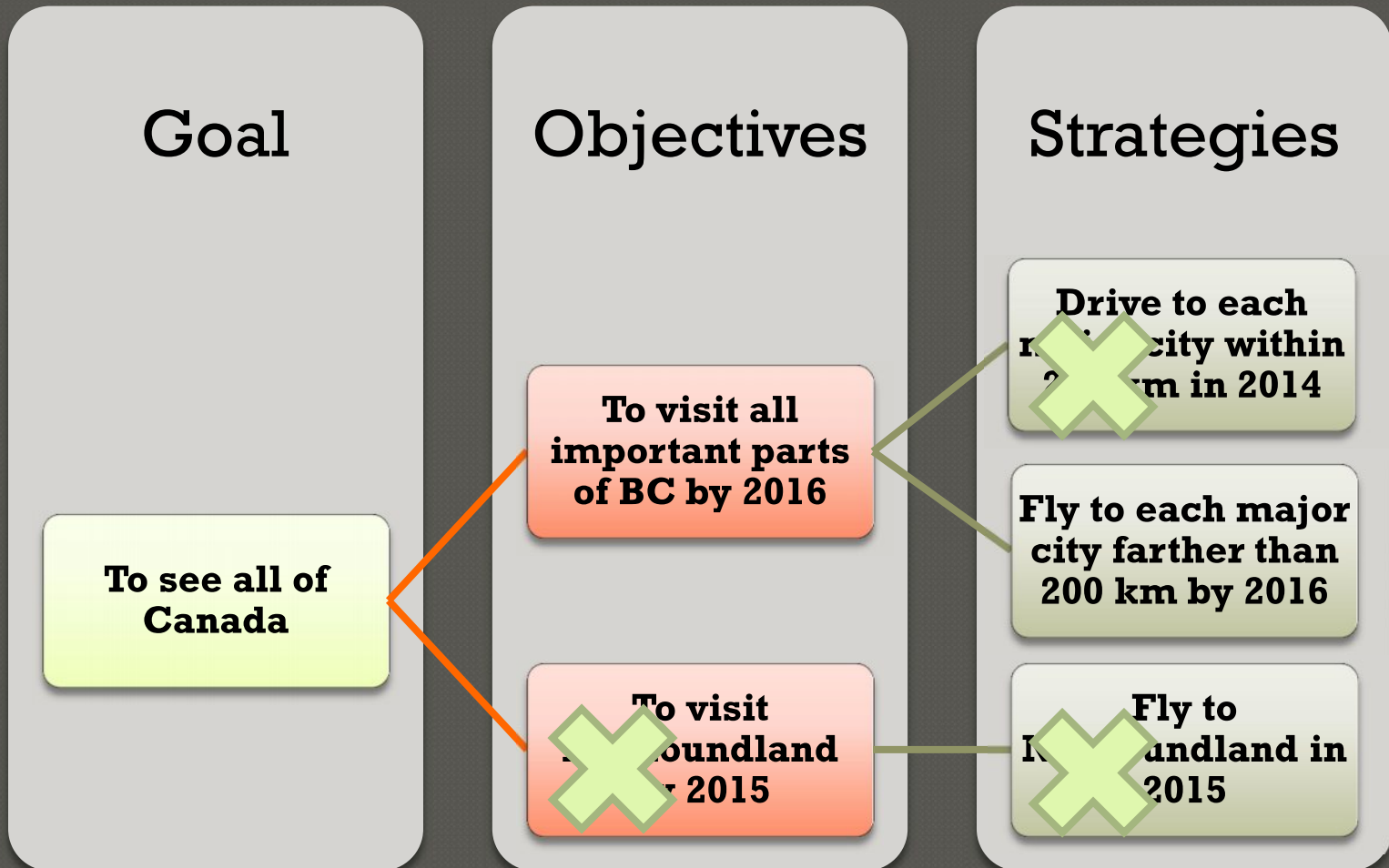
Goals, Objectives and strategies



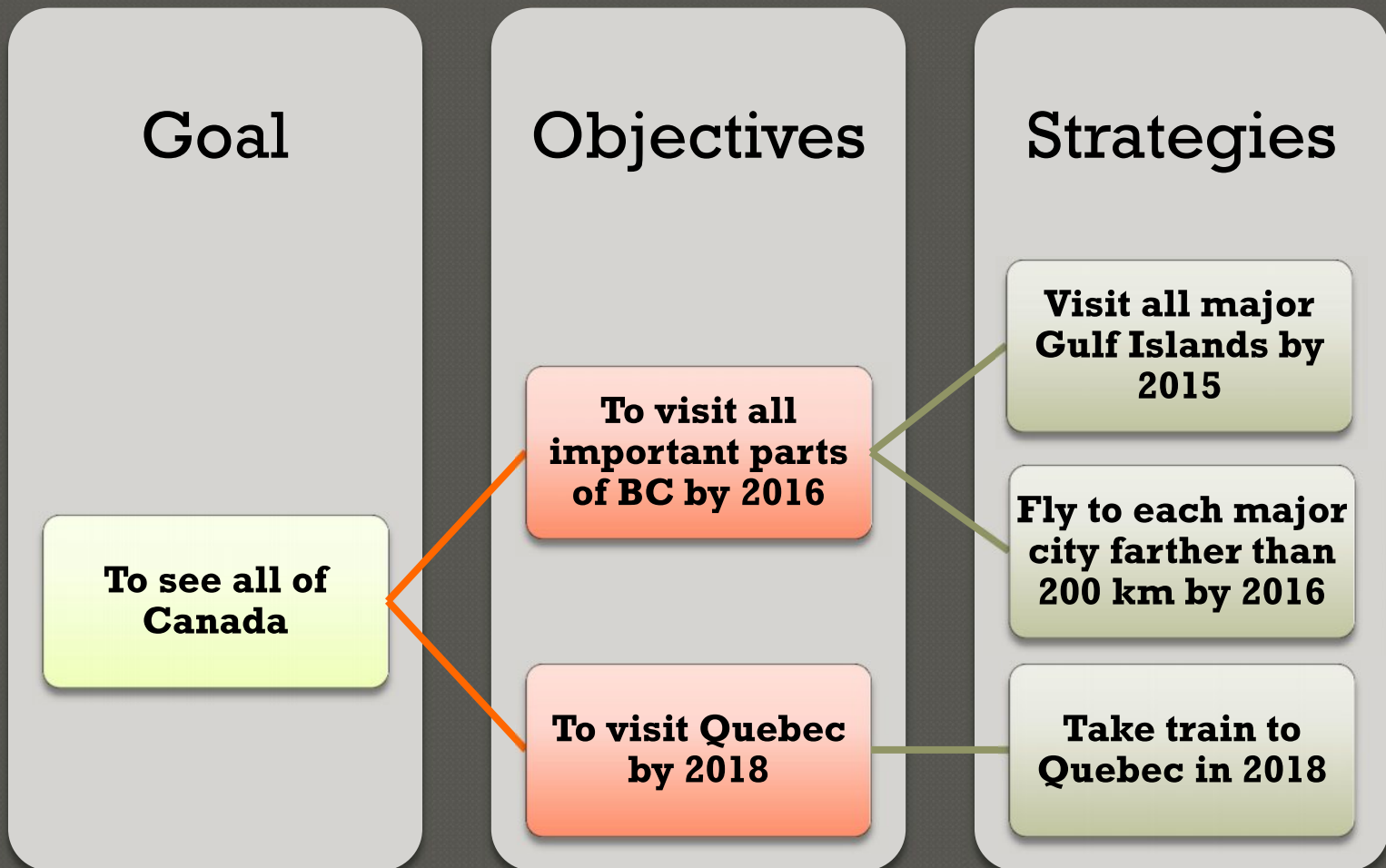
Strategies, activities and measures



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

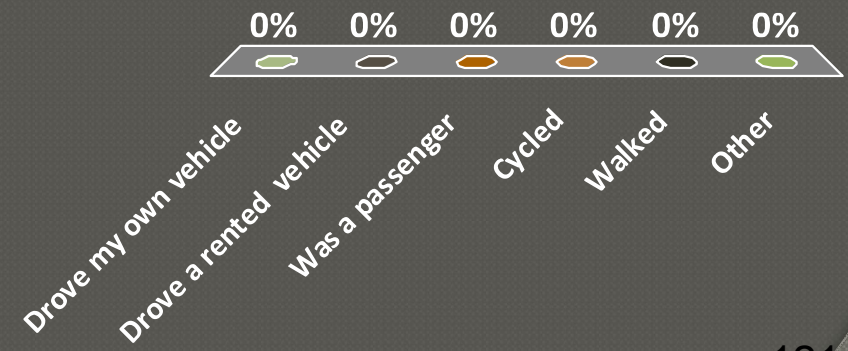
NOTE: These won't work on your TV or computer at home
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Practice Question 1:

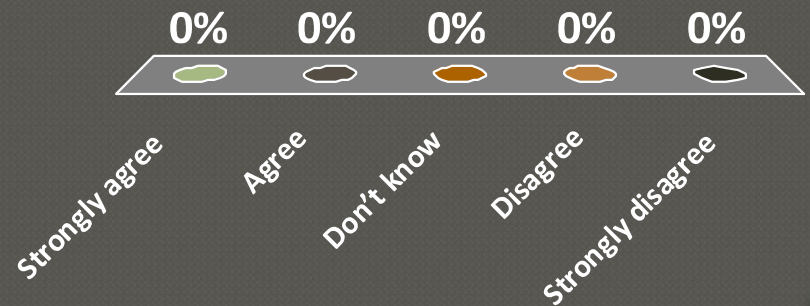
How did you travel to Trust Council?

- 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.



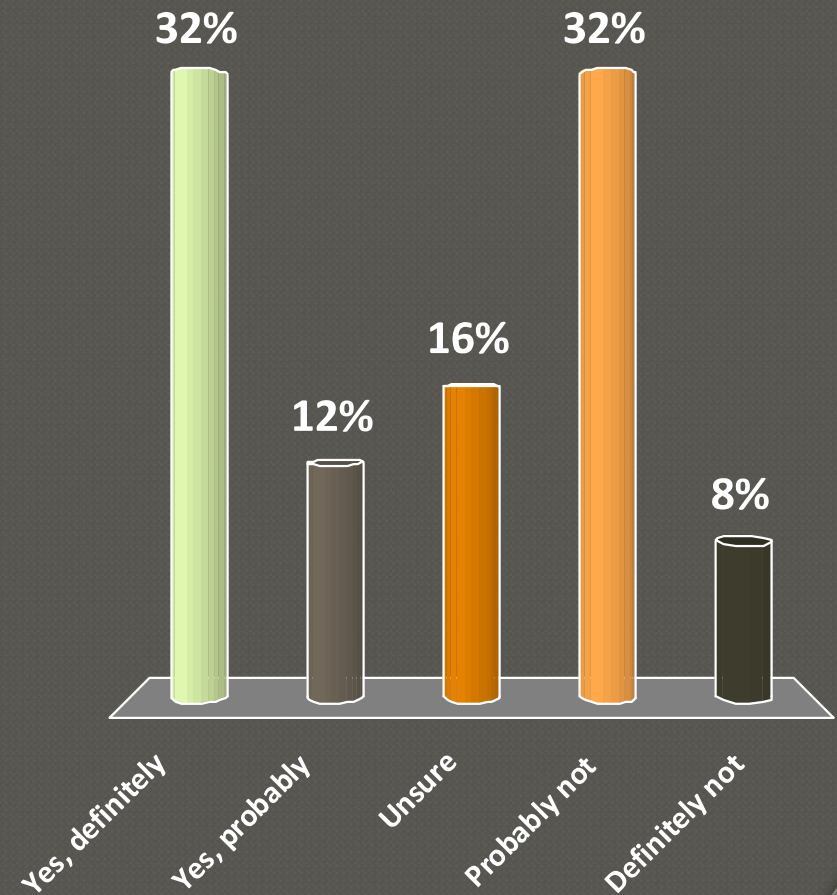
Do you believe

'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

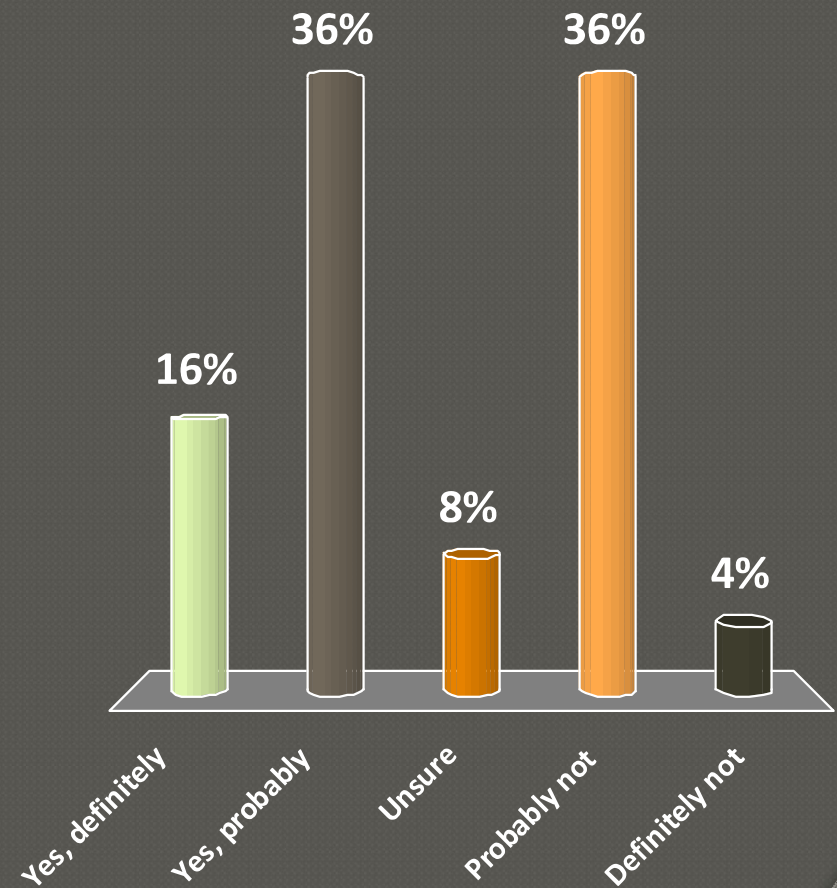
Do you believe
'Reduce GHG emissions in communities'
should be a strategic priority this term?

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



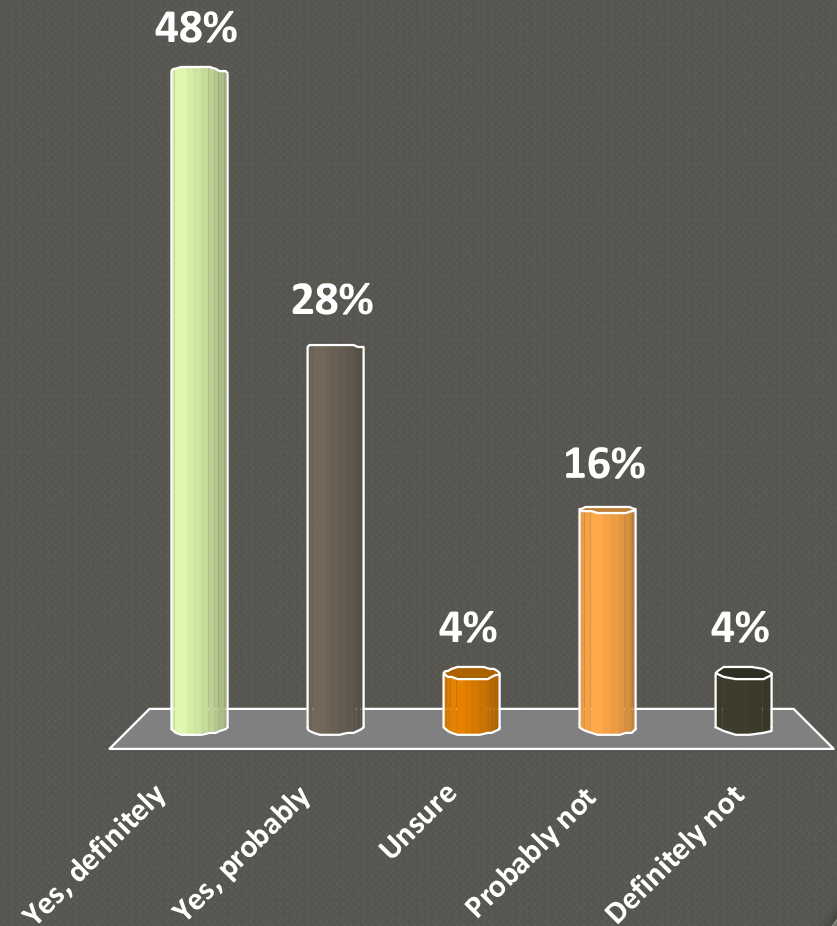
Do you believe
'Protect freshwater quality and quantity'
should be a strategic priority this term?

- 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?

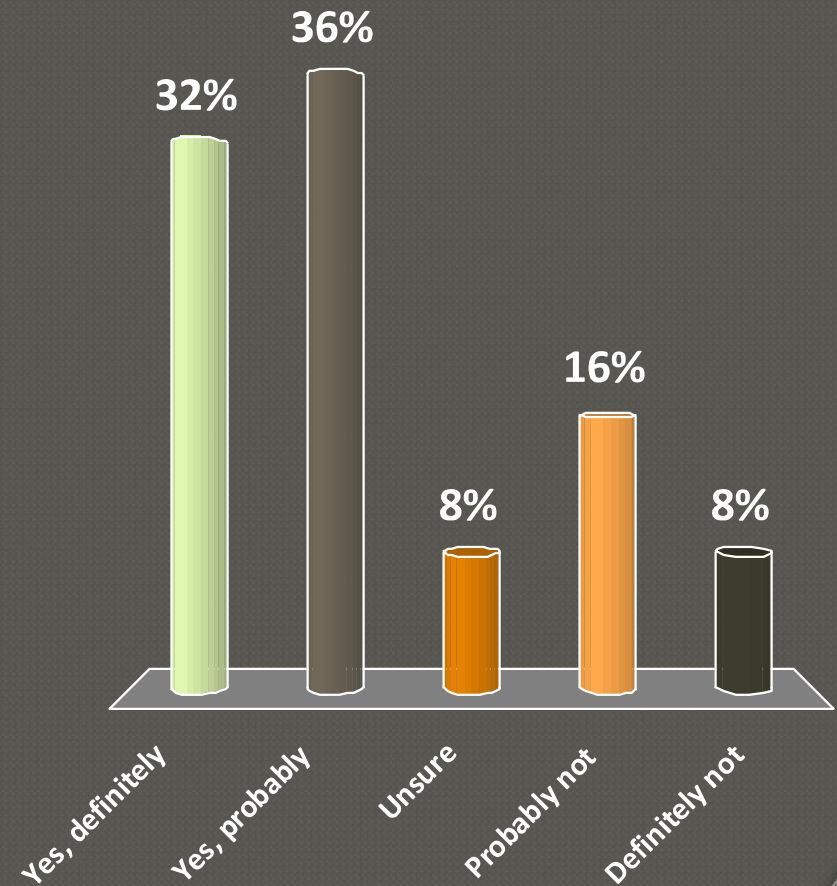
- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



Do you believe

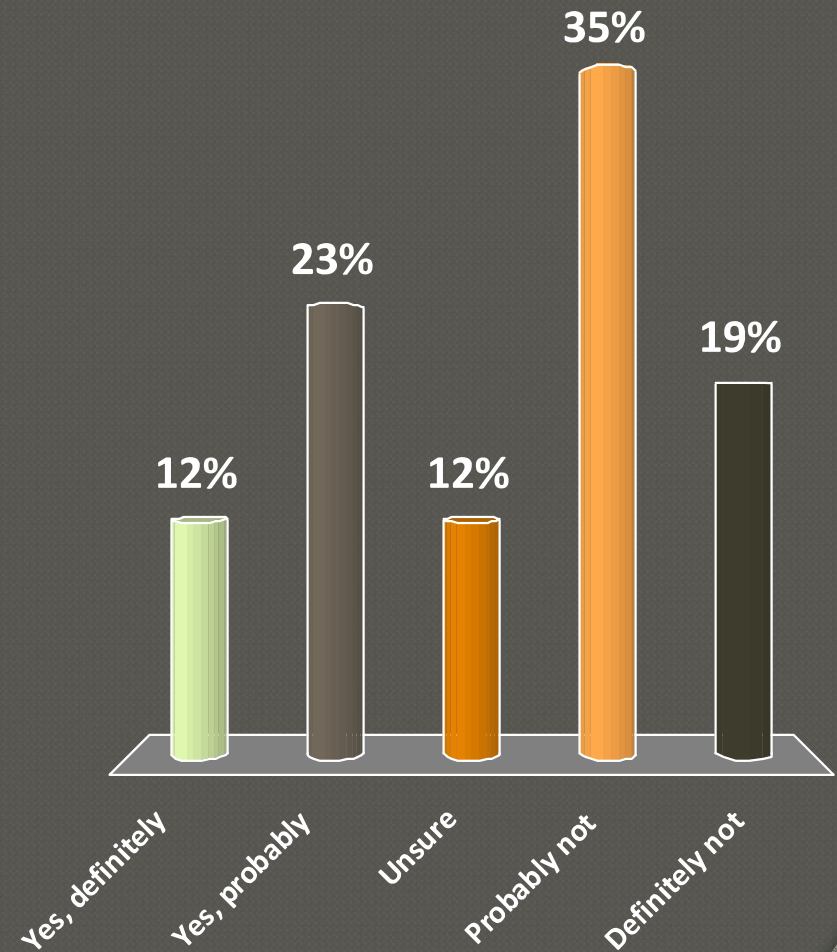
'protect/restore community socio-economic diversity'
should be a strategic priority this term?

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



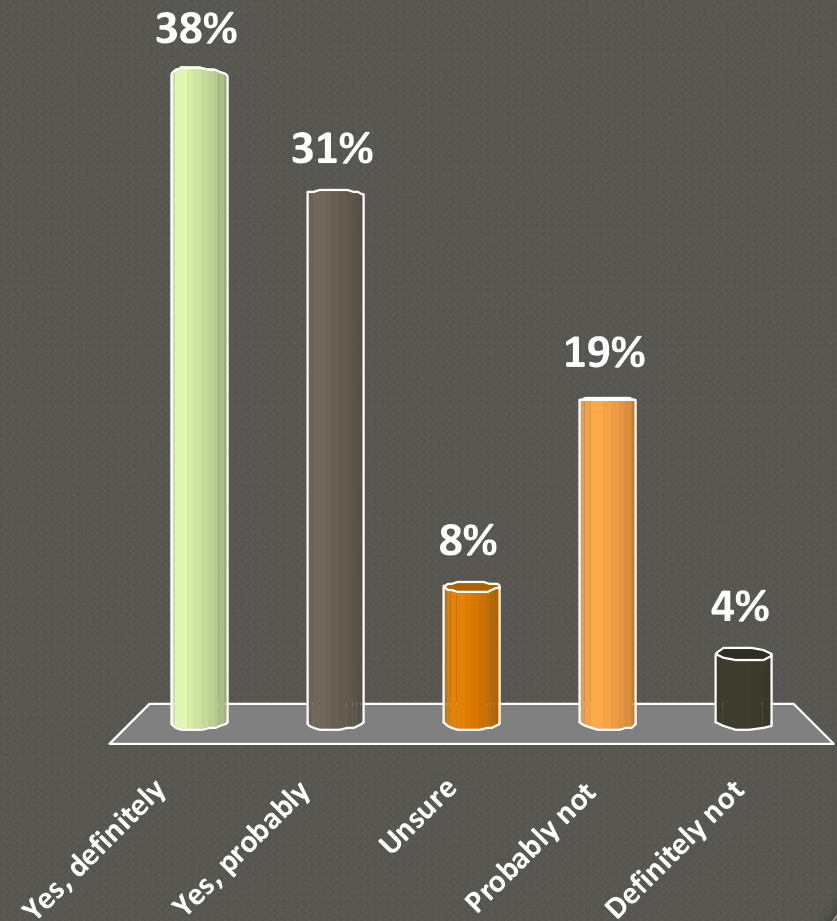
Do you believe
'enhance food security'
should be a strategic priority this term?

- 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



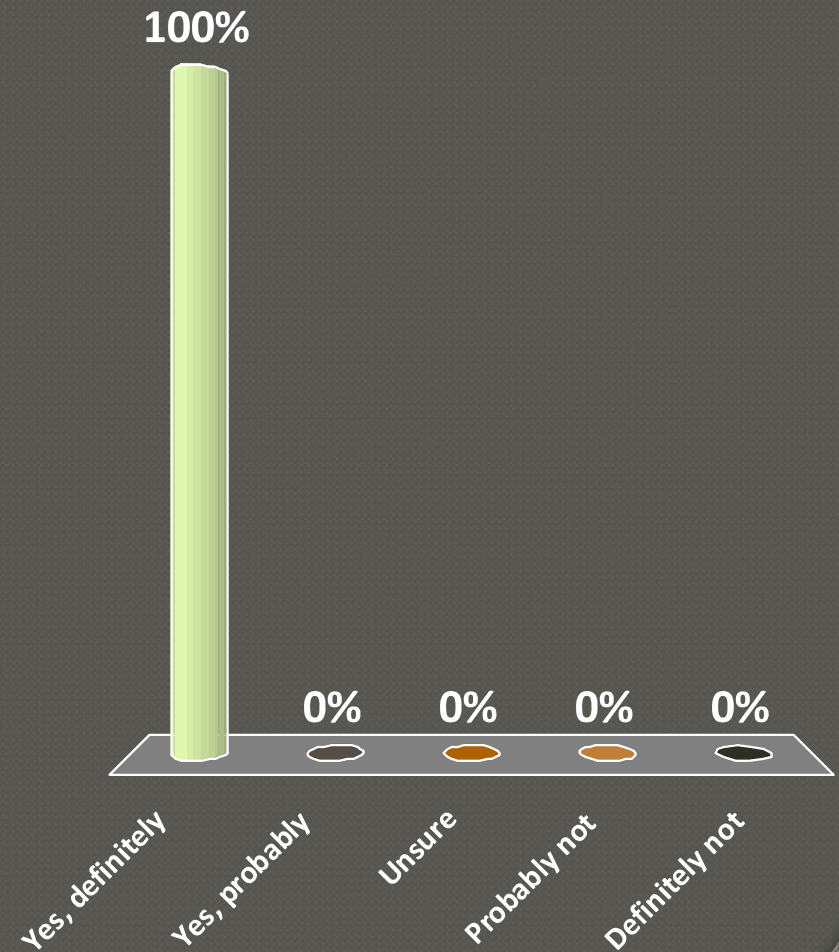
Do you believe

'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

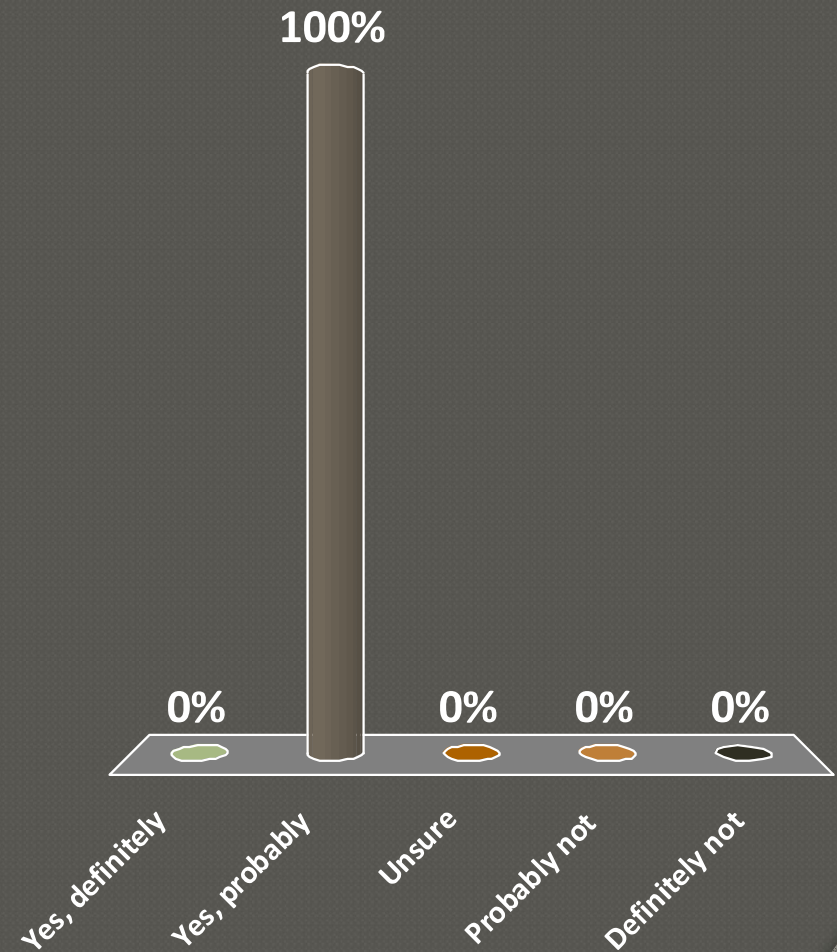
Do you believe
'improve Islands Trust cost effectiveness and resilience'
should be a strategic priority this term?

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



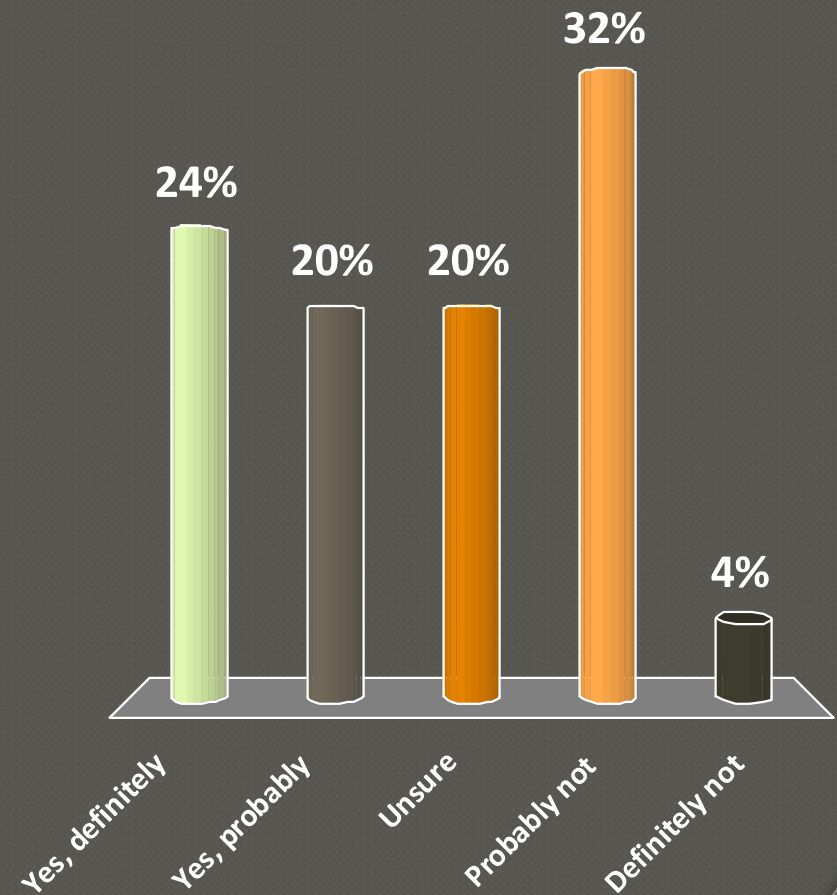
Do you believe
'improve development application procedures'
should be a strategic priority this term?

- 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?

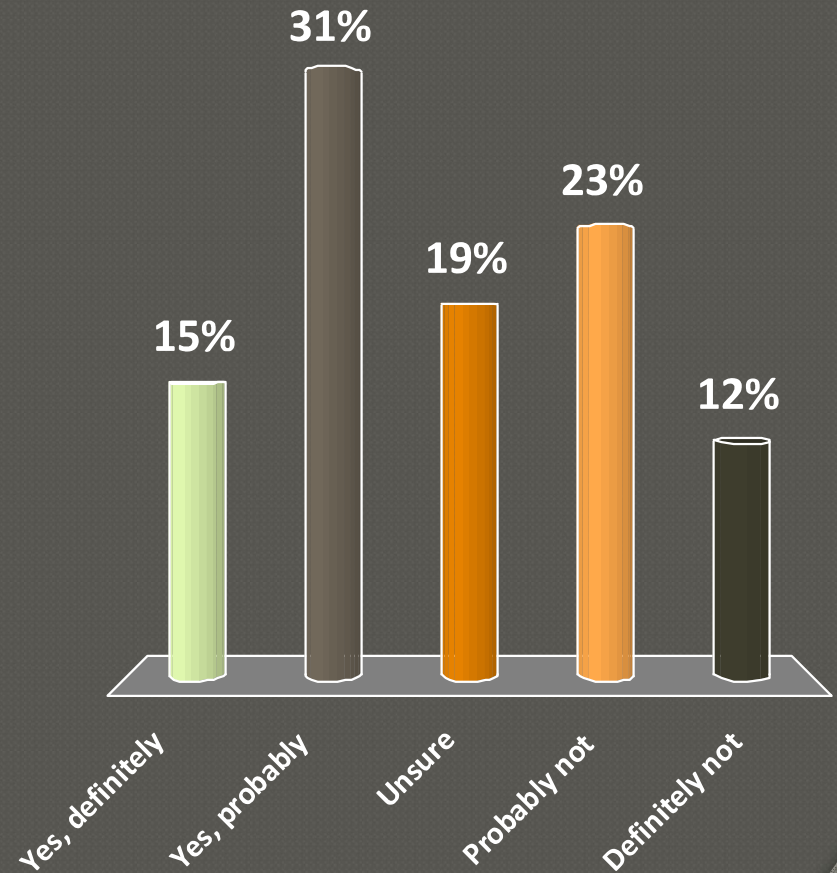
- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



Do you believe

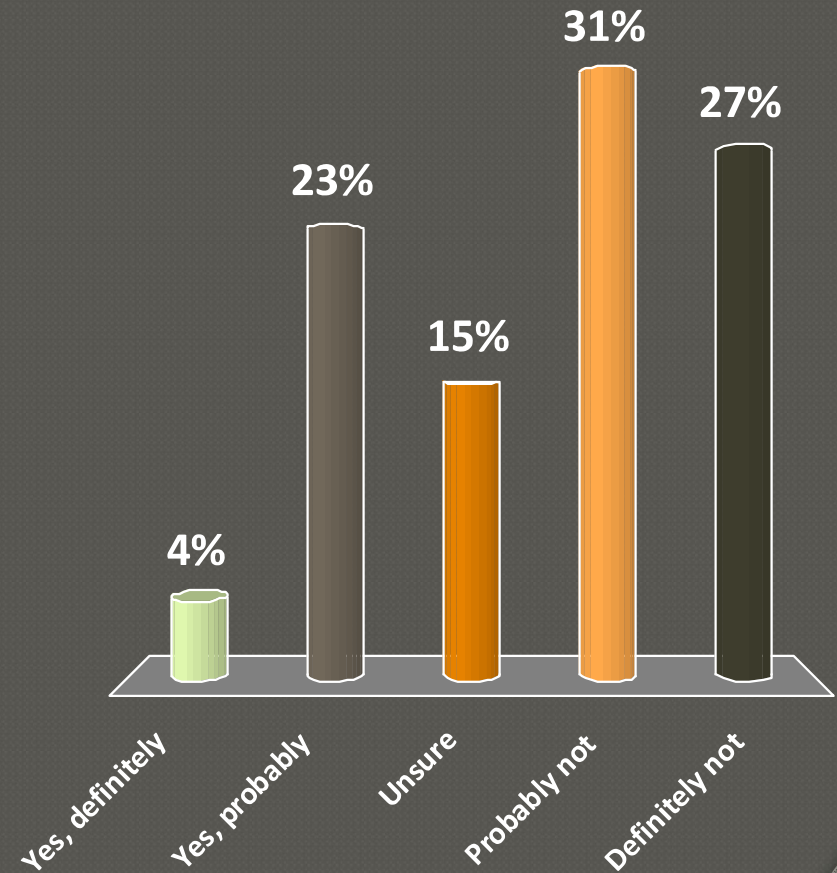
'improve understanding and support for the IT object'
should be a strategic priority this term?

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



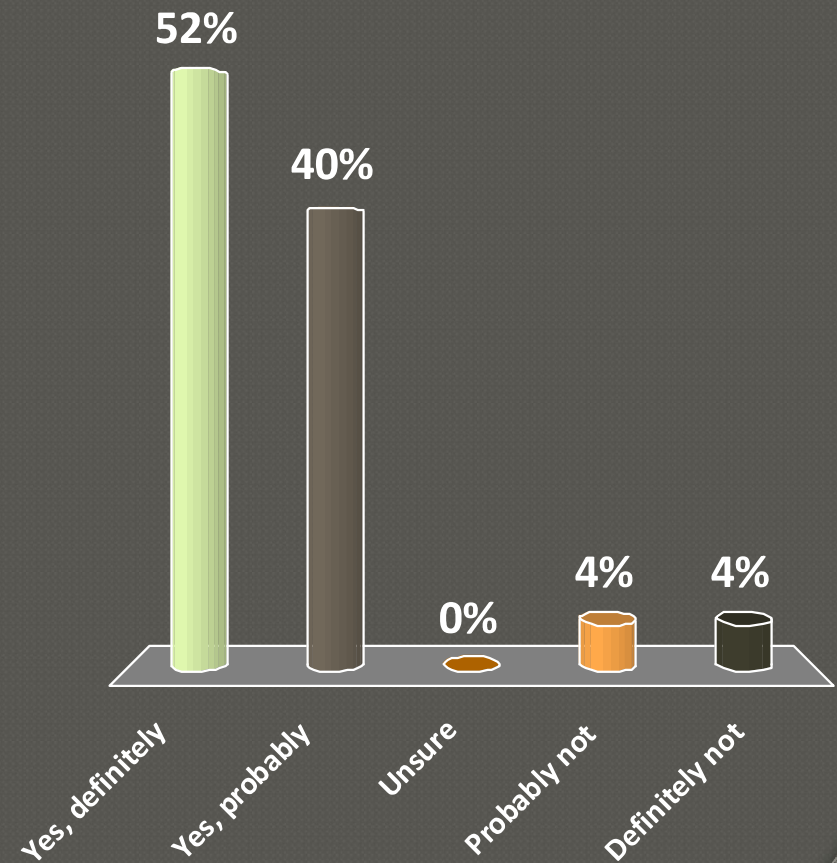
Do you believe
'improve open and transparent government'
should be a strategic priority this term?

- 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?

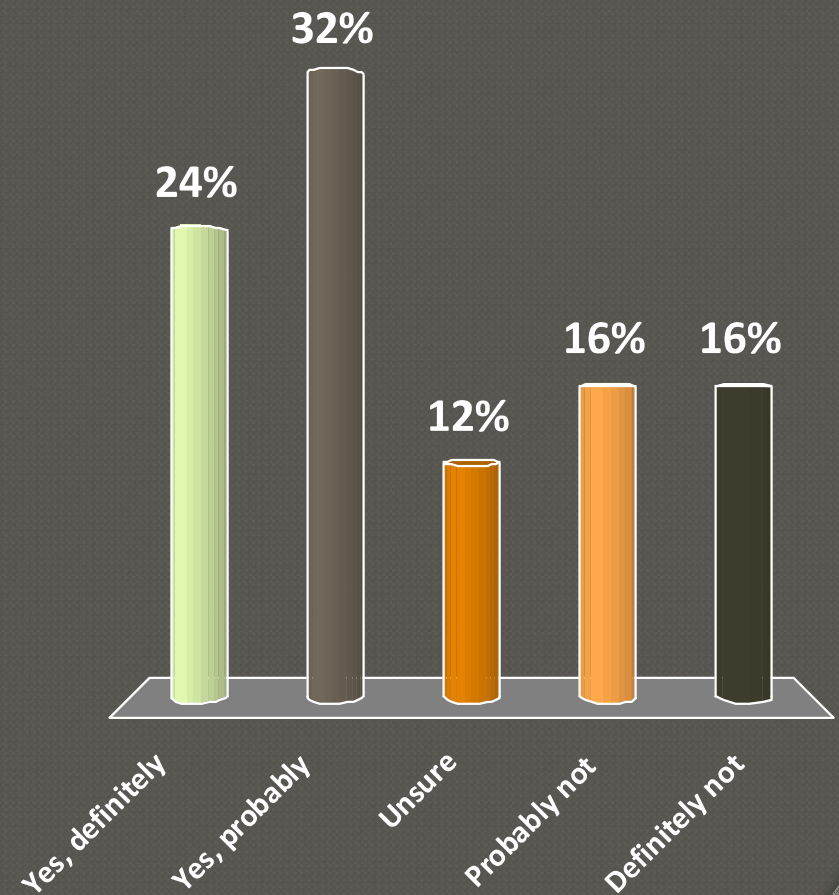
- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



Do you believe

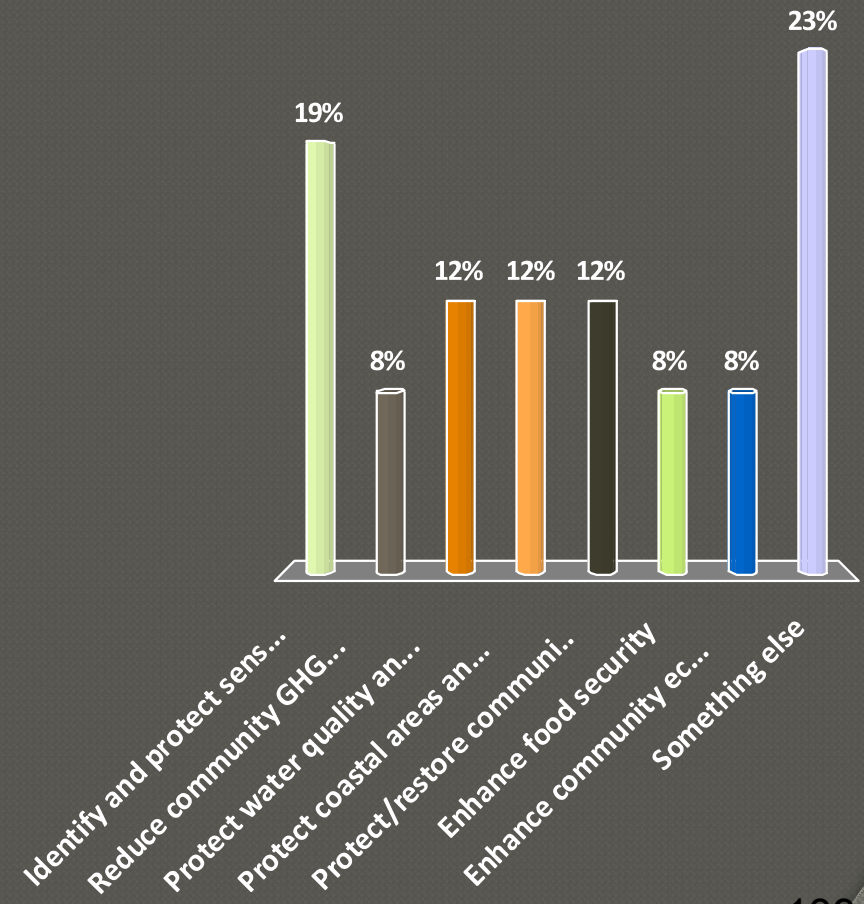
'Review/confirm the Islands Trust vision and policies'
should be a strategic priority this term?

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



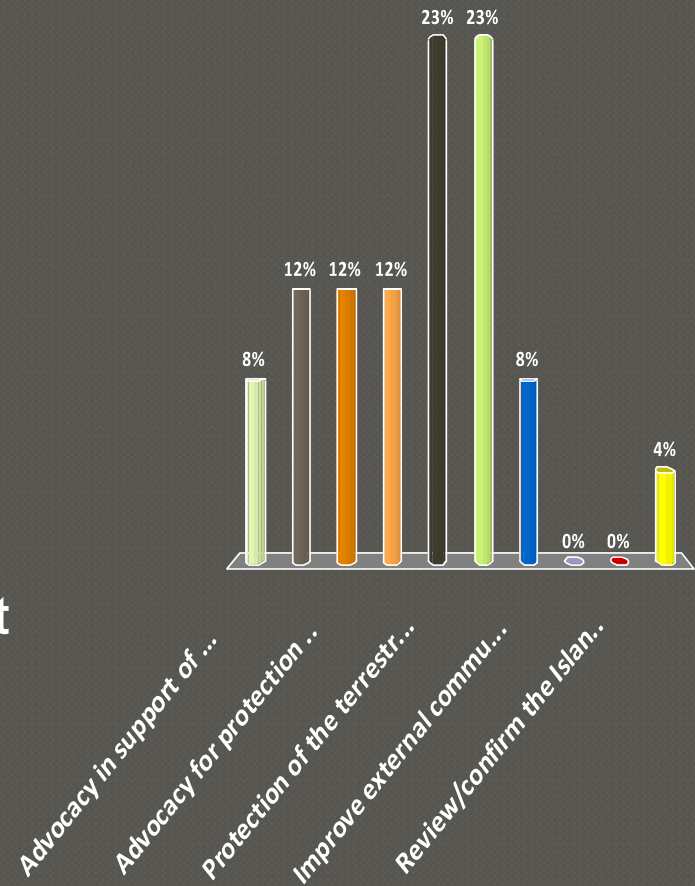
Which are the 3 most important land use planning topics for your Local Trust Committee to work on?

- 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



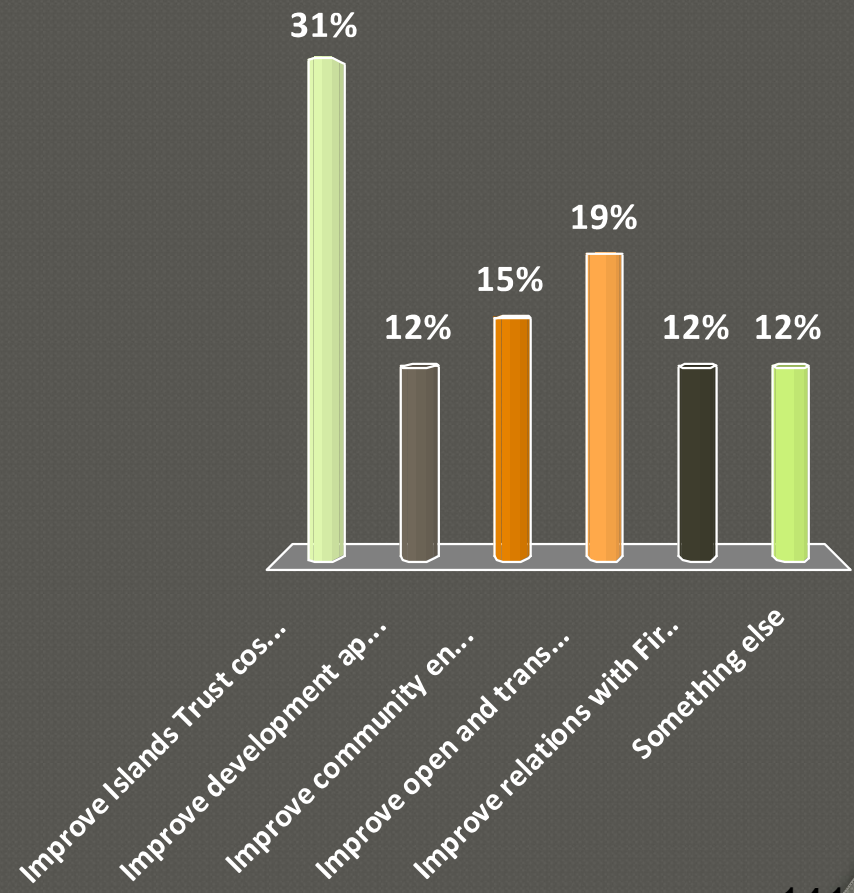
What are the 3 most important topics for Trust Area Services to work on?

- 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



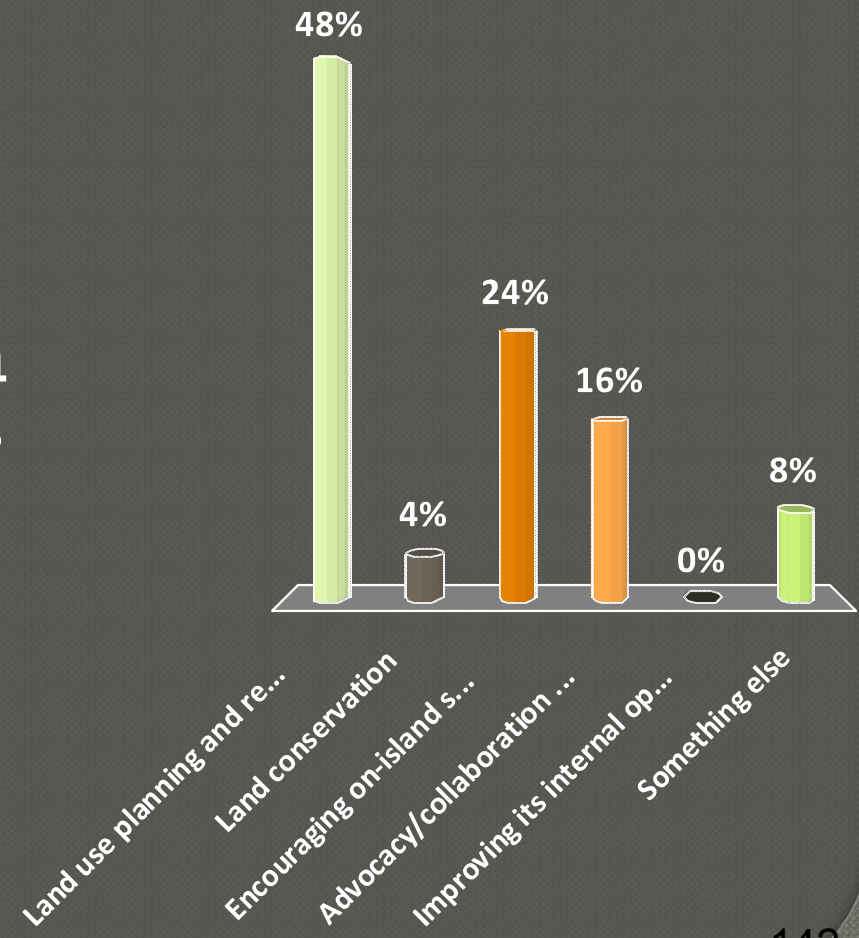
What are the 3 most important organizational improvements we could make?

- 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

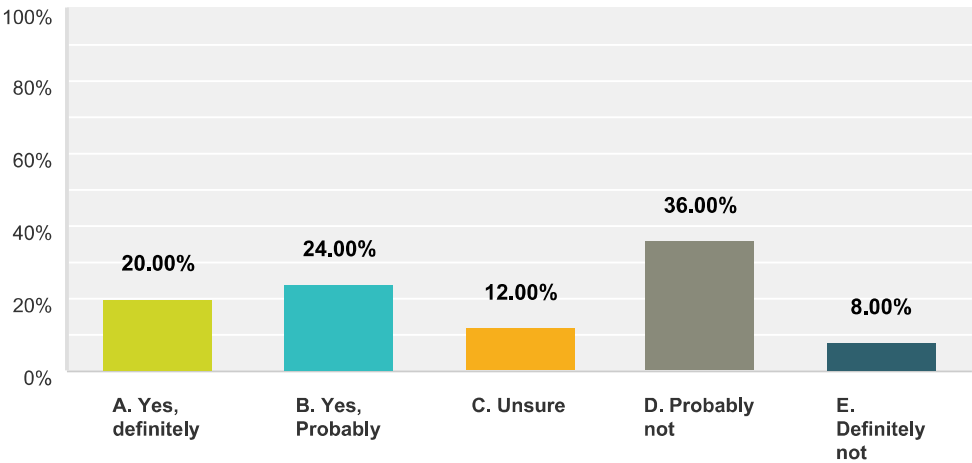
- ◉ Discussion by Council Committees, LTCs, Bowen Island Municipality, Trust Fund Board.
- ◉ Draft of potential priority objectives and strategies for review by Trust Council in June 2015.
- ◉ Executive Committee will solicit public input based on Council's adopted list of objectives and strategies.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

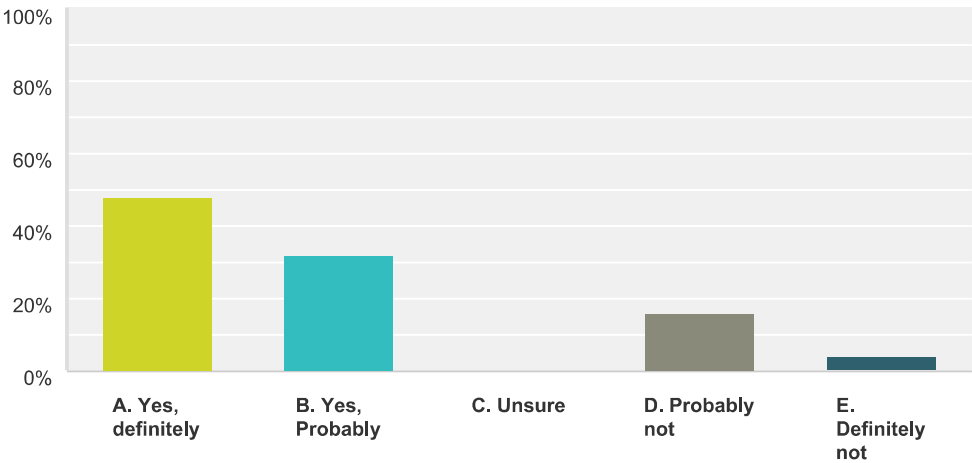
Answered: 25 Skipped: 0



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?

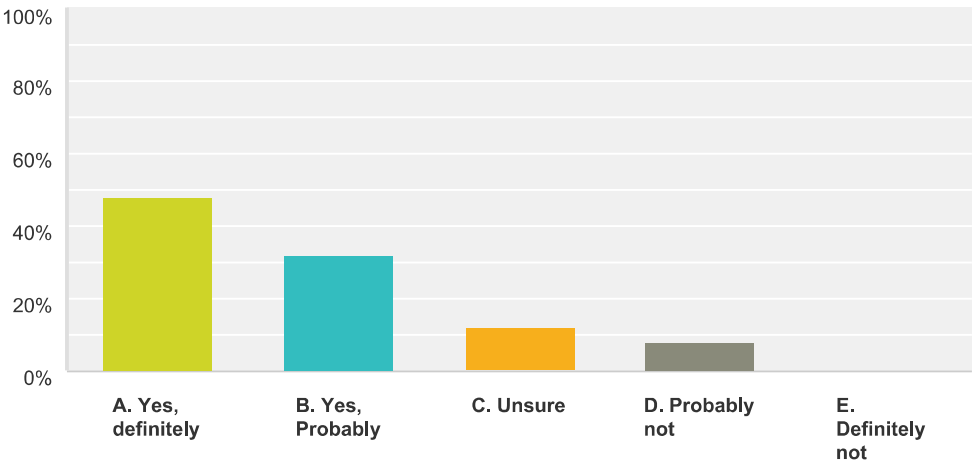
Answered: 25 Skipped: 0



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?

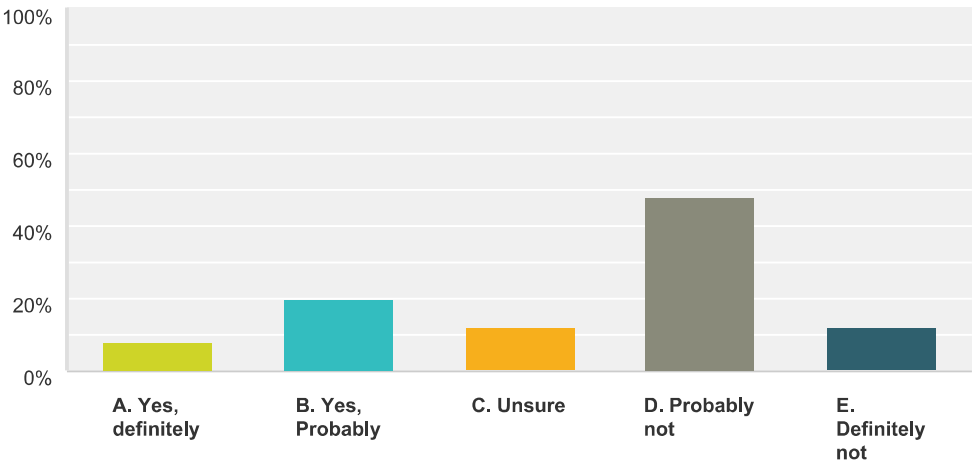
Answered: 25 Skipped: 0



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?

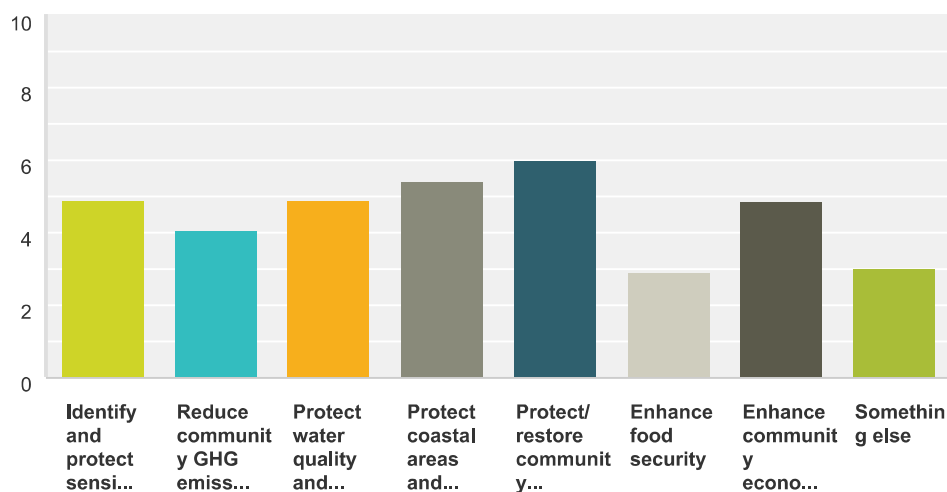
Answered: 25 Skipped: 0



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

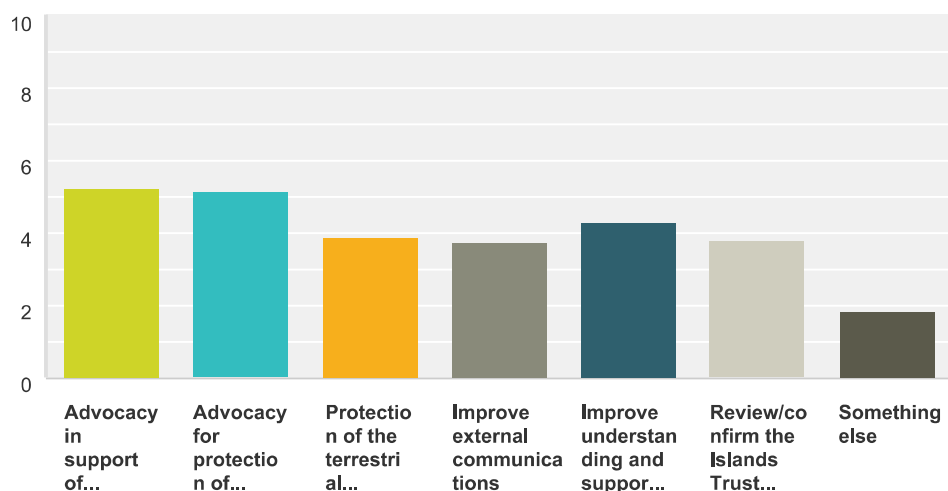
Q6 If you chose "Something else" as one of your top 3, please describe the topic.

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

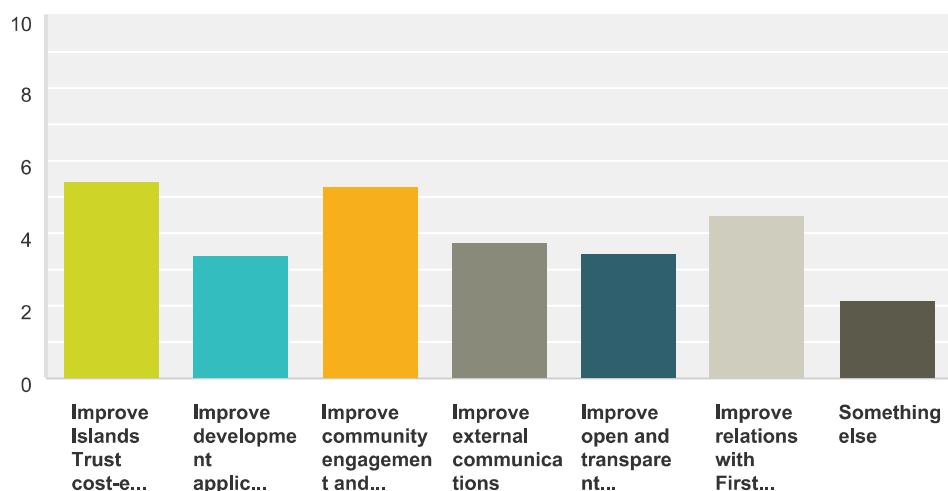
Q8 If you chose "Something else" as one of your top 3, please describe the topic.

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 Council 3

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Strategic Plan Review and Update 5

Strategic Plan Discussion Draft for 2014-2018 6

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

The Islands Trust Area

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

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

Our Provincial Mandate

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

– Islands Trust Act

The Islands Trust Council

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



Trust Council's Current Strategic Plan

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Continuing to advocate for sustainable, affordable and appropriate ferry services

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

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

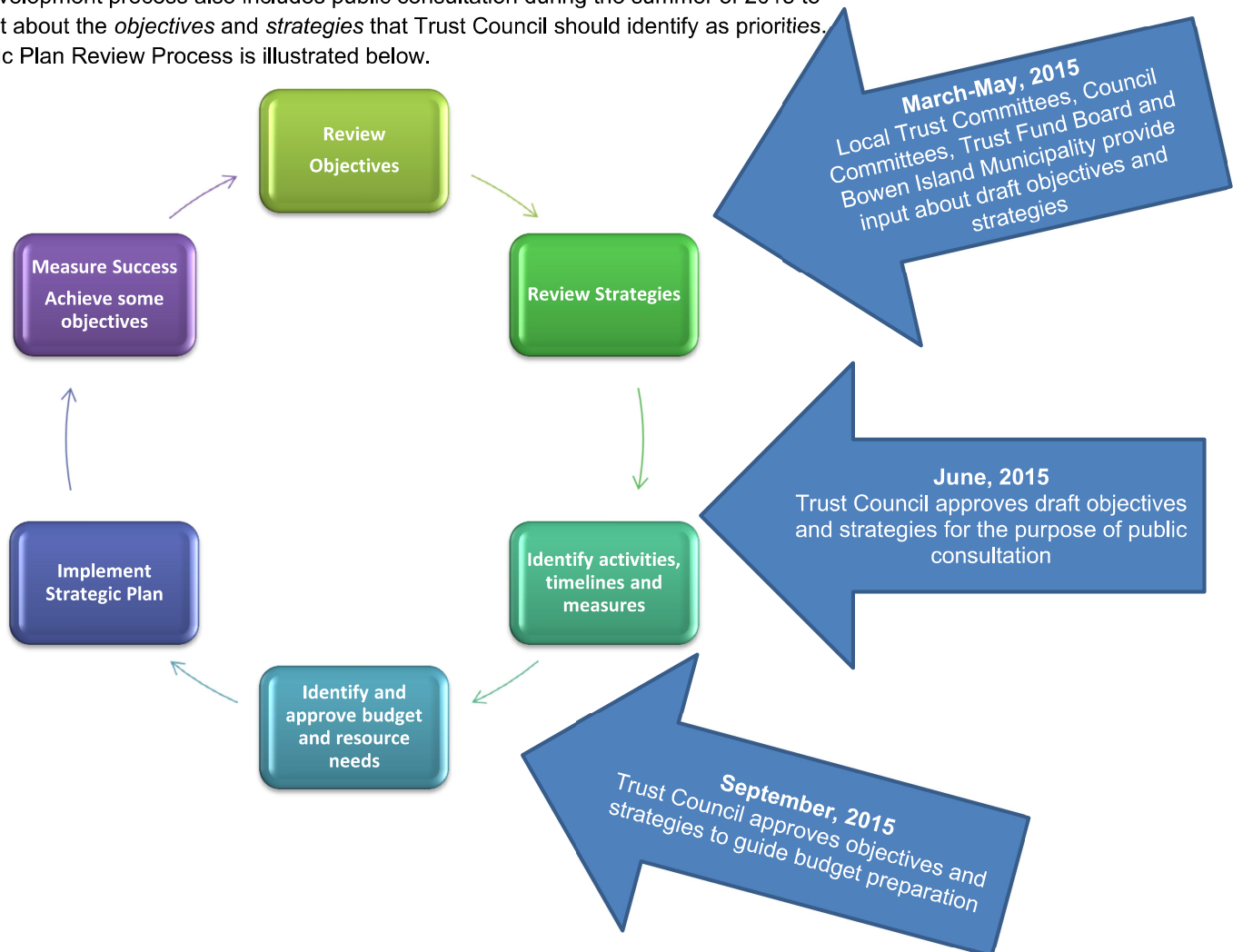
The Islands Trust will work with others by:

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

Continually working to improve our organizational effectiveness.

Strategic Plan Review and Update

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



Strategic Plan Discussion Draft for 2014-2018

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

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

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

Attachment 1 – Islands Trust Strategic Plan Discussion Draft

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

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

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

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

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

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

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

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

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

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

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

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

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

Strategic Plan 2014-2018

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS **
		<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	<i>TBD (e.g. eradication of non-native species)</i>	LTCs			
2. PROTECT coastal and marine areas	2.1 Use land use planning tools for shoreline protection	<i>Specific activities and phases to be determined by LTCs and BIM who have identified this as a priority area</i>	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	<u>Previous marine advocacy complete. Correspondence sent since Dec/14: Woodfibre LNG</u>

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	<i>FY 2014/15 – 2015-16</i> 3.1.1 Facilitate structured decision-making process to identify strategies for St. Mary Lake watershed management through SSIWPA (SSI) <i>Further activities and phases to be identify by LTCs with this as a priority</i>	LTC	<i>Funded by special tax requisition in 2015/16 budget</i>	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 FY 2015/16(?) - ? 6.2.1 Identify Adaptation Strategy principles and objectives	EC	LPC?	FPC?	TBD	TBD	
		FY 2015/16(?) - ? 6.2.1 Identify Adaptation Strategy principles and objectives				\$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
	6.2 Prepare Island Trust organization to adapt to the potential incorporation of Salt Spring Island	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 2016/17-207/18(?) 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.

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, Satuma, S. Pender, Ballenas/Winchelsea, Gabriola, Gambier, Hornby, Lasqueti, Thetis)

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

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

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

Abbreviations:

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

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

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

For more information, contact:

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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.



Memorandum

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April 16, 2015

File Number SO 3060-01 BOV

To: Galiano Island Local Trust Committee
Mayne Island Local Trust Committee
North Pender Island Local Trust Committee
Saturna Island Local Trust Committee
South Pender Island Local Trust Committee

From: Sharon Lloyd-deRosario
Legislative Clerk/Deputy Secretary
Local Planning Services

Re: Board of Variance Advertisement

This is to inform you that the Board of Variance for your Local Trust Area will be expiring in the next couple of months.

The legislation requires all local governments, including Local Trust Committees (LTCs) have a Board of Variance (BOV), each LTC has a Board of Variance bylaw and members are appointed for three year terms by resolution of the LTC. For the past term there have been several common Board members for all the southern LTCs. Because the number of appeals is relatively few for the whole southern islands area (less than 2 per year on average), having common Board membership provides an opportunity for Board members to gain experience with appeals.

A letter will be sent to all present BOV Members, thanking them for their participation on the Board(s) and inviting them to apply, if they are interested in serving another term.

Following the receipt of the responses from the existing Board members, the results will be reported at your LTC meeting and a decision can be made if an Expression of interest (EOI) will be published in the Island Tides newspaper for new members. This EOI notice would then be posted on island notice boards and posted on the Islands Trust website.

The potential candidates' information will be presented at your next available Local Trust Committee meeting(s) for consideration to appoint members to the Board of Variance.

pc Robert Kojima, RPM
Justine Starke, Island Planner
Gary Richardson, Island Planner
Kim Farris, Island Planner