Saturna Island Local Trust Committee
Regular Meeting Agenda

Date:	April 23, 2015
Time:	12:30 pm
Location:	Saturna Island Community Hall
	105 East Point Road, Saturna Island, BC

Pages

1. CALL TO ORDER 12:30 PM - 1:00 PM

2. APPROVAL OF AGENDA

3. TOWN HALL AND QUESTIONS

4. COMMUNITY INFORMATION MEETING

   none

5. PUBLIC HEARING

   none

6. MINUTES

   6.1 Local Trust Committee Minutes Dated February 19, 2015 — 4 - 14

   For Information

   6.2 Local Trust Committee Special Meeting Minutes Dated March 21, 2015 — 15 - 23

   For information

   6.3 Section 26 Resolutions-without-meeting Report Dated April 2015 — 24 - 24

   6.4 Advisory Planning Commission Minutes

   None

7. BUSINESS ARISING FROM THE MINUTES

   7.1 Follow-up Action List Dated April 2015 — 25 - 25

8. DELEGATIONS 1:00 PM - 1:10 PM

   8.1 R Fitzgerald Re: Campsite Proposal on Saturna Island (Proposal attached) — 26 - 28

9. CORRESPONDENCE

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

10. APPLICATIONS AND REFERRALS 1:10 PM - 2:00 PM

10.1	SA-RZ-2012.1 (Yardley/Peretz) Staff Report	29 - 39
10.2	Mayne Island Local Trust Committee Bylaws No. 161 & 162 Referral	40 - 42

11. LOCAL TRUST COMMITTEE PROJECTS 2:00 PM - 3:00 PM

11.1	Census Information - Staff Report	43 - 45

12. REPORTS

12.1	Work Program Reports - for information	
12.1.1	Top Priorities Report dated April 2015	46 - 46
12.1.2	Projects List Report Dated April 2015	47 - 47
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12.5	Local Trust Committee Webpage	
12.6	Chair's Report	
12.7	Trustee Report	
12.8	Trust Fund Board Report - April 2015 (attached)	53 - 54
12.9	Bylaw Enforcement	
12.9.1	Trust Council Briefing and Statistics (attached)	55 - 60

13. NEW BUSINESS 3:00 PM - 3:30 PM

13.1	2014-15 Annual Report - Saturna Island Local Trust Committee Section (RFD attached)	61 - 63
13.2	Board of Variance (BOV) Expiring Memberships	64 - 64
13.3	Input to Strategic Plan (RFD attached)	65 - 167

14. UPCOMING MEETINGS

14.1	Discussion to Change June Meeting Date
14.2	Next Regular Meeting Scheduled for June 4, 2015, at 12:30 pm, at the Recreation & Cultural Centre

15. TOWN HALL

16. CLOSED MEETING

16.1 Motion to Close the Meeting

That the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s. 90(1) (a) & (d) for the purpose of considering:

- Adoption of In-Camera Meeting Minutes Dated April 27, 2014
- Appointment of APC Members

AND that the recorder and staff attend the meeting.

16.2 Recall to Order

16.3 Rise and Report

17. RECALL TO ORDER

18. ADJOURNMENT 3:30 PM - 3:30 PM

ADOPTED

Saturna Island Local Trust Committee
Minutes of a Regular Meeting

Date:	**February 19, 2015**
Location:	**Saturna Recreation and Cultural Centre** **104 Harris Road, Saturna Island, BC**
Members Present:	**Laura Busheikin, Alternate Chair** **Paul Brent, Trustee** **Lee Middleton, Trustee**
Staff Present:	**Robert Kojima, Regional Planning Manager** **Gary Richardson, Island Planner** **Lori Foster, Recorder**
Media and Others Present:	**There were approximately 35 members of the public present**
Regrets:	**George Grams, Chair**

1. CALL TO ORDER

Alternate Chair Busheikin called the meeting to order at 12:30 pm. She introduced herself, the trustees, and staff members present. She acknowledged that the meeting was being held in traditional territory of the Coast Salish First Nations.

2. APPROVAL OF AGENDA

By general consent the agenda was approved as presented.

3. TOWN HALL AND QUESTIONS

Alternate Chair Busheikin stated that she supports respectful and engaged conversations. She welcomed newcomers.

Morgan Yates commended Recording Secretary, Bev Lowsley for her thorough and complete minutes of the January 31, 2015 meeting.

Priscilla Ewbank seconded Mr. Yates' commendation asking the Local Trust Committee to summarize the community information meeting notes of January 31, 2015 for the benefit of those present at today's meeting. She inquired about the Advisory Planning Commission (APC) membership positions which had recently expired.

Trustee Middleton said the January 31 Special Meeting was held to generate community input with regards to Work Program priorities and identifying community needs.

Trustee Brent commented that he would be summarizing the meeting for the Scribbler article.

Regional Planning Manager (RPM) Kojima addressed the question about APC memberships noting that 3 memberships were now expired.

Trustee Brent commented that the LTC would be inviting those, whose memberships were now expired, the opportunity to renew.

Janet Land echoed the previous comments on Bev Lowsley's recording of the minutes. She asked that public submissions received at meetings be posted to the Saturna Local Trust Committee website and for public hearing binders to be posted as well.

Regional Planning Manager (RPM) Kojima responded that correspondence regarding applications and projects is found in agendas attached to staff reports and that posting of public submissions has been discretionary in the past, moving forward there would be more postings after a vetting process including removing personal information.

Carol Vogt asked about the tabled bylaws (CADR, Secondary Suites, STVR's), that it was unclear from the January 31st meeting what was happening with them and asked for clarification about the monies that were spent on the bylaws in the last budget.

RPM Kojima clarified the fiscal year starts in April and that cumulative amounts are reported.

Alternate Chair Busheikin commented that requests for project budgets are planned in advance.

Charles Reif noted that some funds had been spent and asked if the unspent monies were allocated elsewhere.

There was comment from staff and trustees that public hearings had been held for the bylaws which accounted for advertising costs, hall rentals, and staffing wages.

Priscilla Ewbank spoke about shipping in Plumper Sound and the unloading of barged gypsum. She noted that this happened at night and the unloading created undue noise and dust. She commended Canadian Shipping Lines (CSL) for meeting with trustees noting MP Elizabeth May was also present.

Trustee Brent noted that Pender Trustees had attended the meeting.

4. COMMUNITY INFORMATION MEETING

None

5. PUBLIC HEARING

None

6. MINUTES

6.1. Local Trust Committee Adopted Minutes Dated September 18, 2014

For Information

6.1.1. Local Trust Committee Received CIM Notes Dated September 18, 2014

For Information

6.1.2. Local Trust Committee Draft Minutes Dated January 31, 2015

SA-2015-002
It was Moved and Seconded that the Saturna Island Local Trust Committee minutes of January 31, 2015 as presented, be Adopted.

CARRIED

6.2. Section 26 Resolutions-without-meeting Report Dated February 2015

Presented for information

6.3. Advisory Planning Commission Minutes

None

7. BUSINESS ARISING FROM THE MINUTES

7.1. Follow-up Action List Dated February 2015

Planner Richardson presented the Follow-up Action List, all items had been completed.

8. DELEGATIONS

None

9. CORRESPONDENCE

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

9.1. Email Dated August 1, 2014 from Pat Lapcevic (FLNR) re BLs No. 112, 113, 114 & 115

By general consent the email dated August 1, 2014 from Pat Lapcevic was received.

10. APPLICATIONS AND REFERRALS

10.1. SA-DVP-2014.1 (Gilmore)

Planner Richardson reviewed the staff report dated February 12, 2015 and noted the following:

- as required, notification had been hand delivered to surrounding neighbours, two written submissions were received opposing the application,
- staff comments included no clear hardship for the applicant and recommended not to approve the application as presented,
- staff could work with the applicant to bring the present construction into compliance.

Trustee Brent asked if the applicant would like to speak.

Darrin Gilmore, applicant, stated a number of points including the following:

- that part of the increase in square foot size would include rainwater storage,
- the building was not visible from the road,
- consulted with neighbour, received email stating approval,
- construction would maintain rural character,
- modifications would take 10 man-hours and ruin the esthetics and utility of the building,
- in response to the opposing opinion of one neighbour, the building would not be used commercially,
- the sewerage system was verified by Victoria Island Health Authority.

There was discussion amongst the LTC and staff regarding the following:

- enclosed vs unenclosed bays,
- point of order regarding a motion that was not seconded and ensuing discussion,
- amending the permit to comply with the Land Use Bylaw by enclosing only 2/3^{rds} of the bays but retaining the roof line,
- creating expectation if variance approved.

SA-2015-003
It was Moved and Seconded that the Saturna Island Local Trust Committee approve development variance permit SA-DVP-2014.1.

DEFEATED

Trustee Brent apologized to the applicant about not being clear about the bylaw.

Planner Richardson will follow-up with the applicant.

10.1.1. Email Dated February 4, 2015 re Gilmore Property

Attached for information

10.1.2. Email Dated February 7, 2015 from F Ernst re Variance on Tumbo Channel Rd

Attached for information

10.2. SA-DP-2015.1 (Farrow)

Planner Richardson presented and summarized the staff report dated February 11, 2015 commenting that the subject property was one large lot known as Old Point Farm, the property was located in a Bluff Development Permit Area and that the applicant had done due diligence as requested by staff for the new driveway.

Priscilla Ewbank asked to see consultants report and pictures.

Planner Richardson read from consultant's report. Long-term impacts would be minimal, that mitigation measures by the applicant would balance out construction impacts. If the permit is approved, staff would follow-up and monitor the development.

Alternate Chair Busheikin asked for questions, there were none.

Trustee Brent invited the applicant to speak.

James Farrow, the applicant, noted that the drive was frightening to friends who had to use it to.

SA-2015-004
It was Moved and Seconded that the Saturna Island Local Trust Committee issue Development Permit SA-DP-2015.1 (Farrow) as drafted.

CARRIED

Trustee Brent commented that the Local Trust Committee (LTC) relies on professional reports such as the biologists report when making informed decisions.

Trustee Middleton said the applicant did a commendable job providing all the information required of him.

11. LOCAL TRUST COMMITTEE PROJECTS

11.1. Work Program Review

Planner Richardson reviewed the staff report dated February 3, 2015 highlighting the top three priorities from the previous term and the current status of each. At the last community information meeting, September 8, 2014 time ran out and all priorities, Community Amenity Density Reserve, Short Term Vacation Rentals, and Secondary Suite Review were tabled.

Planner Richardson addressed the Projects List, and reviewed those endorsed by the LTC in the previous term. He spoke on project charters, process, and budget suggesting that three projects of this size at once might be a bit ambitious. Further reviewing his report, he stated the following suggestions as some possibilities for Work Program Priorities:

- possible Land Use Bylaw (LUB) review regarding Bylaw Enforcement Notice (BEN),

- sensitive ecosystem mapping,
- hazard area, raptor nest, and trails mapping,
- Official Community Plan amendments,
- campgrounds review,
- climate change and adaptation,
- waste transfer projects.

Trustee Brent said the LTC should proceed slowly with a more fulsome discussion at the March business meeting. From the previous top priorities, (CADR, STVR's and Secondary Suites) he suggested putting one back on the list but regarding CADR, which was very complex, either table it, fix it, or drop it.

Trustee Middleton spoke to a disconnect with the current mapping and would like to see an integration of what is available. He commented on secondary suites and affordable housing that water supply is crucial with these projects noting the Lyall Harbour and Boot Cover water systems.

The LTC and staff further discussed the following points:

- moving forward slowly with wider public consultation,
- approach zoning and updating applications with caution as zones have shifted,
- not make any formal decisions today,
- special meetings were respectful of people's schedules,
- staff to work on mapping and secondary suites projects.

SA-2015-005
It was Moved and Seconded that the Saturna Island Local Trust Committee direct staff to provide an update and backgrounder on secondary suites and research secondary suite initiatives in the context of seniors and affordable housing.

CARRIED

SA-2015-006
It was Moved and Seconded that the Saturna Island Local Trust Committee Schedule a Special Meeting for Saturday, March 21, 2015 at 9:00 am to review its Work Program and Top Priorities.

CARRIED

SA-2015-007
It was Moved and Seconded that the Saturna Island Local Trust Committee direct staff to create a report that outlines mapping and data that is currently available but not reflected in the Official Community Plan.

CARRIED

12. REPORTS

12.1. Work Program Reports

12.1.1. Top Priorities Report Dated February 2015

SA-2015-008
It was Moved and Seconded that the Saturna Island Local Trust Committee remove from its Top Priority List, No 1. Community Amenity Density Reserve, No 2. Short Term Vacation Rental Review, and add Mapping Review.

CARRIED

12.1.2. Projects List Report Dated February 2015

Discussed under item 11.1

12.2. Applications Report Dated February 2015

Planner Richardson reviewed the applications report referencing the LTC decisions on items 10.1 and 10.2 made today.

12.3. Trustee and Local Expense Report Dated January 2015

Regional Planning Manager (RPM) Kojima presented the report. It was noted that Driftwood Newspaper advertising charges constituted a large portion of projects cost.

Trustee Brent commented the report was in good shape.

12.4. Adopted Policies and Standing Resolutions

Presented for information

12.5. Local Trust Committee Webpage

The Saturna Island Local Trust Committee webpage can be found at: www.islandstrust.bc.ca/islands/local-trust-areas/saturna

12.6. Chair's Report

Alternate Chair Busheikin spoke of her attendance at the recent Executive Committee meetings and the anticipated Trust Council meetings being held on Gabriola, March 10-12, with accommodation at The Haven. She is looking forward to more training in all matters Executive including best practices and First Nation consultation. At the upcoming Trust Council, the budget is on the agenda to be adopted for the fiscal year and noted the passionate discussions recently experienced at the Financial Planning Committee meeting regarding allocation of funds. She said Chief John Wesley of the Snuneymuxw First Nation will be in attendance. Alternate Chair Busheikin concluded her report mentioning a meeting with Islands Trust and Ministry of Transportation and Infrastructure regarding bridge feasibility between Gabriola and Nanaimo via Mudge Island.

12.7. Trustee Report

Trustee Brent spoke of his attendance at the recent Financial Planning Committee meeting and a report to Trust Council (TC) to increase the budget by 11.2 %. He also noted the consideration of a new staffing position, First Nation's Consultant/Liaison which, if filled, would increase staffing costs.

Trustee Middleton acknowledged Trustee Brent for his mentoring of newer trustees and noted that Saturna trustees sit on three Council Committees: Financial Planning, Trust Programs, and Local Planning the latter voting Trustee Brent as Chair. Trustee Middleton also thanked Trustee Brent for bringing his expertise to the Financial Planning Committee. At its inaugural meeting of the term, the Local Planning Committee reviewed the completion of the eel grass mapping survey and an update was received on the Green Shores project. He noted that Islands Trust zoning of foreshore use was being reviewed. Trustee Middleton concluded his report by thanking the public for their participation in community process.

12.8. Electoral Area Director's Report

Regional Planning Manager (RPM) Kojima commented that this was a new standing agenda item and when the Southern Gulf Islands Area Director is present, a report will be received.

12.9. Trust Fund Board Report

RPM Kojima said, when present, Trust Fund Manager Jennifer Eliason will review reports.

12.9.1. TFB Report to the LTC - January 2015

For information

12.9.2. Eelgrass Mapping - Memo, Final Report & Map

For information

12.10. Bylaw Enforcement Report

Regional Planning Manager Kojima reviewed the Bylaw Enforcement staff report dated February 2, 2015 noting Bylaw Enforcement Manager Drew's recommendations regarding resolution SA-2014-046, using instrumentation for research purposes.

By general consent this item would be flagged as part of a technical amendment in the Land Use Bylaw.

13. NEW BUSINESS

13.1. Advisory Planning Commission (APC) Membership

There was discussion regarding advertising for new members or extending an invitation, if they wish to be reappointed, to those whose memberships have expired.

SA-2015-009
It was Moved and Seconded that the Saturna Island Local Trust Committee direct staff to contact those who's Advisory Planning Commission membership had expired and find out if they would be interested in being reappointed to the Saturna Island Advisory Planning Commission.

CARRIED

13.2. Special Local Trust Committee Meetings re LTC Work plan

Discussed under item 11.1 and resolution SA-2015-006.

14. UPCOMING MEETINGS

14.1. Next Regular Meeting Scheduled for April 23, 2015, 12:30 pm, at the Community Hall

Note the Special Meeting scheduled for March 21, 2015. See resolution SA-2015-006.

15. TOWN HALL

John Hutchinson asked if he heard correctly, regarding Trustee Brent's report about an 11.2% budget increase.

Trustee Brent replied that yes, proposed for the fiscal year and that 70% of the 11% mentioned is allocated for staff increases and costs. There is no proposal for a tax increase and commented on a statutory regulation to carry 20% surplus. All this will be discussed at Trust Council.

Charles Reif questioned if the minutes of the January meeting would be posted on the website before to the next meeting.

Trustee Brent said we will push staff.

Priscilla Ewbank commented on the pursuit of advocacy work by the Islands Trust that no one is doing this type of work, to preserve and protect. She noted the Department of Fisheries and Oceans has over 400 applications for development. She thanked trustees for their conduct at the Canadian Shipping Lines meeting. Commenting on development permit applications and the history of Old Point Farm, she said the approval of the application at this meeting will result in the destruction and devastation of this bluff area, that this is was an insane place to build a driveway. She was appalled that this permit was approved.

Janet Land agreed with the previous speaker's points regarding the development permit approval. She likes the new town hall format and the community information meetings

between regular business meetings. She called for minutes to be available right away and more communication between meetings.

Trustee Brent responded, acknowledging the frustration of the previous speaker regarding minutes and agendas. He spoke to the approval of the development permit saying decisions are guided by law and the reference of professional reports.

RPM Kojima spoke to the differences between a development permit and a development variance permit.

Janet Land commented on development permit notification processes and receiving information right after meetings. She said mail out newsletters were useful and wants better communication.

There was discussion regarding newsletters, cost of mail outs, trustee initiative and workload.

Al Sewell objected to the Advisory Planning Commission reappointment process previously passed in this meeting and wants to see advertising for new members rather than just reappointments. Land use planning relies on statistics and he wants to see a complete list of occupied and vacant houses created, to determine a base line in keeping with *Local Government Act* requirements.

Bill Douglass noted the website is current and up-to-date. He addressed the Trails Map review being complete but not adopted.

There was discussion regarding adopting then reviewing the Trail Maps, the public hearing process involved in the review, mapping review now added to the Project List.

John Hutchinson suggested that a trustee publication be created or meetings be scheduled around the Scribbler publication date.

Morgan Yates thanked the Local Trust Committee for town halls at the beginning and end of each meeting and the Gilmores for being present during the application review process.

Priscila Ewbank added comment about the cut and fill process to the bluff area pertaining to SA-DP-2015.1 and spoke about conservation regarding increased density naming Boot Cove and raptor nesting areas. She reiterated that development permit areas are not effective because density trade does not protect the development permit area, that this is not the right tool to protect this land.

There was discussion regarding density trade, development permit areas, protection of the land, land swap, requirements met for development permit approval, decisions made by previous councils.

Bettianne Hayward said she is listening but hears a disconnect regarding density and affordable housing. She commented on the cost of living, young peoples' affordable housing, the closing of the lodge and seniors housing. She does not want to live in a senior's housing project; she would like to see funding for people who want to improve

their homes and home development. People need information but people are not involved.

Neysa Wiens asked that the community correspondence regarding the past bylaws be posted to the website and now that secondary suites and affordable housing is a priority she would also like to see the results of the community survey also posted to the website.

Trustee Brent said that past correspondence regarding bylaws 114 and 115 has been scanned.

Morgan Yates commented on the evolution of bylaws.

Priscilla Ewbank said we gave away density.

Trustee Brent commented on process regarding density and development permit areas (DPA).

Bill Douglass said DPA bluffs should be part of Official Community Plan review, to protect bluffs for raptors and falcons.

Dawn Wood spoke about the Old Point Farm regarding density trade and 14 houses/cottages on a strata and cottage lot beyond 1000 sq. feet. She said mistakes were made in the past when covenants were not registered on Winter Cove that protection thought to be in place, was not.

Trustee Brent responded that covenants were in place.

Dawn Wood said the registration of the Trail Maps fell through the cracks with Islands Trust.

16. CLOSED MEETING

None

17. ADJOURNMENT

Alternate Chair Busheikin thanked the public for the respectful and helpful discussion.

By general consent the meeting was adjourned at 3:19 pm.

_____
Laura Busheikin, Alternate Chair

Certified Correct:

_____
Lori Foster, Recorder

ADOPTED

Saturna Island Local Trust Committee
Minutes of Special Meeting

Date:	**March 21, 2015**
Location:	**Saturna Island Community Hall** **105 East Point Road, Saturna Island, BC**
Members Present:	**Paul Brent, Acting Chair** **Lee Middleton, Trustee**
Staff Present:	**Beverly Lowsley, Recorder**
Public and Media Present:	**There were approximately 25 members of the public present**

1. CALL TO ORDER

Trustee Brent called the meeting to order at 9:05 am. He acknowledged that the meeting was being held in traditional territory of the Coast Salish First Nations.

By general consent, Trustee Brent will act as Chair (A/Chair) for this meeting.

2. APPROVAL OF AGENDA

The following addition to the agenda was presented for consideration as item:

3.2 Publication of Minutes

By general consent the agenda, as amended, was Approved.

3. PURPOSE OF MEETING

3.1. Work Program Discussion

Priscilla Ewbank questioned how the agenda is developed. It seemed that the purpose should be decided locally rather than at the Islands Trust office.

Trustee Middleton explained that staff draft the agenda based on what they see as business left over from the previous meeting. The purpose of this Community Information Meeting is to obtain local input in a more open manner.

A/Chair Brent clarified that the Work Program heading is just a way of saying "where do we go from here" which can be an open process.

Al Sewell, stated his belief that identification of priority issues should be community based, then trustees take those issues to the Islands Trust for consideration of how that can be facilitated.

Beverley Neff suggested that this should be an open conversation, talking about what comes up first rather than being constrained by the agenda.

Tom Johnstone noted that a balance between staff and elected politicians is always an issue.

John Money concurred that it is a challenge for trustees to take on control.

John Hutchinson expressed appreciation of town hall sessions at the beginning and end of regular meetings.

Acting Chair (A/Chair) Brent acknowledged the push and pull between community priorities and a change of trustees every 3 or 4 years.

Bill Douglass requested clarification if this as an informal meeting rather than a business meeting.

A/Chair Brent confirmed that this is an irregular meeting, for open discussion of issues of importance to the community.

Morgan Yates commended both trustees for agreeing to hold the irregular Town Hall meetings between the Regular Meetings. He expressed appreciation of both trustees sharing their strengths in representing our community.

Beverley Neff suggested a roundtable so each person could comment on why they are here.

Roundtable for Individuals to Identify Their Reason for Attending

Sandra Kreise - I am just here and interested because diversity is important.

Priscilla Ewbank expressed interest in land use issues and supports the Islands Trust mandate. Also, thankful to have previous minutes prior to this meeting.

Ron Hall, long-time resident, expressed interest in the Official Community Plan and issues relevant to the island.

Al Sewell noted that sometimes at these meetings individuals are attacked, not for their message but as the messenger. "I may not agree with the message but will defend the messenger."

Bill Schermbruker was troubled during the election as there seemed to be a conflict in platforms especially relating to the proposed bylaws. He expressed hope our two strong individual trustees can reconcile these issues.

Both Trustees expressed that during elections, issues seem to emphasize differences. They agreed that they have more in common and are working together to be very conscious of the need to reach out for community input.

A/Chair Brent commended Trustee Middleton on how well he conducted himself representing his ideas at the first Trust Council Meeting.

Louise Peramaki described her involvement in development of the Official Community Plan (OCP) and suggested that if changes are considered, an equal number of people should be involved in that process. She also noted that information sheets do not always reflect true facts as they relate to Saturna so it is important to attend and hear for ourselves.

Judith Rees-Thomas is here because community input is important

Charles Reif, involved for many years and most recently on the Advisory Planning Commission (APC), felt a gap between input from "above" and views of people in the room who were not heard. He appreciates the round table seating so we can communicate more effectively with each other and work out what is needed and expressed hope for local input to have an impact.

Bill Douglass, also involved in development of the OCP, upholds the Islands Trust values and critical infrastructure - nature and environment - and the effects of industrial/commercial development can be tremendous. It is up to each individual to stand up and protect what we have here.

Dawn Wood also participated in the OCP. She noted importance to balance between development and maintenance of the peaceful nature of our environment. She is interested in whether the secondary suites issue will be brought forward and how it will evolve, for example what might be a reasonable number and where might they be.

A/Chair Brent responded that those are the issues being discussed.

Neysa Wiens was thankful to be here, values the community and the community value to help and support each other. Respect even when not in agreement.

John Money noted that the OCP is a living thing so is never completed. Suggested that trustees create a task force to review options regarding issues previously put forward such as housing, jobs, and appropriate development. He commended both Trustees for representing the community first while working within the Islands Trust.

Carol Vogt does not want to spend any money on unnecessary bylaws and is not convinced that a need has been demonstrated. First identify a problem then explore possible solutions for this island, not bylaws being forced on all islands by Islands Trust.

Morgan Yates shared his longstanding interest and experience in community development and his bias for a triple bottom line approach balancing economic, social, and environmental factors. Deeper baseline understanding of who we are as a community, identifying a community profile or asset mapping to understand the aspirations, individual concerns, skills, experiences, and network we bring so we can capture the economic, social, and environmental priorities.

Tom Johnstone, a past trustee, is interested to see if current trustees are willing to represent the community and what we want of the planners. These open meetings are valuable as sources of information, bringing a variety of views so the trustees can take them to staff.

Mike Davis, new to the community, is here to listen and learn.

Beverley Neff here to support listening to each other and to tap into the wisdom that we all have.

Theresa Higgins noted this is an important process that does work.

Margaret Paterson is happy that we can come together as a community. This is such a wonderful place to be.

John Hutchinson agreed this is a very special place. After years visiting, is now resident and able to participate. Attendance at these meetings is crucial to an understanding of the issues discussed.

Bettianne Hayward, as a novice to this process, commented that in this environment barriers drop and possibilities of receiving and giving information for a common purpose with infinite possibilities.

Bev Lowsley agreed Saturna is a wonderful place to live. Sometimes tensions come to the fore but in the great scheme of things most people want what is best for the community and want to balance the various needs while maintaining the ambiance of life in a small, rural community.

Baksheish Gil is glad to be here and wants to see the best for the community.

Renie Muir, to be part of Saturna and to do that, is to be at these meetings and be with others, to care.

3.2. Publication of Minutes

The process of approval of minutes involves various steps which can take up to 30 days. The local recorder has 7 days to submit draft minutes to the Islands Trust office. The steps at the Islands Trust office involve review by the secretary, to other staff member at the meeting then to the Chair of the Local Trust Committee. Minutes do not need to be approved prior to posting on the website. Staff tries to get them out more quickly when possible.

4. COMMUNITY INPUT AND IDEAS FOR INNOVATION

Trustee Middleton asked what is the baseline information we need to make decisions about the island. Percentage of residents to part-time residents. Proposed to ask the planner to develop a profile of the community from available baseline data (tax rolls, stats Canada, and other documents). After that basic information is available, he suggests development of a small research contract for someone to complete that work here on Saturna.

A/Chair Brent commented that existing data is not up to date. Take that information then meet to identify which areas where we need more information.

Al Sewell suggested start with local data mine of the current reality then refer to staff for further follow-up if needed.

John Hutchinson in effect this would be a 2015 census of Saturna Island. The aspect of local involvement is vital.

Tom Johnstone said identify primary issues then what questions need to be asked, what decisions do we want to make. There is never only one way to address an issue. Consider positives and negatives of each option, then community select the one with the least amount of negatives.

Priscilla Ewbank countered that before identifying specific issues we need a baseline of what is, not what we expect to see. Before putting out a survey she suggests a local group to review. As well, need an inventory of the land assets we have. Also, before developing an evaluation tool we should have a local roundtable to look at the questions we are asking.

A/Chair Brent responded the intent is not going in with a specific plan. Need more information. Addressed issues relating to aging population, the health of the community, non-resident properties on the island - these need more information as a basis for decision making.

Al Sewell countered that the aging population is an asset not a problem.

John Money - Surveys have been done by previous groups. Where will you go with this process? Concern regarding the time frame, how long it will take to collect this data and do something with it. Will this happen within term of office or other Trustees go in another direction?

Bill Douglass asserted we have old people because we are healthy. Need positive point of view.

Beverley Neff would like the data collection to be done by professionals so we know we can trust the results.

Tom Johnstone pointed out that data collection has to relate to your mandate, so first decide what data is needed within your mandate.

Neysa Wiens everyone has a bit of knowledge and wisdom which needs to be pooled so we all have factual information.

Morgan Yates described a layered approach to starting with baseline demographic information, then aspirations/ concerns of residents, both permanent and part time, then perhaps experience, skills and networking. If approached in a layered way it will become clear and we can check back with the community between layers.

A/Chair Brent commented that David Howe, CRD Director, was involved with a skills inventory on the Southern Gulf Islands. This was done within past 18 month and may be worth consulting but we do need something specific to Saturna.

John Money reminded the group that economic situation on the island has varied throughout the years (logging, shale plant). What resource do we now have to help stabilize the community? We need to identify terms of reference for the contractors who will do the study.

Priscilla Ewbank noted the value of baseline study is that the world evolves and situations change. We have different views of what is success and the picture of people who have come may not fit what we might identify. She supported a layered research approach, as did several others present.

Dawn Wood described an experience of hearing younger adults who have come to the island, noting their experience with "haters" within the community who don't like their group, identified as "the pirates".

Trustee Middleton pointed out that the "pirates" who live on boats, work at various jobs and leave to go sailing during the summer, reflecting their specific lifestyle choice.

Several individuals noted that "pirates" is their chosen identification and offered observations of their members being welcomed, working in various roles and contributing to the community. Feedback reflected their positive work ethic and the fact that even though they leave during the summer they do come back and continue to live on their boats.

Beverley Neff posed the question, how could we become a boater welcoming community. Saturna has two harbours an asset for boaters, good food and already the Lamb Barbeque is widely known within the boating community. She gave an example of their reception as a boater in the community of Lund.

Louise Peramaki suggested instead of secondary suites we need a good nursing home so seniors can age here. Also, younger people would be able to work and live on Saturna as well.

Bettianne Hayward commented on wonderful input here and concurs that the research needs to go ahead. Supports accurate information. She also noted an increasing number of children in the school over the past year. Some families stay for a short time, go away for a time, then return and settle here.

John Money commented we still have resources on this island. Suggests a small group to come together and develop terms of reference for the individual(s) who do the research.

Beverley Neff suggested that Joan Selbey who has had experience as a social planner. Important to have the community doing the research if possible.

A/Chair Brent noted that the CRD, other districts, and Islands Trust are working together more in the past few months than they have previously. They are focussing on harbours, attracting mariners to the South Gulf Islands.

5. INPUT - PRIORITIES FOR THE TERM

SA-2015- 010
It was Moved and Seconded
THAT the Saturna Island Local Trust Committee direct Staff to assemble an inventory of currently available census data pertinent to the Saturna Local Trust Area and bring that to the next meeting.

CARRIED

Al Sewell suggested that staff should provide a list of what is available and we can decide what we want.

Trustee Middleton pointed out the Saturna Mapping Inventory, available by the door, which lists available documents. The information requested above may come in a similar format.

Issue of the Trust Budget as a Whole and Why It Keeps Going Up

Once the budget is compiled it is difficult to remove items. At the local level, trust committees usually have up to 3 levels of priorities on the Work Plan. Both Local Trustees will be very conscious of requests for planning hours. There is a group of Local Trust Committees engaging the populace of their Trust Areas to explore renewed vision.

A/Chair Brent stated that last term experience of addressing three major items was too much too quickly. Better to select priority item and do it well. For next meeting request local ideas of vision for our community to be initiated locally, not by the staff.

Al Sewell, spoke on application for sub-division on his property: multiple steps of special meetings all taking staff time prior to being able to forward the application to the ALR. From his experience he suggested to approach the ALR first.

A/Chair Brent responded the Financial Planning Committee has requested their auditors to look at the process and how the land use planning process might be done elsewhere as alternative to Islands Trust process.

John Money commented on what he sees as bloated bureaucracy, fewer land use applications but a more complex, time consuming and costly process. The process could be simplified without negatively impacting the Preserve and Protect mandate of Islands Trust.

Tom Johnstone noted that staff does not increase bureaucracy, politicians approvals lead to increases. Staff may recommend but decisions rest with the politicians.

Priscilla Ewbank supported the Islands Trust mandate and issues arising because various government departments are no longer involved. Gave example of the eel grass study supported by Islands Trust. Disparate rolls are expected of Islands Trust with budget impacts. She also noted that she prefers this type of meeting with full input rather than task forces.

John Hutchinson recognized that staff bring back a 10% increase in budget per year, considering 26 jurisdictions all needing reports/studies. One way we can reduce that demand is for local communities taking on some of their own research.

Baksheish Gil noted the importance of thinking positively and value of sharing opinions. We all have differing perceptions which we need to check out before making judgements.

Al Sewell, in reference to the Saturna Island Secondary Suites FAQ's document, questioned the statement relating to "controlling affordability" as impinging on the Landlord Tennant Act.

A/Chair Brent responded that there are ways of structuring agreements in such a way to keep rental housing affordable. There are some restrictions but they are less than the restrictions on the Affordable Housing Agreement.

Trustee Middleton indicated the need to find out what is the goal, to make mortgages more affordable for young people or for more affordable housing? There has been much work done on Salt Spring Island regarding secondary suites, some of which may be relevant to Saturna as well.

The Local Trust Committee plans to review the Work Plan and consider whether some items could be removed from that list.

Bill Douglass spoke with regard to the Trails Map, which has already been done but was never adopted. If review is required prior to adoption that would add unnecessary cost. The official version is not currently available. Bill has agreed to check a locally available map to verify if it accurately reflects the original Trails Map.

There was further discussion relating to issues with trails through private property.

Morgan Yates suggested once the map is verified, it should first be recorded as received, prior to decisions on further review/action.

Beverley Neff asked for information on the Explore the Islands proposed trail from the ferry to the store. Land owners along that part of the road particularly should have that information.

Morgan Yates thanked the Trustees for this meeting and the opportunity to give input and have open dialogue.

6. ADJOURNMENT

By general consent the meeting was adjourned at 11:37 am.

_____
Paul Brent, Acting Chair

Certified Correct:

_____
Beverly Lowsley, Recorder

RWM From: February 19, 2015 To: April 16, 2015

Saturna Island

Resolution #	Action	Resolution Description	Resolution Date
2015-04	In Favour	It was MOVED and SECONDED THAT the Saturna Island Local Trust Committee minutes of the March 21, 2015 Special Meeting be Adopted.	Apr 14, 2015
2015-03	In Favour	THAT_Saturna Island Local Trust Committee Meeting minutes of February 19, 2015, be adopted	Mar 19, 2015
2015-02	In Favour	THAT Saturna Island Local Trust Committee's interests are unaffected by North Pender Island Local Trust Committee Bylaw No. 198.	Mar 17, 2015

Islands Trust

Follow Up Action Report w/ Target Date

Saturna Island
Feb-19-2015

No.	Activity	Responsibility	Target Date	Status
1	SA-DVP-2014.1 (Gilmore) permit refused (SLD) DONE, close file (LF) DONE, update building inspection (GR)	Lori Foster Sharon Lloyd-deRosario Gary Richardson	Feb-23-2015	Done
1	Minutes of January 31st special meeting adopted as presented	Lori Foster	Feb-25-2015	Done
2	SA-DP-2015.1 (Farrow) to be issued as proposed (SLD) -DONE Schedule notification and monitoring (GR)	Sharon Lloyd-deRosario Gary Richardson	Feb-25-2015	Done
3	Special LTC meeting(s) to be scheduled for March 21st	Lori Foster	Feb-27-2015	Done
4	LTC Priority List to be amended by removing the existing priorities and replacing as follows: 1) Secondary suite review 2) Mapping review	Gary Richardson	Feb-25-2015	Done
5	Staff requested to provide 1) Backgrounder on secondary suites in the context of affordable and seniors 2) Summary of current mapping available	Gary Richardson	Mar-13-2015	Done
6	APC - Staff to contact APC members whose terms have expired to ascertain interest in being re-appointed. DONE LTC to consider advertising for new members after hearing back from existing members. DONE	Sharon Lloyd-deRosario	Feb-26-2015	Done

From: Robert Fitzgerald [redacted]
Sent: Thursday, April 16, 2015 8:23 AM
To: Gary Richardson
Subject: Re: Campsite Proposal on Saturna Island

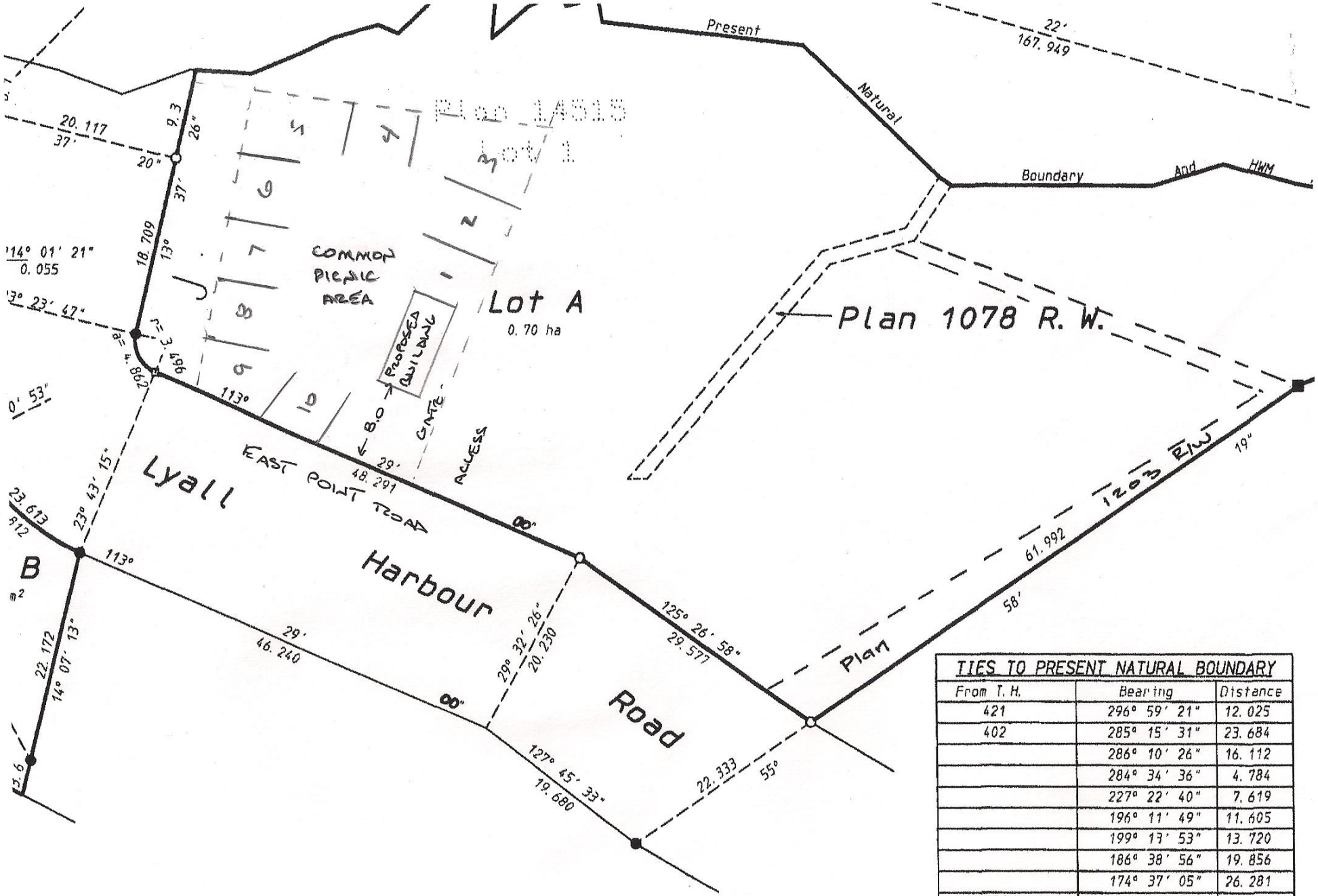
Re: Saturna Point Holdings Campsite Proposal

Hello Gary:
Attached are some sketches of our planned development on our property.
Please advise if you require anything else from me at this time.

Thanks,
Bob

On Wed, Apr 15, 2015 at 7:53 PM, Robert Fitzgerald [redacted] wrote:
Hello Gary:
As Paul Brent has made you aware, we at Saturna Point Holdings, are planning to build an shower/laundry facility on our upper lot at 100 East Point Road. We are aware that in order to incorporate some tenting sites (10 maximum), we are required to apply for a temporary use permit, in order to proceed with the development.
The purpose of this email is to formally request that I be put on the April 23rd meeting agenda in order to make a presentation on our plans.
In the next day or two, I will send you a site plan, and highlight on it, where the proposed tenting site would be located.
I'm excited about this development. In my opinion, it meets with the Saturna Island Community Plan. Since we are located close to the ferry and public dock, we will be able to cater to kayakers, boaters, cyclists and foot passengers. This project would be low impact to the environment and will help our struggling local businesses.
Camping would be an economical way for people to visit our island and may encourage people to leave their vehicles at home.
Please advise confirmation that my presentation will be added to the agenda.

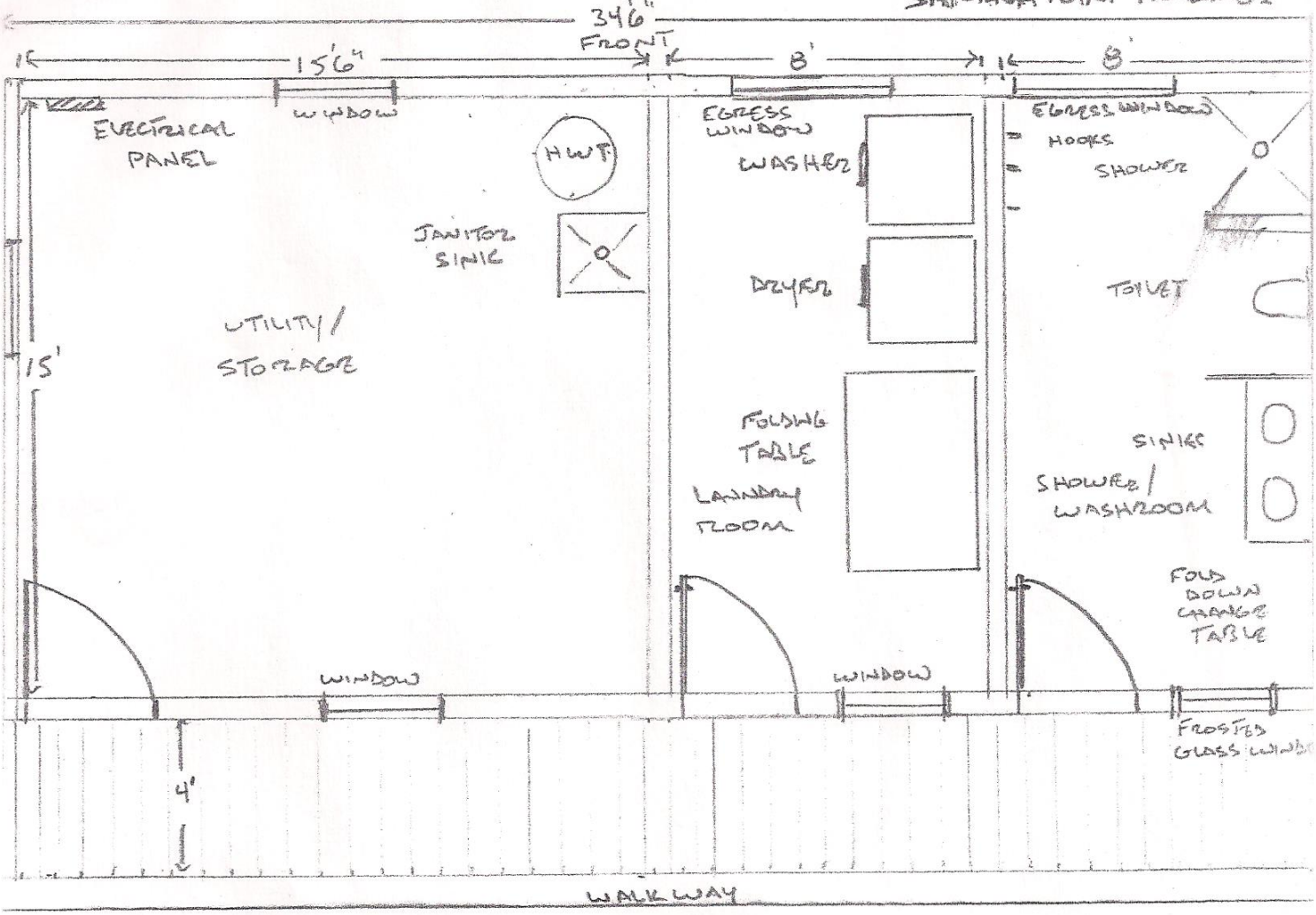
Thank you,
Bob Fitzgerald
General Manager, Director
Saturna Point Holdings



TIES TO PRESENT NATURAL BOUNDARY		
From T. H.	Bearing	Distance
421	296° 59' 21"	12.025
402	285° 15' 31"	23.684
	286° 10' 26"	16.112
	284° 34' 36"	4.784
	227° 22' 40"	7.619
	196° 11' 49"	11.605
	199° 13' 53"	13.720
	186° 38' 56"	19.856
	174° 37' 05"	26.281
426	3° 57' 21"	10.466
	7° 55' 07"	22.306
	14° 26' 06"	27.218
409	240° 26' 36"	47.565
	236° 05' 38"	40.908
	221° 31' 15"	34.221

Detail (not to scale) Plan 2625 R. W.

SATURNA POINT HOLDINGS



NOTES:

- REFER TO SURVEY FOR LOCATION ON PROPERTY
- SUB-SURFACE IS MADE UP BY LARGE BOULDERS PLACED THERE IN 1966
- OUTSIDE DIMENSIONS - 16'x34'6" - 552sf
- SITE PREPARATION:- REMOVAL OF VEGETATION TO LEVEL
  - ADD - 2" - STYRO FOAM SM UNDER AND ON PERIMETER OF FOUNDATION
  - ADD - 6" TO 8" - 3/4" MINUS GRAVEL
  - TAMPER
  - ADD - 6" CEMENT

CONSTRUCTION NORTH

- EXTERIOR CLADDING - 1"x8" SHIP LAP
- ROOF - ASPHALT SHINGLES
- FLOORING - SHEET VINYL
- CERAMIC IN SHOWER AREA
- SEPTIC SYSTEM TO BE APPROVED - CONTRACTOR YET TO BE HIRED

- ELECTRICAL - DOUBLE BILL ELECTRIC - 250-539-5200
- PLUMBING / MECHANICAL - JANSZEN PLUMBING - 250-539-5150
- ENGINEERED TRUSSES BY PACIFIC TRUSS
- INTERIOR WALLS & CEILINGS - 1/2" DRYWALL PAINTED
- 2"x6" WALLS - R20 FIBREGLASS INSULATION
- CEILING - R30 FIBRE GLASS

STAFF REPORT

File No.: SA-RZ-2012.1

To: Saturna Island Local Trust Committee
For the meeting of April 23, 2015

From: Gary Richardson, Island Planner

CC: Robert Kojima, Regional Planning Manager

Re: Staff Report for Amended Application SA-RZ-2012.1 (Yardley/Peretz)

Owner: Nepenthe Holdings Ltd.
Applicant: Jonathan Yardley, Architect Inc./ Alan Peretz
Description: Lot 3, Section 18, Plan 11979, except part in Plan 17076, Saturna Island

Civic Address: 102 - 106 Boot Cove Road

PRELIMINARY REPORT (Amended Application)

THE PROPOSAL: The amended proposal is to rezone a 3.62 hectare (8.94 acre) waterfront property to allow for three strata lots to be created. This would allow for the three existing waterfront dwellings to be sited on separate strata lots with the associated common property located across Boot Cove Road. The original application requested zoning to allow for four strata lots to be created.

This staff report outlines the options available to the LTC regarding this application and provides a recommendation on how to proceed.

BACKGROUND:

The application to rezone the subject property was received in January 2012. The initial application was requesting zoning to allow for four lots to be created. Several staff reports were prepared and a Community Information Meeting was held. The application was put into abeyance for the past several months and has now been brought forward with an amended request for zoning to provide for three strata lots.

SITE CONTEXT:

The subject area is a waterfront property located in the Boot Cove area of Saturna Island. The property is predominately surrounded by smaller residential lots. A 1.78 hectare (4.4 acre) portion is separated from the waterfront portion and is located across Boot Cove Road. A site review was carried out March 6, 2012 it was clear by the review the houses have been in place for some time. Two of the houses share one access and the third house has its own access. There is one dock in place which fronts proposed Lot C. It appeared as though one of the houses contains a second set of cooking facilities. The lots are well treed and are covered with mostly mature native vegetation.

Figure 1: Location of subject property

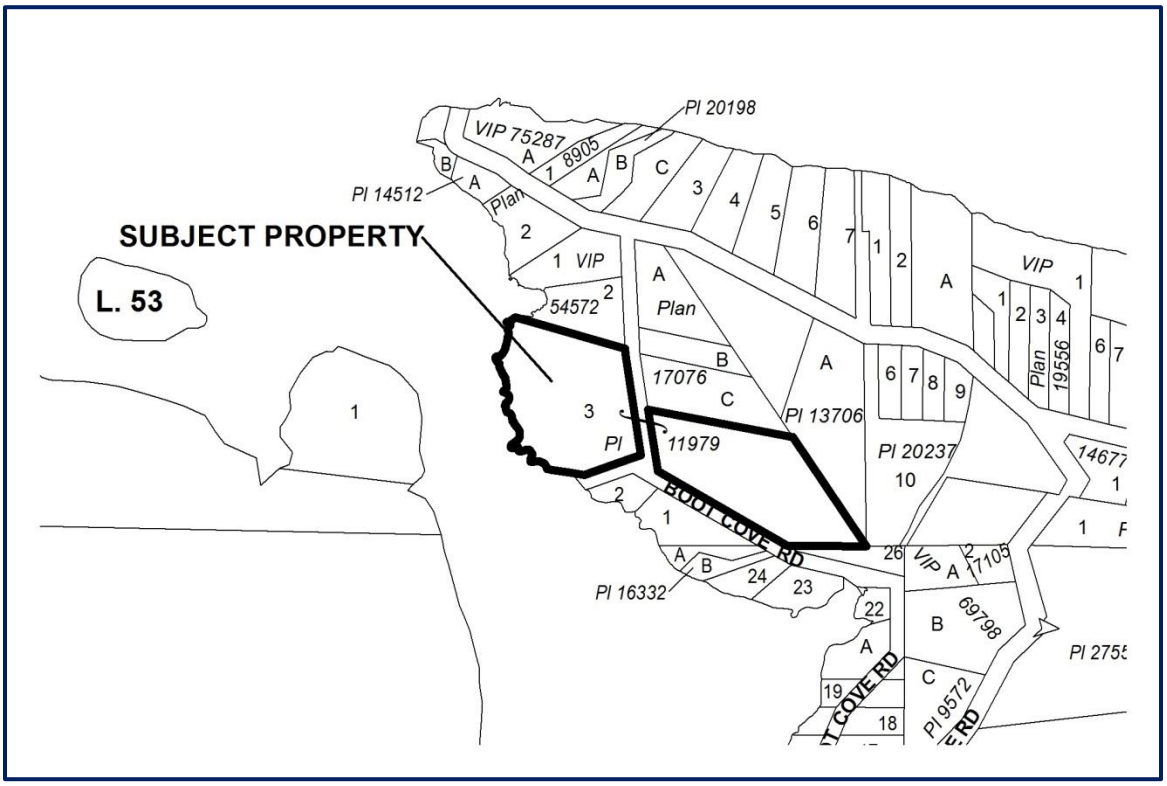


Figure 2: Location of dwellings (previous subdivision plan for 4 lots)

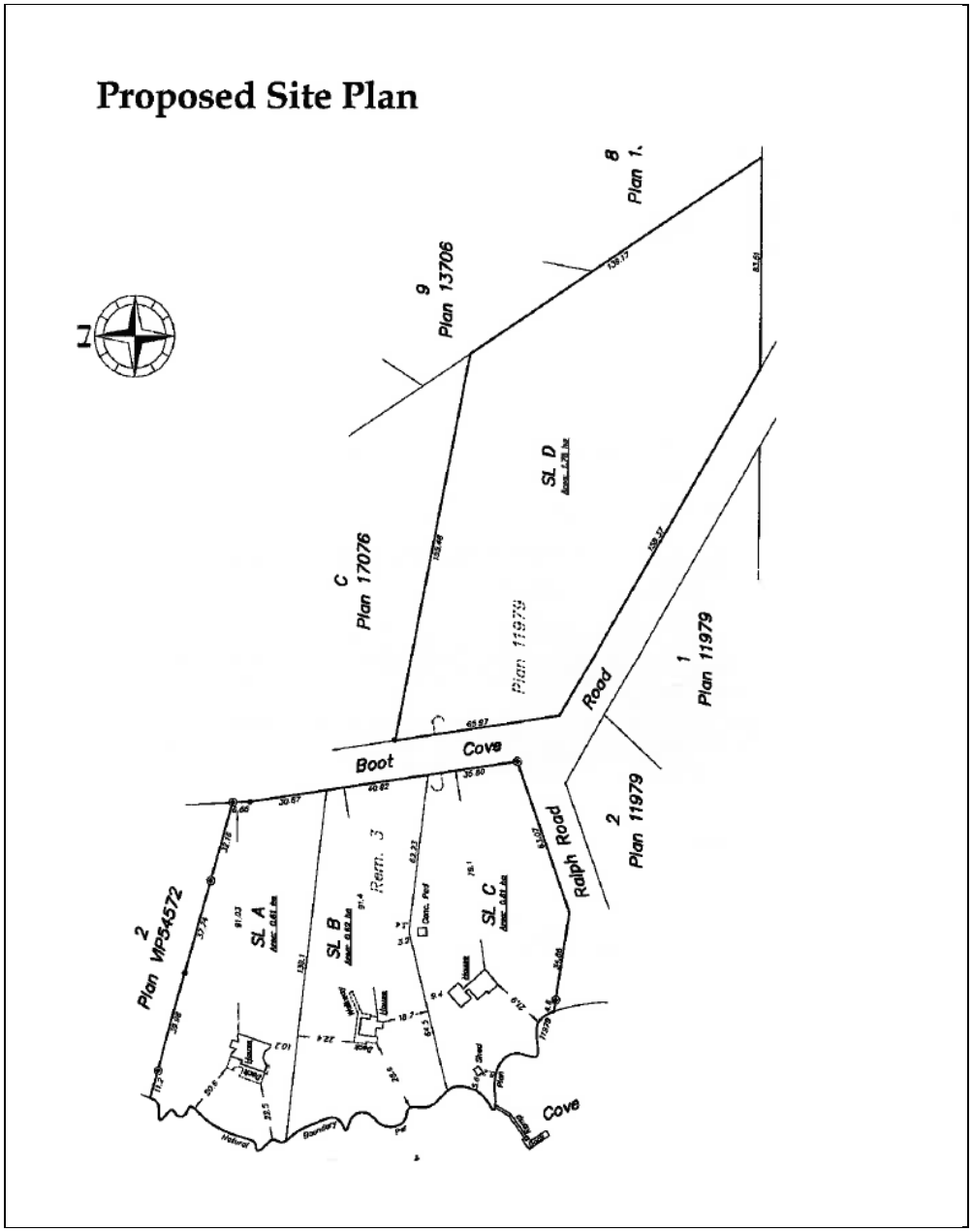


Figure 3: Orthophoto of subject property



Figure 4: Orthophoto of subject property and surrounding area

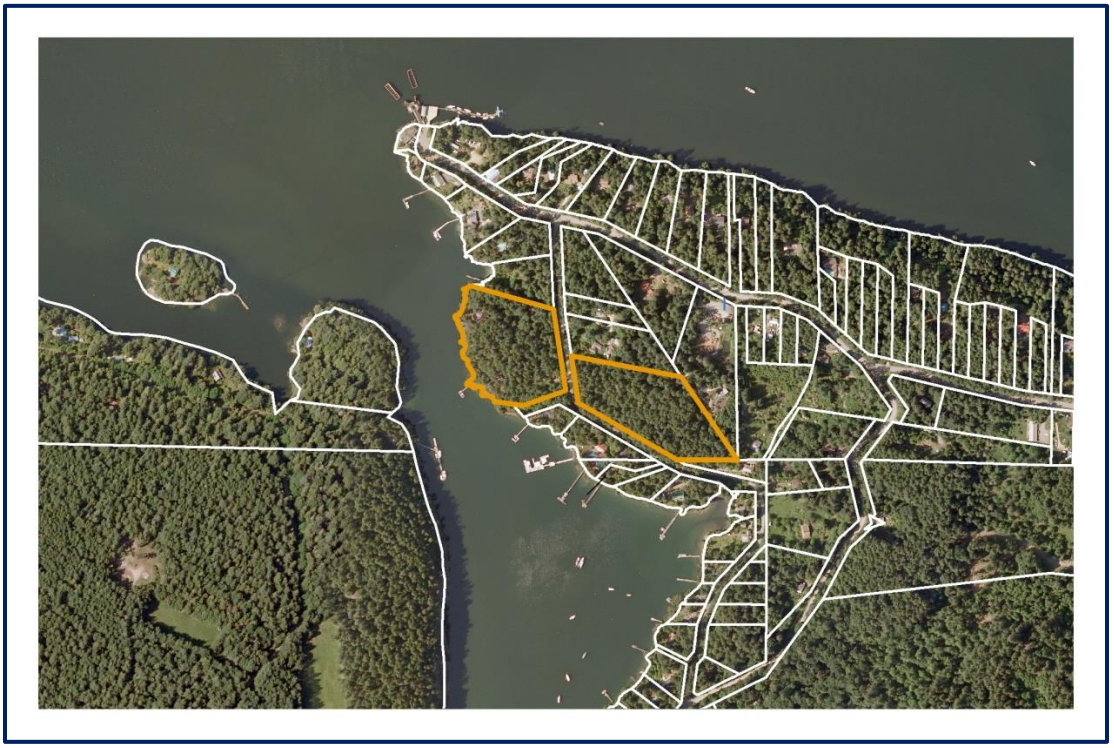
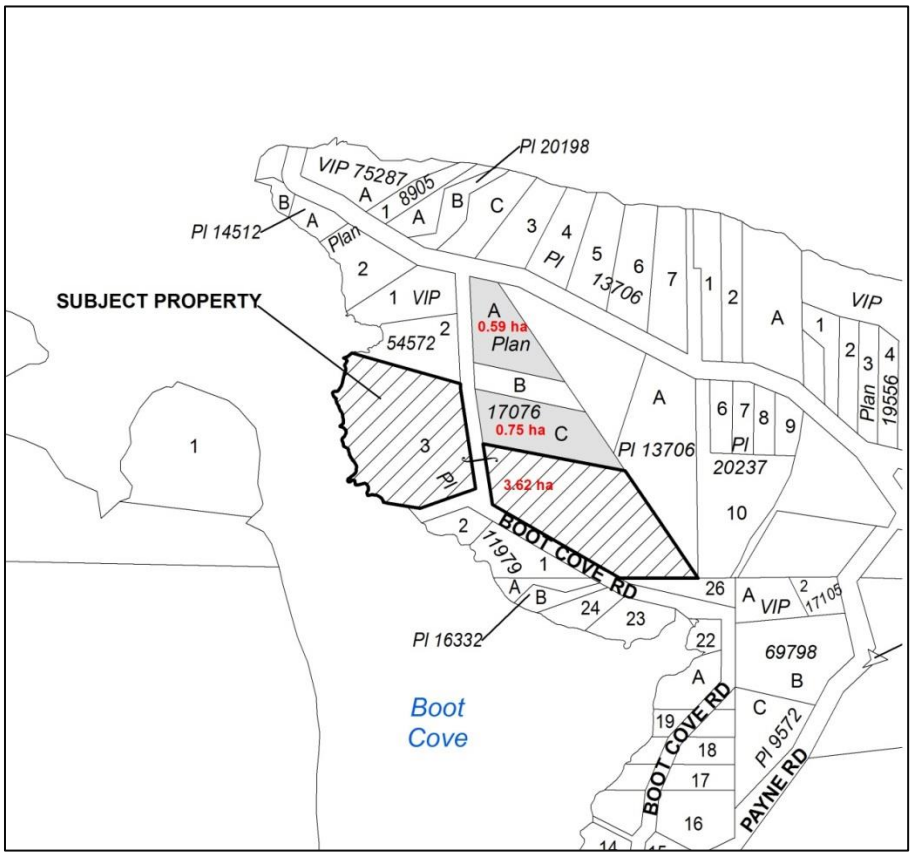


Figure 5: Subject property Lot 3. Other Lots owned by same owner Lot A and C



CURRENT PLANNING STATUS OF SUBJECT LANDS:

Islands Trust Policy Statement:

Trust Policy Statement contains some directive policies that pertain to this application:

5.2 Growth and Development

Directive Policies

5.2.3 *Local trust committees and island municipalities shall, in their official community plans and regulatory bylaws, address policies related to the aesthetic, environmental and social impacts of development.*

5.2.4 *Local trust committees and island municipalities shall, in their official community plans and regulatory bylaws, address any potential growth rate and strategies for growth management that ensure that land use is compatible with preservation and protection of the environment, natural amenities, resources and community character.*

5.2.5 *Local trust committees and island municipalities shall, in their official community plans and regulatory bylaws, address means for achieving efficient use of the land base without exceeding any density limits defined in their official community plans.*

Official Community Plan

The subject area is designated Rural (R) in the Saturna Island Official Community Plan, Bylaw No.70, 2000.

The following sections of the OCP apply to this proposal:

C.1.3 *From the date of adoption of the Plan, no rezoning, development permit, temporary permits, or other planning tool or device available to the local trust committee should be used to increase the maximum subdivision capacity, or total residential density of any island within the Area.*

C.2.2 *In considering permits, referrals, applications and bylaw amendments, the Saturna Island Local Trust Committee should use all available means within its direct jurisdiction to ensure the preservation and protection of the Area's diverse natural environment by:*

a) maintaining sufficient habitat in its natural state for wildlife, plant life and marine life to flourish;
b) protecting coastal systems and marine areas subject to development or contamination;
c) protecting groundwater supplies by ensuring the water absorbing capacity of the ground in water catchment areas is maintained, and by preventing contamination;
d) basing land use decisions on the inherent capability of land and water areas to accommodate the type, scale and intensity of proposed land uses;
e) ensuring renewable resource use does not exceed the natural carrying capacity of the natural resource base;
f) protecting indigenous ground and tree cover while maintaining sufficient areas of each forest type and evolutionary stage to optimize biological diversity; and
g) considering greenhouse gas emissions and climate change

D.1.4 *Rural Subdivision Capacity:*
The maximum number of lots that can be created shall equal the acreage of the lot designated rural divided by five (5) except where:

a) a restrictive covenant limits further subdivision then it shall be the amount specified in the covenant;
b) the lot has split designations then section D.7 applies; or
c) density from the Community Amenity Density Reserve is granted in exchange for an amenity.

D.1.R Rural Residential

D.1.R.6 *The minimum lot area for subdivision shall not be less than 0.81 hectares (2 acres), except where the proposed lot fronts on the ocean, it may be 0.40 hectares (1 acre) subject to the provision of adequate water supply and septic waste disposal facilities as approved by the Regional Health Authority.*

D.1.G Rural General

D.1.G.5 *The minimum lot area for subdivision shall not be less than 0.81 hectares (2 acres).*

Land Use Bylaw

The subject area is designated Rural General (RG) in the Saturna Island Land Use Bylaw, No. 78, 2002. The relevant regulations for this zone are included below:

4.2 RURAL GENERAL ZONE (RG)

Permitted Uses

*4.2.1 In the **Rural General (RG) Zone** the following uses are permitted, subject to the regulations set out in this section and the general regulations set out in Part 2, and all other uses are prohibited.*

4.2.1(1)residential;
4.2.1(2) home occupations and home based industry;

4.2.2 In addition to the uses permitted above, the following uses shall be permitted on parcels 1.0 ha (2.5 acres) or larger:

4.2.2(1) farm use;
4.2.2(2) the harvesting of trees and the carrying out of all silviculture practices;
4.2.2(3) portable temporary sawmills and log chippers for the processing of logs harvested on the parcel only.

Residential Site Density.

4.2.4 On a parcel 1.21 hectares (3 acres) or less the maximum density is one (1) residence.

4.2.5 On a parcel greater than 1.21 hectares (3 acres) and less than 4.05 hectares (10 acres) the maximum density is one (1) residence and one (1) cottage.

4.2.6 On parcels 4.05 hectares (10 acres) or greater one (1) residence and one (1) cottage per 2.02 hectares (5 acres) are permitted up to a maximum density of five (5) units and five (5) cottages per parcel.

Subdivision Lot Size Requirements

4.2.11 No lot having an area less than 0.81 hectares (2 acres) may be created by subdivision in the Rural General Zone .

4.2.12 No subdivision plan may be approved unless the lots created by the subdivision have an average area of at least 2.02 hectares (5 acres).

Islands Trust Fund

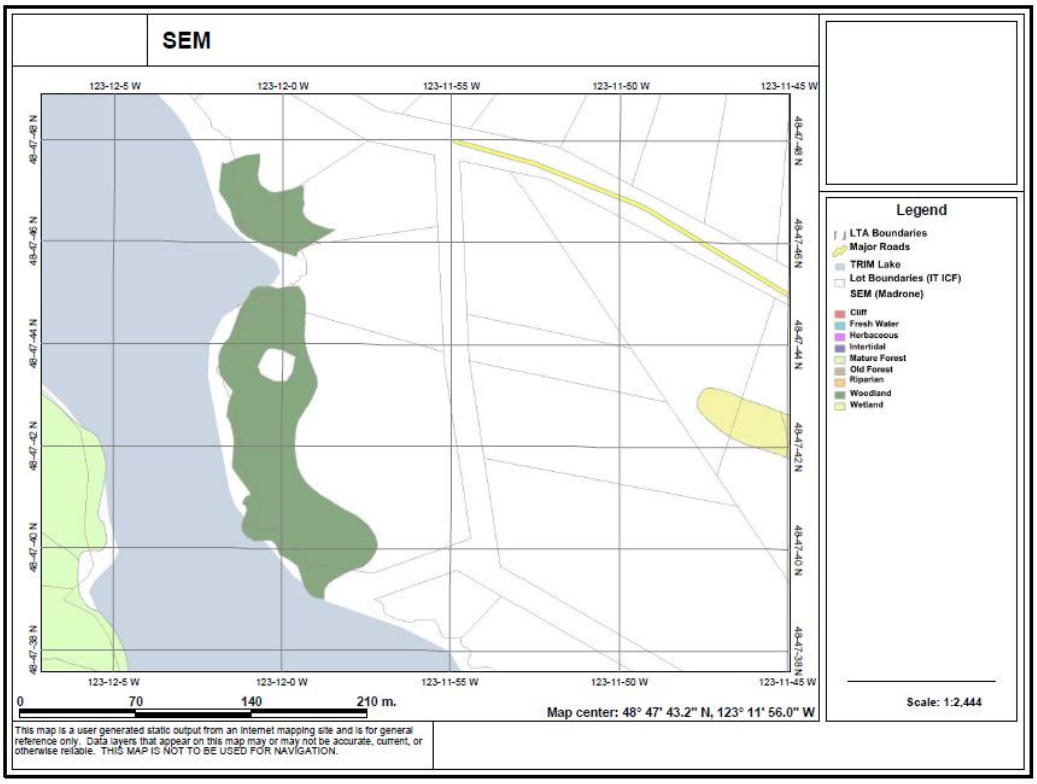
There are no apparent issues that should be referred to the Islands Trust Fund (ITF) for comment, if any arise in the review of this proposal ITF will be forwarded the application for comment.

Regional Conservation Plan

The proposal will not impact the Regional Conservation Plan as proposed.

Sensitive Ecosystems and Hazard Areas

A woodland ecosystem is located in the subject area and is depicted in Figure 4 below.



Archaeological Sites

Based on information from the Provincial Remote Access to Archaeological Data (RAAD), there are no archaeological sites on this property.

Notwithstanding the foregoing, and by copy of this report, the owners are advised that the unearthing of any archaeological resource should be reported to the Archaeological Branch.

Covenants

There are no covenants registered on the title.

Bylaw Enforcement:

There are no open bylaw enforcement files on the subject property.

Climate Change Mitigation and Adaptation

This application has no direct bearing on climate change mitigation or adaptation.

Shoreline

The shoreline type is identified as being sea cliff, which tends to consist of rock and is not easily erodible.

Other

There is evidence that the three residences are pre-existing based on a CRD building permit issued for three dwellings on April 21, 1971.

COMMUNITY INFORMATION MEETING(S):

No community consultation has occurred for this revised application at this time. Should the LTC wish to proceed with this application to the Public Hearing stage, a Community Information Meeting (CIM) will be scheduled prior to the Public Hearing.

RESULTS OF CIRCULATION:

No circulation has occurred for this application at this time. Should the LTC wish to pursue this application, referral of bylaws and circulation of notices will occur as part of the rezoning process.

STAFF COMMENTS:

As referenced, the OCP states in part that no rezoning should be used to increase the maximum subdivision capacity, or total residential density of any island within the Area. This proposal is requesting an increase in the subdivision capacity of Lot 3. The subject lot presently has no subdivision potential and a subdivision potential of three lots is being requested. Any of the courses of action used to advance this proposal will require amending the OCP and LUB.

OPTIONS:

1) **Reduce Minimum and Average Lot size requirements to allow for a 3 lot subdivision.**

This option would provide a lot for each of the three existing dwellings. To allow a 3 lot subdivision to proceed the minimum lot size for subdivision would need to be reduced from .81 ha (2 acres) to .61 ha. (1.5 acres) and the average lot size required for subdivision would need to be reduced from 2.02 (5 acres) hectares to 1.2 ha (2.96 acres). This option would not increase the overall residential density; however it would increase the subdivision density.

This option would require an amendment to the OCP and LUB. The density cap in the OCP would need to be addressed to allow this option.

2) **Transfer of Development Potential**

This option would require the applicant to obtain the development rights off of a parcel or parcels of land within the Saturna Island Local Trust area to compensate for the proposed lift in development potential on the subject property.

For example if the rezoning of this property results in an increase of 2 additional lots the applicant can purchase the density from a property or properties that have a potential of 2 additional lots and transfer that potential to the subject lot. The applicant could also purchase the development potential from a property owned by another person. This option

would be implemented through a simultaneous rezoning of two or more properties, by reducing the density on one property and increasing it on the other.

This option would also require an OCP amendment to allow it to proceed as the provisions of the CADR would normally apply to density being removed from a lot and transferred to another.

If the LTC supports this approach the LTC should turn its mind to whether or not the donor area is less suitable for development than the receiving area.

There can be a substantial financial cost to the property owner using this option as development potential is normally sold at market value.

3) Community Amenity Density Reserve

The Community Amenity Density Reserve is a policy in the OCP that is intended to direct development to appropriate areas while not allowing an increase in the overall subdivision capacity or total residential density of the island. This option uses some of the principles of both transfer of density and amenity zoning.

It works much like a bank, if a property (other than parkland) has its subdivision and/or residential building capacity removed from it through rezoning it is considered to be in a pool of unallocated density. The banked density can be drawn from and granted to a lot in exchange for community amenities. There are several requirements outlined in the OCP that must be complied with when using this reserve. This option has been established for property owners who wish to increase the density on their property and not exceed the overall cap established in OCP policy C.1.3.

One of the requirements is that density increases shall not be permitted on parcels that are less than 4.05 hectares (10 acres). The subject property is only 3.62 hectares (8.94 acres). Under this option this would need to be addressed through a specific policy amendment in the OCP or by a boundary adjustment, in addition to providing an amenity acceptable to the LTC.

Saturna Island LTC Bylaw 81 rezoned a 14 ha (35 acre) lot (Lot A, Plan VIP74669), from Rural General (RG) to the Rural Comprehensive Development (RCD) Zone in June of 2003. The lot area required for subdivision went from 2.02 ha. (5 acres) to 12.12 ha. (30 acres); therefore Lot A went from having a potential of being able to be subdivided into 7 lots to having no subdivision potential at all. This reduces the overall subdivision potential of the island by 6. Bylaw 81 did not reduce the residential potential of Lot A as the RCA zone permits the lot to have 7 residences constructed on it. The permission to have cottages was taken away from Lot A by bylaw 81.

As Bylaw 81 reduced the subdivision potential by 6 lots, those 6 lots are now in the CADR and can be used somewhere else on the island if the CADR policies are complied with.

The fourth option to proceed no further with this application.

In summary, the following are the three options for proceeding:

- Reduce the lot size required for subdivision, which would require a specific policy in the OCP addressing the density cap.
- Transfer development potential from another lot. This would also require a specific policy amendment in the OCP.
- Use the lot density that exists in the CADR. This would require an amenity to be provided and the minimum lot size of 4.05 ha for lots receiving density to be addressed.

It seems reasonable to allow for three lots to be created in order to allow each residence to be sited on a discrete lot as there will be no increased residential density. This would resolve a historical situation and make maintenance, alteration and general ownership of the residences less complicated in the future. The proposal will not result in any new residential development. Also the proposed lots are in keeping with the development pattern in the area.

All of these options have their merits and all of them will require the OCP and LUB to be amended to accomplish what the applicant is requesting.

The use of the CADR is recommended to address this application as the CADR is the mechanism that has been put in place in the Saturna OCP for allowing density removed from a lot to be utilized on another lot.

RECOMMENDATION:

1. **THAT** the Saturna Island Local Trust Committee request staff to advise the applicant of SA-RZ-2012.1 (Yardley/Peretz) to pursue the option of obtaining subdivision density from the CADR.

Prepared and Submitted by:

Gary Richardson April 16, 2015

Date

Concurred in by:



April 16, 2015

Robert Kojima
Regional Planning Manager

Date

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:	ALR STATUS:	OFFICIAL COMMUNITY PLAN DESIGNATION:
n/a	n/a	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

Tsawwassen First Nation
Tseycum First Nation

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	161
(Island)	(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	162
(Island)	(Bylaw Number)
(Signature)	(Title)
(Date)	(Agency)

STAFF REPORT

Date: April 15, 2015

To: Saturna Island Local Trust Committee
For the meeting of April 23, 2015

From: Gary Richardson, Island Planner

CC: Robert Kojima, RPM

Re: Census Information

Background

The LTC, at its March 21, 2015 special meeting, passed the following resolution.

That the Saturna Island Local Trust Committee direct Staff to assemble an inventory of currently available census data pertinent to the Saturna Local Trust Area and bring that to the next meeting.

There was also a discussion at the LTC meeting that a Community Profile may be desirable.

Staff has forwarded several community profiles done for other islands within the Islands Trust area to the LTC members for reference.

Sources other than census information that can be used to create a community profile include: Environment Canada, BC Ferries, BC Assessment Authority, School District, Commercial Accommodations, BC Hydro and the Islands Trust.

The following census data is available for Saturna Island:

1. Total Population by age groups
2. Median Age of Total Population
3. Per cent of population aged 15 and over
4. Number males broken into age groups
5. Median age of the male population
6. Per cent of the male population aged 15 and over
7. Number females broken into age groups
8. Median age of the female population
9. Per cent of the female population aged 15 and over
10. Total population 15 years and over by marital status
11. Married (and not separated) or living with common law partner Married (and not separated)
12. Living Common Law

13. Not living with a married spouse or common-law partner
14. Single (never legally married)
15. Separated
16. Divorced
17. Widowed
18. Males 15 and over by marital status
19. Married (and not separated) or living with a common law partner
20. Married (and not separated)
21. Living common law
22. Not living with a married spouse or common law partner
23. Single never legally married
24. Separated
25. Divorced
26. Widowed
27. Total number of persons in private households
28. Total number of males in private households
29. Total number of females in private households
30. Total number of persons aged 65 and older in private households
31. Total number of males aged 65 and older in private households
32. Total number of females aged 65 and older in private households
33. Total number of private households by household size
34. Total number of persons in private households
35. Average number of persons in private households
36. Total number of occupied private dwellings by structural type of dwelling

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Data Limitations

Due to population size and census procedures, there are significant limitations associated with the Census Canada statistics for small areas:

1. Non-response rate: there can be significant non-response rates, sometimes greater than 10%, which affect the quality of data.

2. Much of the data in the past was gathered using a long form questionnaire which was provided to a 20% sample of households. In area like Saturna, with a small population, this can result in a significant margin of error, particularly where the data relates to a subset of the overall population. This has been compounded by the fact that the long form questionnaire is now voluntary.

3. Data suppression: in order to protect privacy, Statistics Canada will suppress data where numbers are small enough to result in the identification of individuals.

4. Random Rounding: in order to protect privacy, Statistics Canada also randomly rounds data to the nearest 5, resulting in variations where there are small numbers and some inconsistent totals.

Prepared and Submitted by:

Gary Richardson, Island Planner April 15, 2015

Name, Title Date

Islands Trust

Top Priorities

Saturna Island

No.	Description	Activity	Received/Initiated	Responsibility	Target Date	Status
1	Secondary Suite Review	1. Prepare background paper 2. LTC to discuss process at meeting of March 21st	Sep-26-2013	Gary Richardson	Jan-01-2016	On Going
2	Mapping Review	Staff to provide a summary of currently available mapping data	Feb-19-2015	Gary Richardson	Mar-20-2015	On Going

Islands Trust

Projects

Saturna Island

No.	Description	Activity	Received/Initiated	Status
1	Land Use Bylaw Review - targeted (Ben Bylaw)		Sep-26-2012	On Going
2	Sensitive Ecosystem Mapping and DPA review	1. Complete Sensitive Ecosystem Mapping 2. Consider options for implementing sensitive ecosystem protection, including DPA	Feb-25-2009	On Going
3	Geological Hazard Mapping		Feb-25-2009	On Going
4	Raptor Nest Mapping		Feb-25-2009	On Going
5	Agricultural Building Watercourse Setbacks		Sep-30-2011	On Going
6	National Park Lands OCP and LUB amendments		Feb-09-2012	On Going
7	Campground Policy Review		Sep-26-2013	On Going
8	Bed and Breakfast Policy Review		Sep-26-2013	On Going
9	Seniors and Affordable housing policy review.		Sep-26-2013	On Going
10	Review Trails Map		Sep-18-2014	On Going

Applications w/ Status - Saturna Island Status: Open

Applications

Rezoning

File Number	Applicant Name	Date Received	Purpose
SA-RZ-2012.1	Jonathan Yardley Architect Inc **Planner:** Gary Richardson	Jan-26-2012	Rezone to allow subdivision

Planning Status

Status Date: Apr-16-2015

Staff report prepared for LTCs consideration at April 23 2015 LTC Meeting. Request has been revised and is now for zoning to allow for a 3 lot subdivision.

Status Date: Oct-22-2014

Requested status from applicant to determine if/how they would like to proceed.

Status Date: May-28-2014

Staff to contact applicant prior to June 5 mtg to determine if they want to proceed.

Subdivision

File Number	Applicant Name	Date Received	Purpose
SA-SUB-2014.1	Wolfe-Milner Land Surveying	Aug-21-2014	187 EAST POINT ROAD A subdivision of one parcel & one remaining.

Planner: Phil Testemale

Planning Status

Status Date: Feb-11-2015

waiting for PLA from MoTI

Status Date: Sep-17-2014

Response e-mailed to MoTI

Status Date: Sep-10-2014

fee/application received, gave file to planner, notified LTC

Islands Trust

LTC EXP SUMMARY REPORT F2015

Invoices posted to Month ending March 2015

660 Saturna	Invoices posted to Month ending March 2015	Budget	Spent	Balance
65000-660	LTC "Trustee Expenses"	700.00	0.00	700.00
LTC Local				
65200-660	LTC - Local Exp - LTC Meeting Expenses	1,000.00	1,468.88	-468.88
65210-660	LTC - Local Exp - APC Meeting Expenses	500.00	0.00	500.00
65220-660	LTC - Local Exp - Communications	300.00	0.00	300.00
65230-660	LTC - Local Exp - Special Projects	750.00	0.00	750.00
TOTAL LTC Local Expense		2,550.00	1,468.88	1,081.12
Projects				
73001-660-4017	Saturna Density Review	1,500.00	839.41	660.59
73001-660-4031	Saturna Short Term Vacation Rental (STVR) Review	1,500.00	659.41	840.59
73001-660-4032	Saturna Secondary Suite Review	1,500.00	659.41	840.59
TOTAL Project Expenses		4,500.00	2,158.23	2,341.77

Updated: June 19, 2013

Saturna Island Local Trust Committee
POLICIES AND STANDING RESOLUTIONS

No	Meeting Date	Resolution No.	Issue	Policy
1.	May 16/07	SA-LTC-16-07	Travel Trailer or Camper	It was Moved and Seconded that staff be directed to not take enforcement action against property owners when a travel trailer or camper is located on a lot when: The travel trailer or camper is being used for recreational purposes by the owners of the lot and; The travel trailer or camper is being used intermittently and for short periods not exceeding two months. Not withstanding this direction, staff is to take action to prevent the recreational use of travel trailers or campers on inappropriately zoned land if: The travel trailer or camper is being used as a second residence or; The trailer or camper is situated within the setbacks for a structure or; There are serious safety issues, unsightliness, noise, or health problems related to the use or; A complaint based on the above three items is received from a person who owns neighboring property. Nothing in this direction should be interpreted by a property owner as giving permission to violate the Land Use Bylaw and the Saturna Island Trust Committee may change this policy at any time and may give direction to enforce the Bylaw at any time.
2.	August 20/08	SA-LTC-43-08	Bylaw Enforcement: Short Term Vacation Rentals	It was Moved and Seconded THAT given finite resources available for enforcement activities and in order to ensure the most effective results for enforcement activities, STVRs not permitted by Section 2.16.10 of the Saturna Island Land Use Bylaw No. 78 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; More than one STVR per constructed residence on the lot is simultaneously made available for STVR; 4. While the property is rented persons are also staying in tents, trailers, or RV's; 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 Saturna Island as an unpermitted STVR. And THAT nothing in this enforcement policy should be interpreted as giving permission to violate the Land Use Bylaw and the Saturna Island Local Trust Committee may change this policy at any time and may give direction to expand enforcement activities at any time.
3.	February 25/09	SA-LTC-09-09	Adopt LTC Minutes by RWM	It was Moved and Seconded that the Saturna Island Local Trust Committee draft minutes be adopted by Resolution without meeting within 30 days of the meeting and posted to the website.
4.	June 22/11	SA-LTC-	Adopting In Camera Minutes	It was Moved and Seconded that the Saturna Island Local Trust Committee adopt a Standing Resolution to direct staff to place the in camera minutes on the agenda when there is a need to close the meeting or at least once a year.
5.	February 9/12	SA-LTC-11-12	Adopt SOL policy	It was Moved and Seconded that where a Liquor Control and Licensing Branch Special Occasion Licence referral relates to a property where Saturna Island Land Use Bylaw No. 78, 2002 permits public assembly uses, such as halls, recreation facilities or restaurants, and where there have been no issues related to parking or past complaints for the preceding three years, planning 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

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

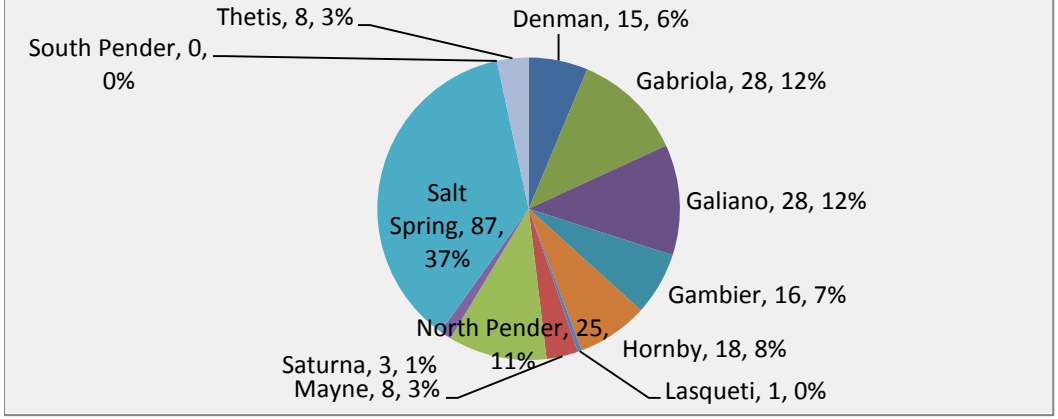
Chief Administrative Officer

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

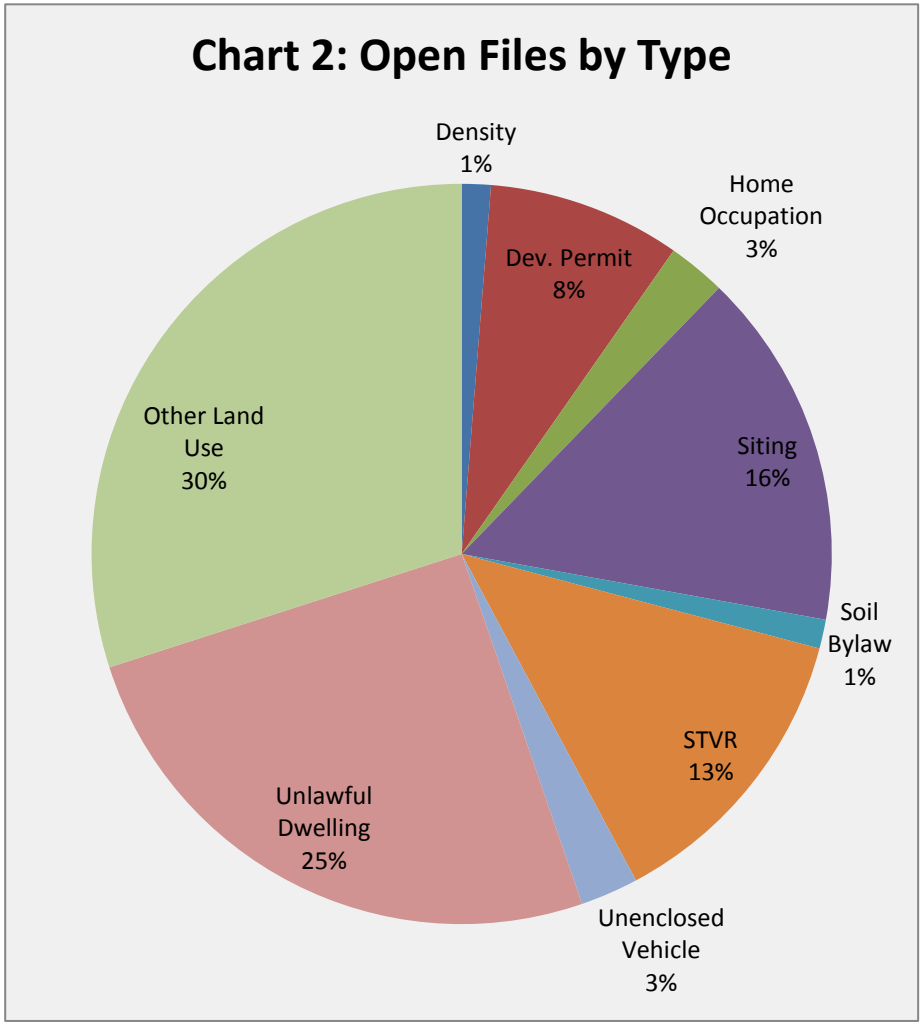
Q4 = January 1 to March 31, Reported to June Trust Council

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	Density	Dev. Permit	Home Occupation	Siting	Soil Bylaw	STVR	Unenclosed Vehicle	Unlawful Dwelling	Other Land Use	TOTALS	Percentage
	Violation Type										
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%	



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: Saturna Island Local Trust Committee **For the Meeting of:** April 23, 2015

From: Robert Kojima
Regional Planning Manager

Date Prepared: April 7, 2015

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

RECOMMENDATION: That the Saturna 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 / May15
Lasqueti	April 9 / May 14
Mayne	May 25
North Pender	May 21
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: Saturna 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 Saturna 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 Saturna Island Local Trust Committee held six regular business meetings, four special meetings and one public hearing. The Local Trust Committee received and considered applications for one development permit and one development variance permit.

Projects considered during this period included reviews of Official Community Plan policies pertaining to the Community Amenity Density Reserve, secondary suites and guidelines for Temporary Use Permit for short-term vacation rentals.

Memorandum

200 - 1627 Fort Street Victoria BC V8R 1H8
Telephone **(250) 405-5151** FAX: (250) 405-5155
Toll Free via Enquiry BC in Vancouver 660-2421. Elsewhere in BC **1.800.663.7867**
information@islandstrust.bc.ca www.islandstrust.bc.ca

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 Sevices

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 been 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

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

Attachment 1.

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

[1] See last page for diagram of phases

Strategic Planning Process Phases(2014-2018)

Endorsed by EC: Feb 17/15

PHASE[1]	TIME	ACTIVITY	WHO	OUTCOME
				to be circulated for public input
2	June 2015	Preliminary identification of strategic *objectives* and *strategies* in preparation for public input	Trust Council	• Draft of 7 to 12 strategic *objectives* and *strategies* identified and prepared for public input
	June – July 2015	Solicit public input	Executive Committee	• Public input about Trust Council's strategic *objectives* and *strategies* 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 *objectives,* along with related *strategies, actions* and *performance measures*
	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	• 2015/16Strategic 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)

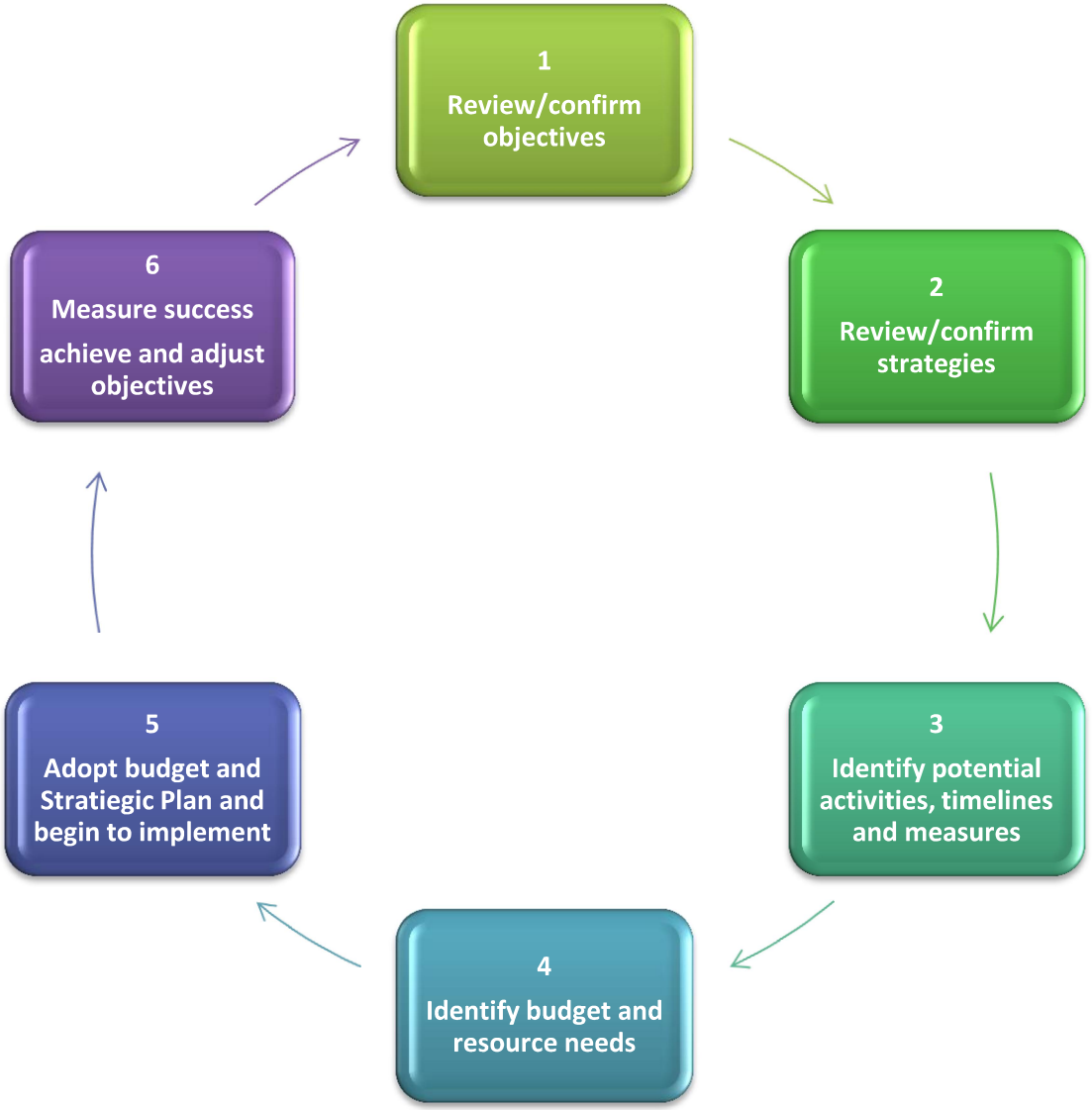
Endorsed by EC: Feb 17/15

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
	Remainder of process to repeat – similar to initial process			

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

Strategic Planning Process Phases(2014-2018)

Endorsed by EC: Feb 17/15



Summary
Islands Trust Council's December 3, 2014
'What's Important' Roundtable Notes[1]

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, we most 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, Gabriola[2]

- 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

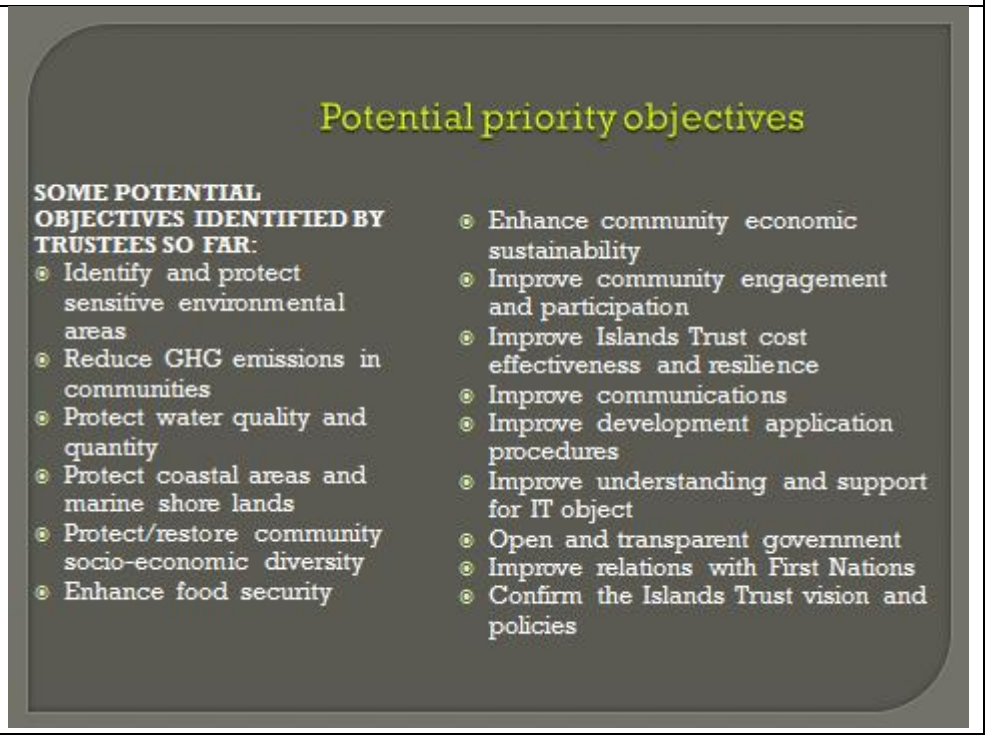
Trustee Sue Ellen Fast, Bowen

- 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	

Attachment 3.

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?

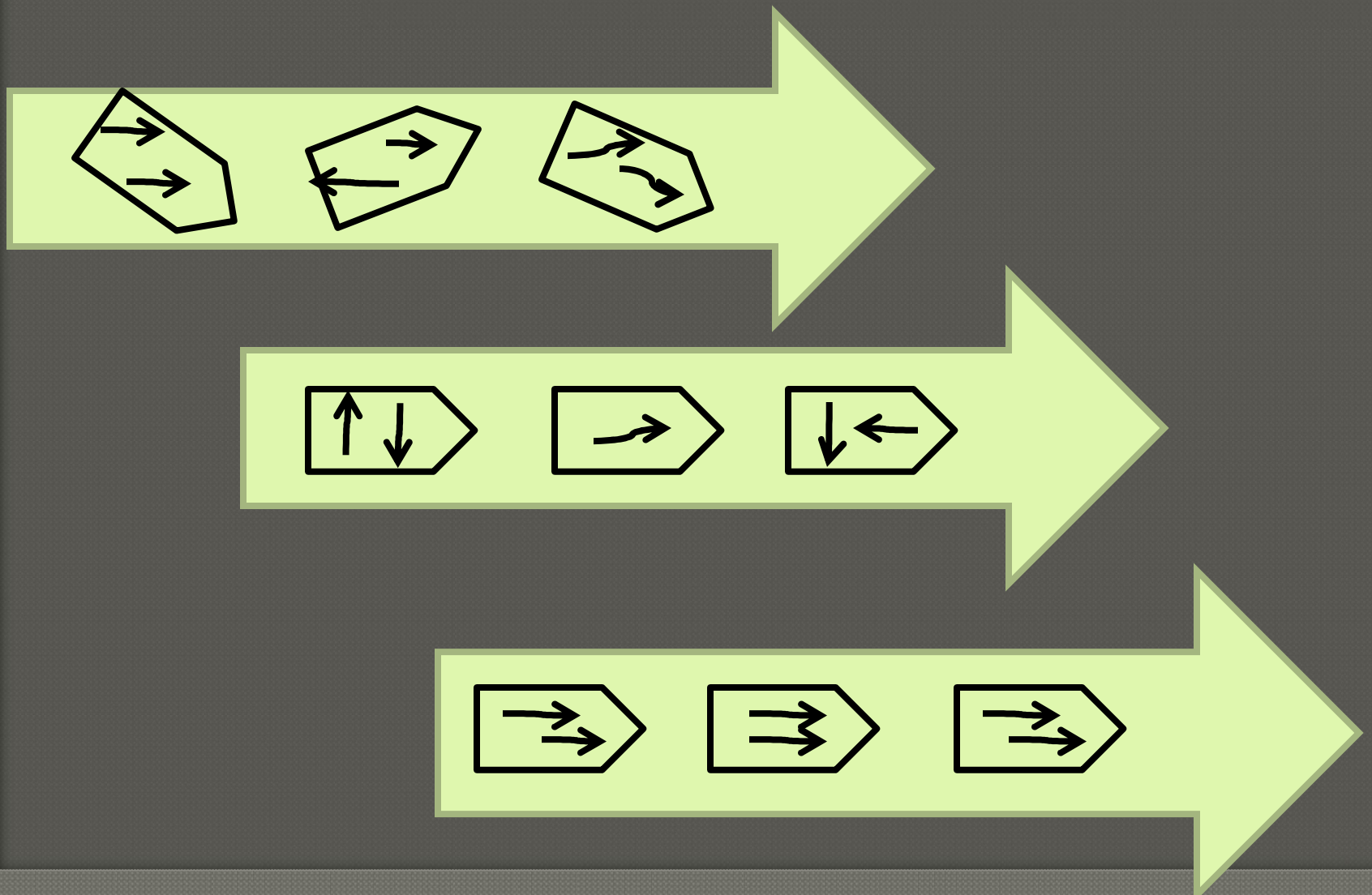
- A 'high level' plan that outlines your *mission* and key *goals* and *objectives* for the medium to long term, and sets out *strategies* for achieving your *goals* and *objectives*.
- A plan for at least three-four years.
- Strategic plans can last for longer than a term of office.
- Council has a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

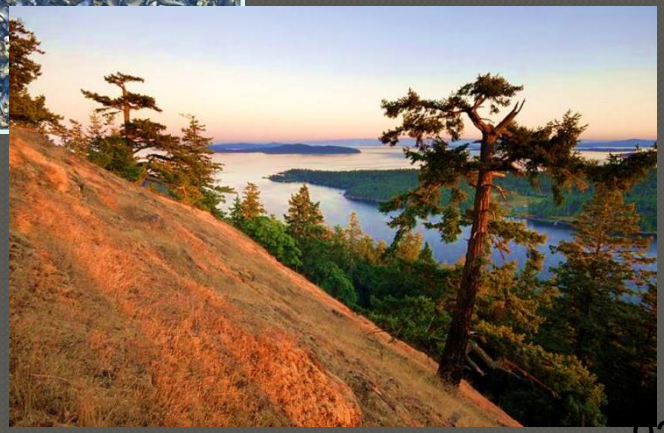


Goal 1 – Ecosystem Preservation and Protection

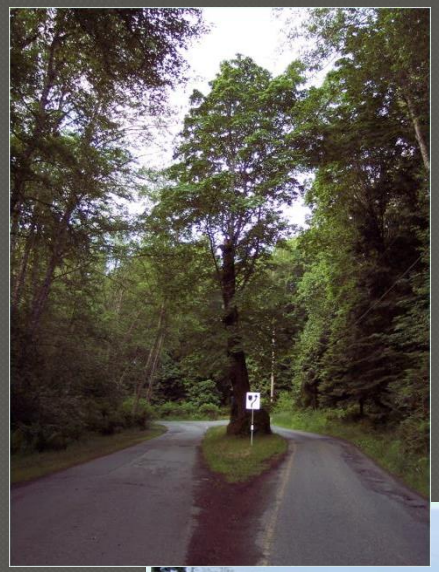
- ***"To foster preservation and protection of the Trust Area's ecosystems"***
  - *Ecosystems*
  - *Forest Ecosystems*
  - *Freshwater and Wetland Ecosystems and Riparian Zones*
  - *Coastal and Marine Ecosystems*







Goal 2 – Stewardship of Resources

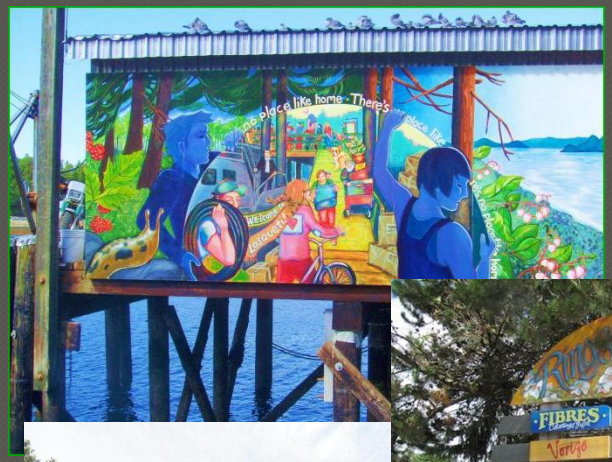




- *"To ensure that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems."*
  - *Agricultural land*
  - *Forests*
  - *Wildlife and vegetation*
  - *Freshwater resources*
  - *Coastal areas and marine shorelines*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

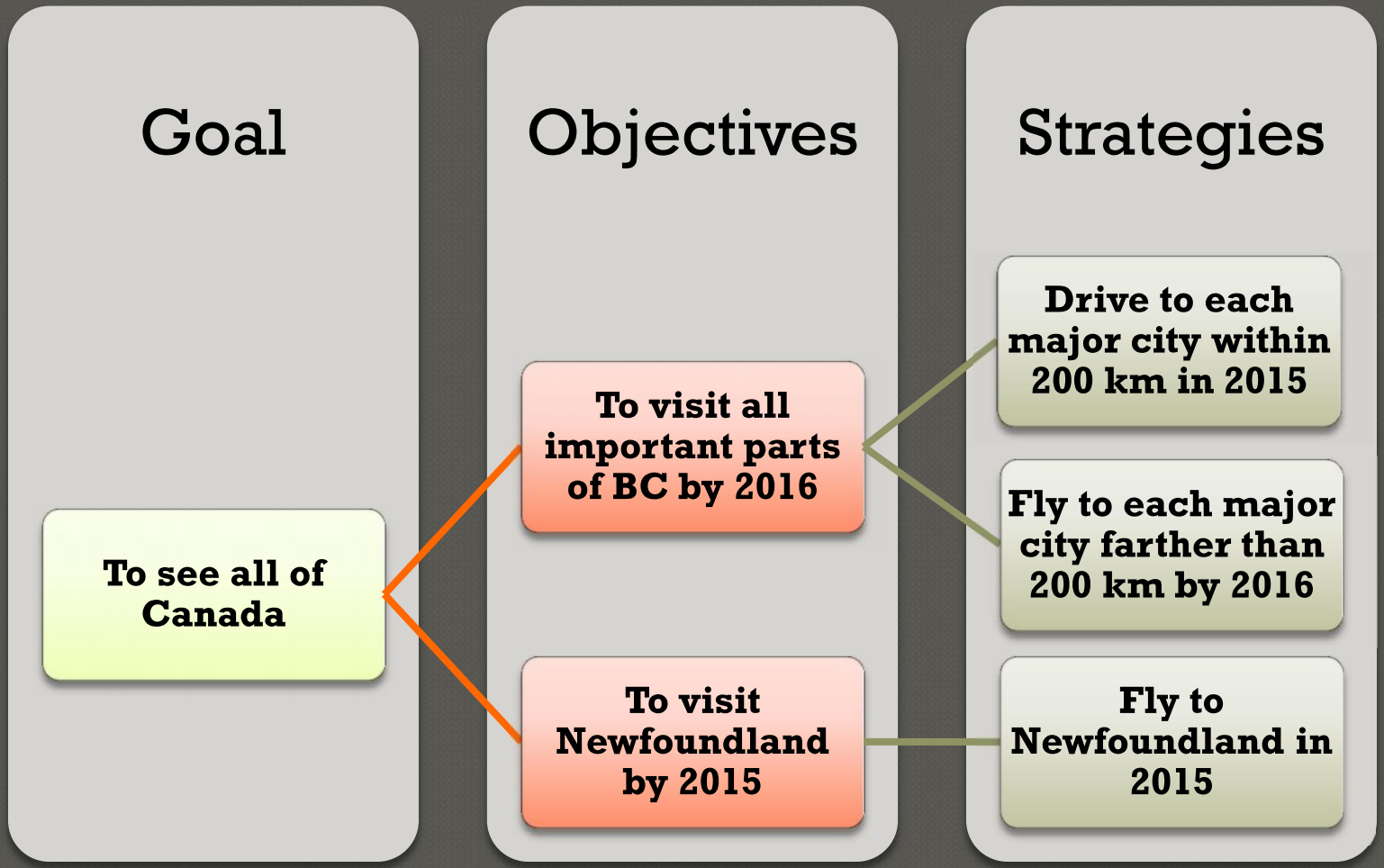


Understanding the Terms

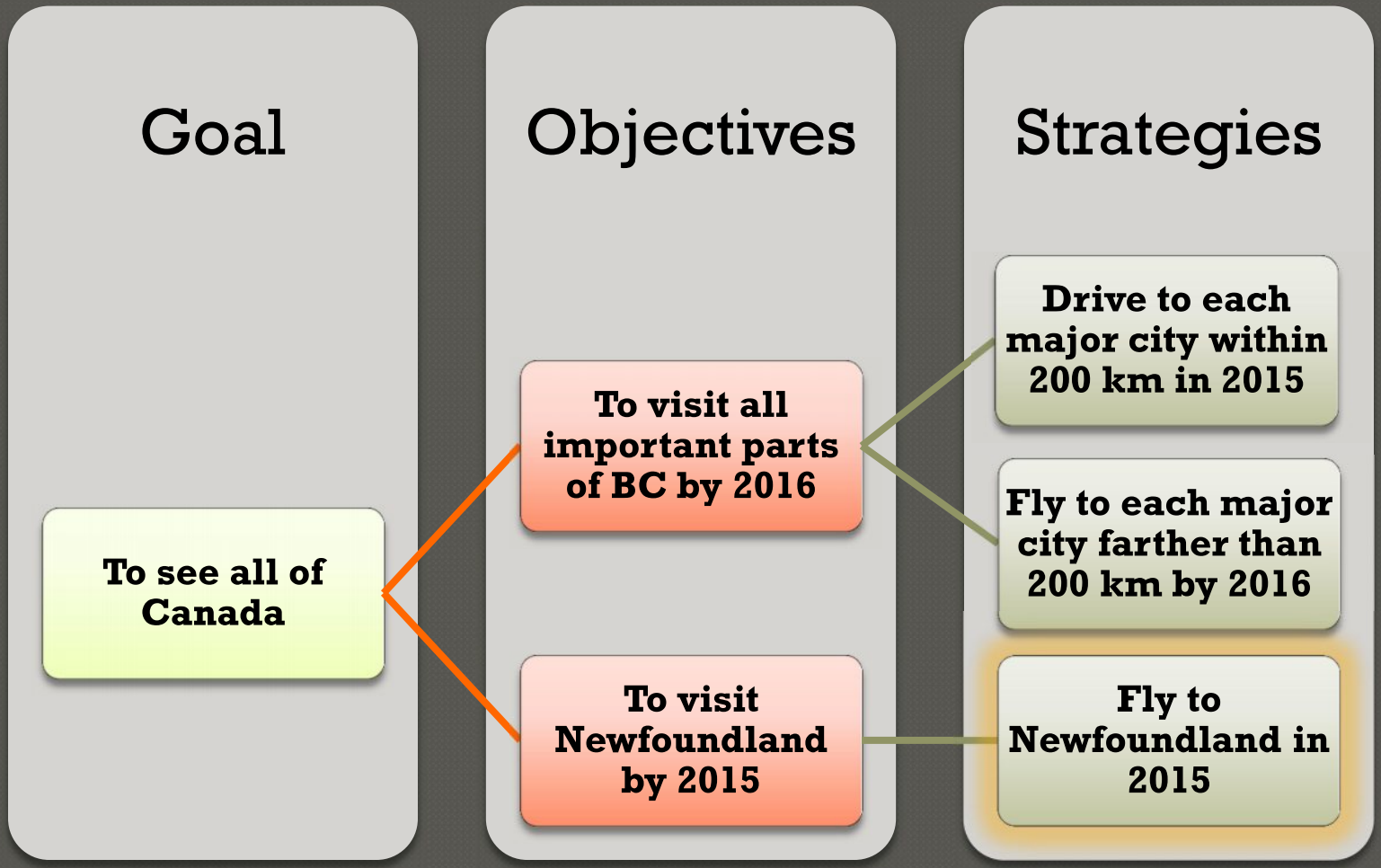
- Goals, Objectives and Strategies

- Activities and Measures

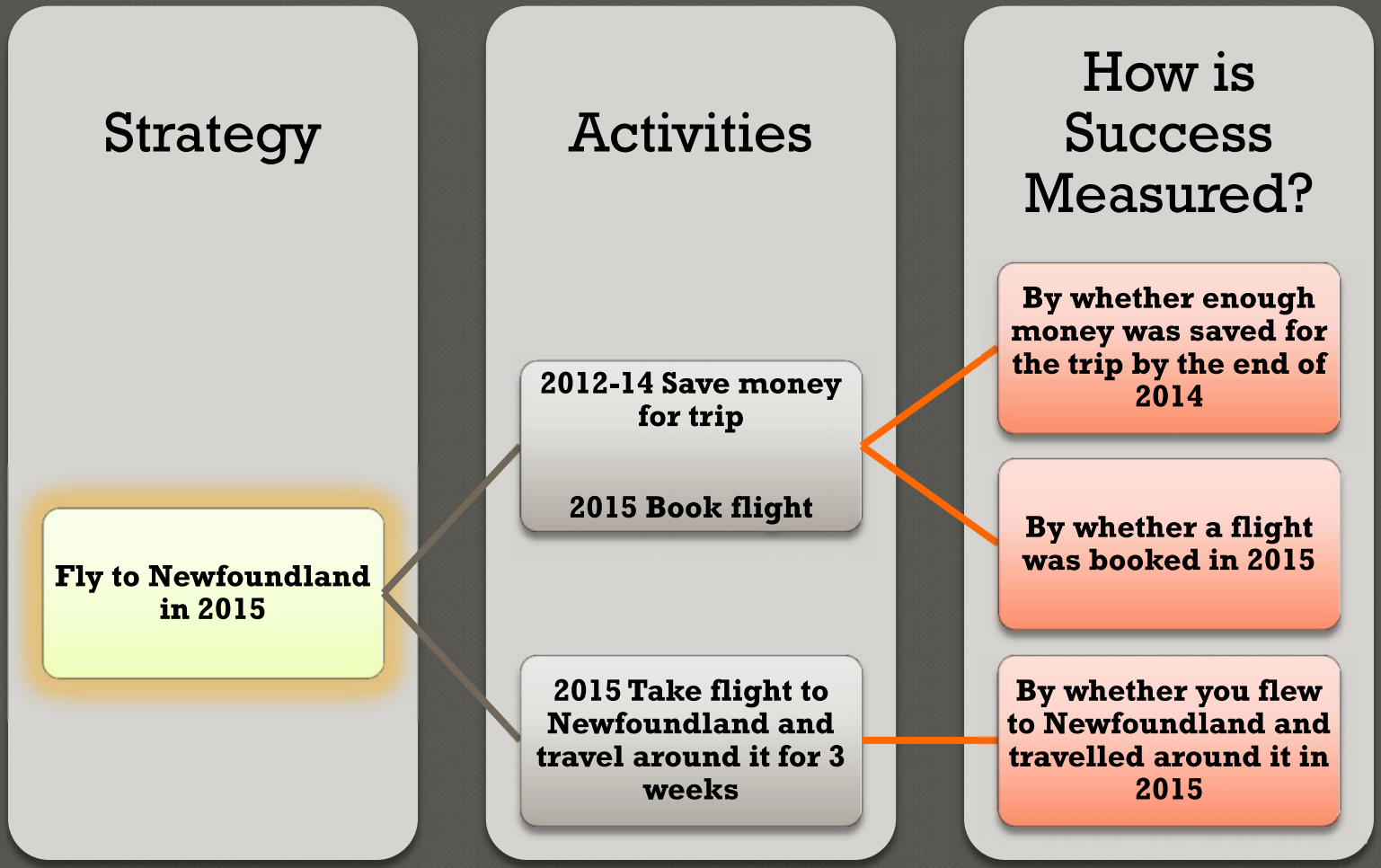
Goals, Objectives and strategies



Goals, Objectives and strategies



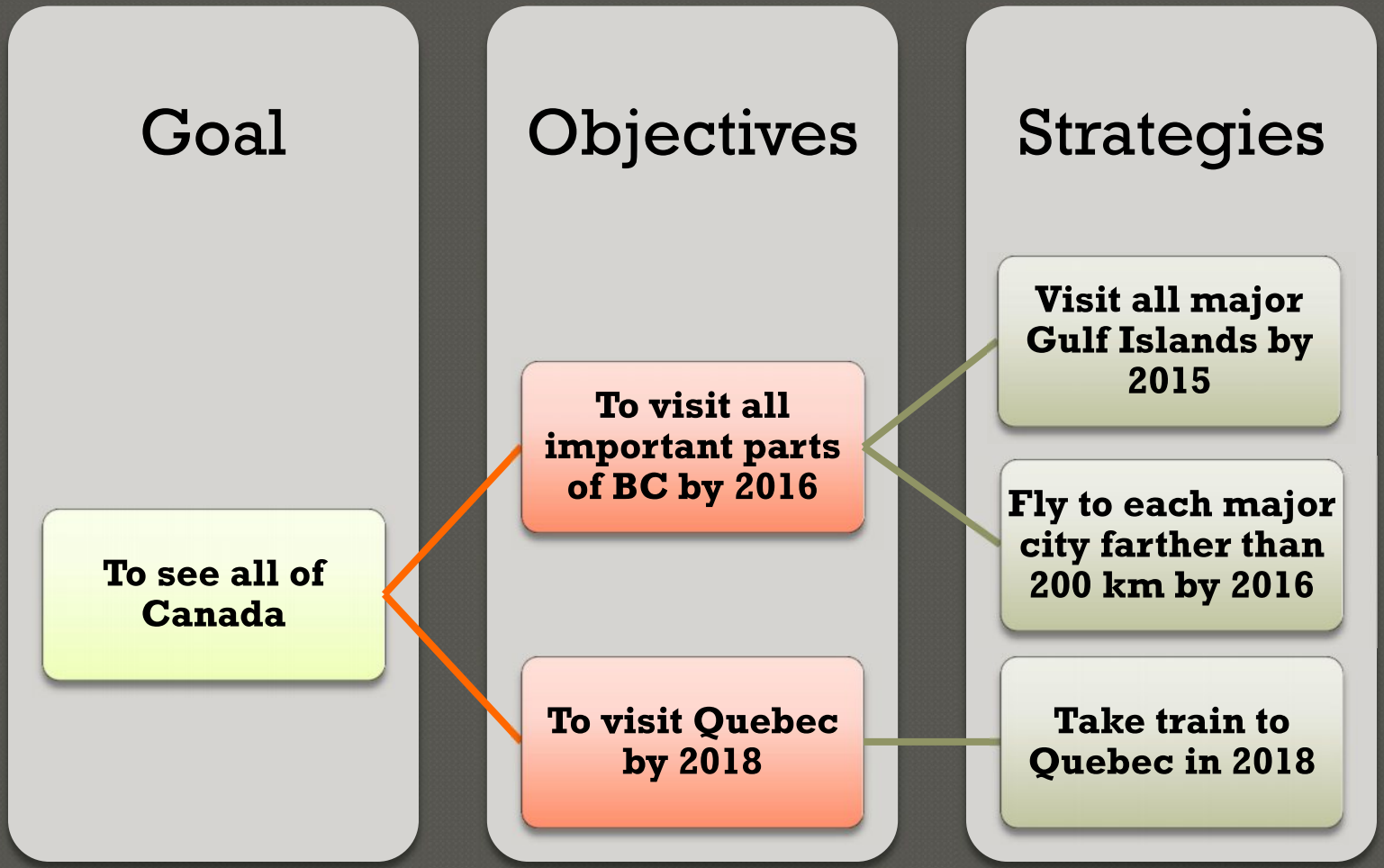
Strategies, activities and measures



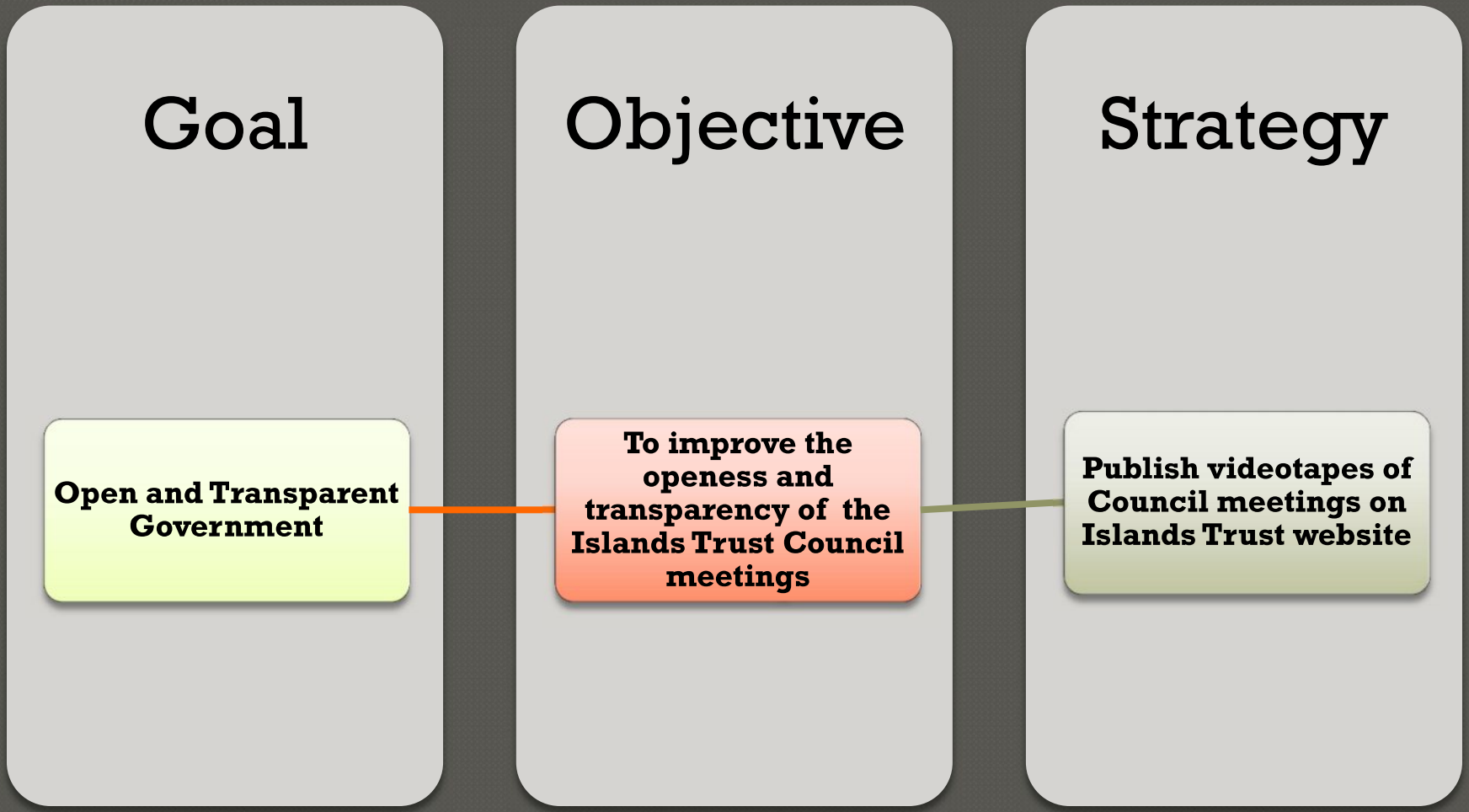
Revisit objectives and strategies and adjust



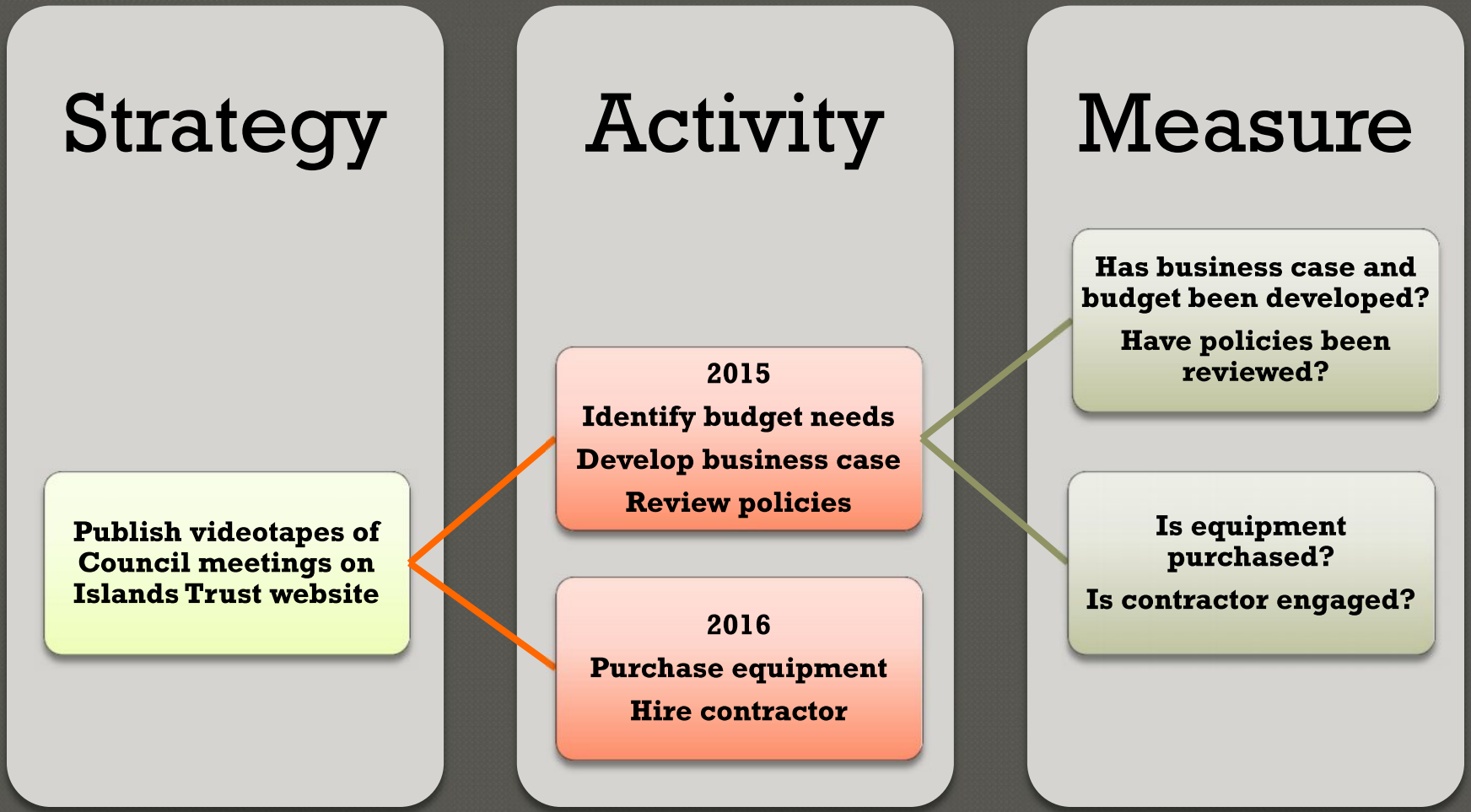
Revisit Objectives and strategies



A trust Council example



A trust Council example



What's Strategic ?

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

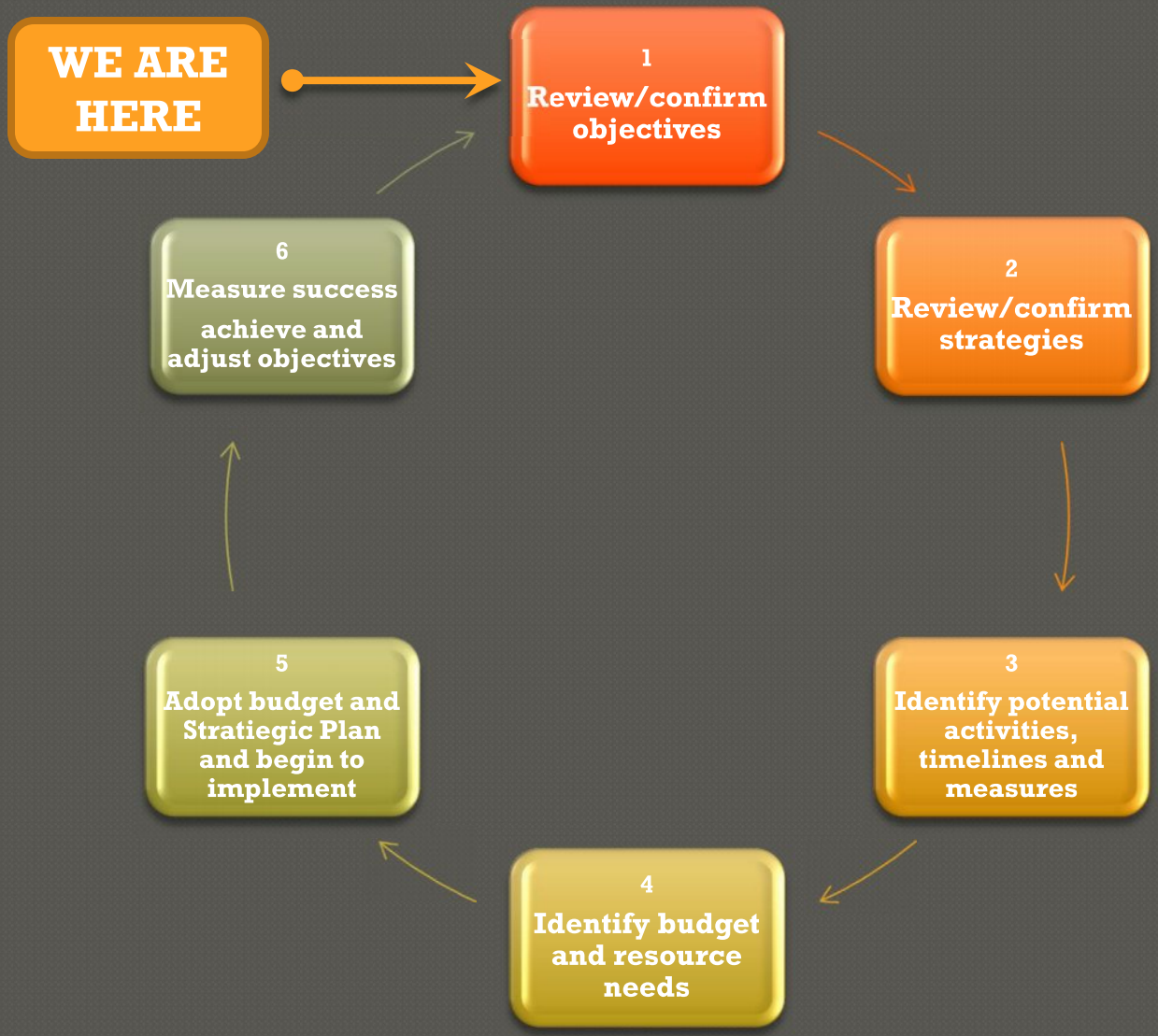
What's Strategic ?

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

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

- Strategic Item
  - More detailed budget format
  - New Development Permit Areas
  - New Protocol Agreement
- Increased operational time
  - More time required to prepare budget reports
  - More time required to process and monitor permits
  - More time required to meet commitments in Protocol Agreement

Where are we now?



Can't we just do it all?



Potential priority objectives

SOME POTENTIAL OBJECTIVES IDENTIFIED BY TRUSTEES SO FAR:

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

Identifying priorities

- Council exercise to identify how important these potential priorities are

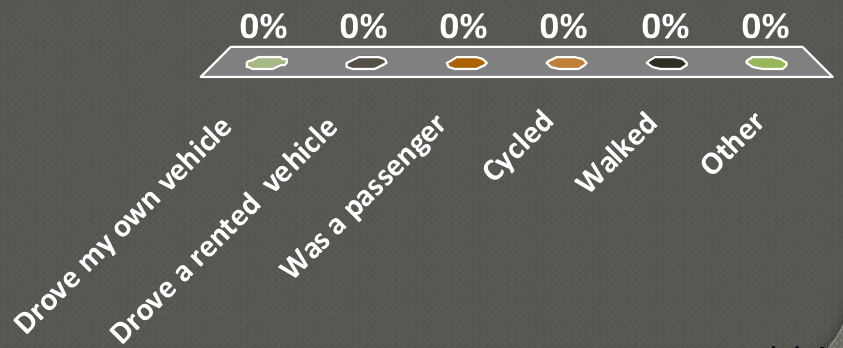
  NOTE: These won't work on your TV or computer at home

…please return them ☺



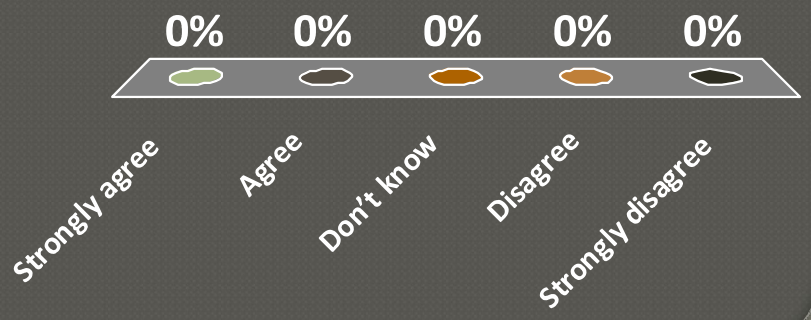
Practice Question 1: How did you travel to Trust Council?

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



Practice Question 2: Gabriola Island is beautiful

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



The real questions: Potential strategic priorities

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

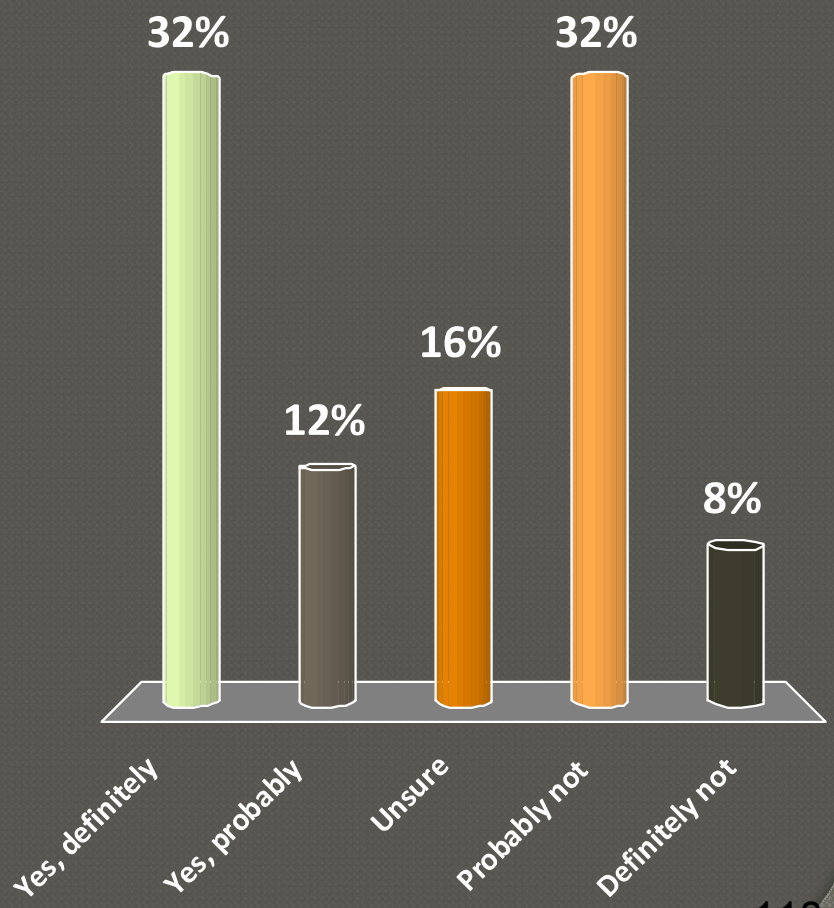


Do you believe '*Identify and protect sensitive environmental areas*' should be a strategic priority this term?

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

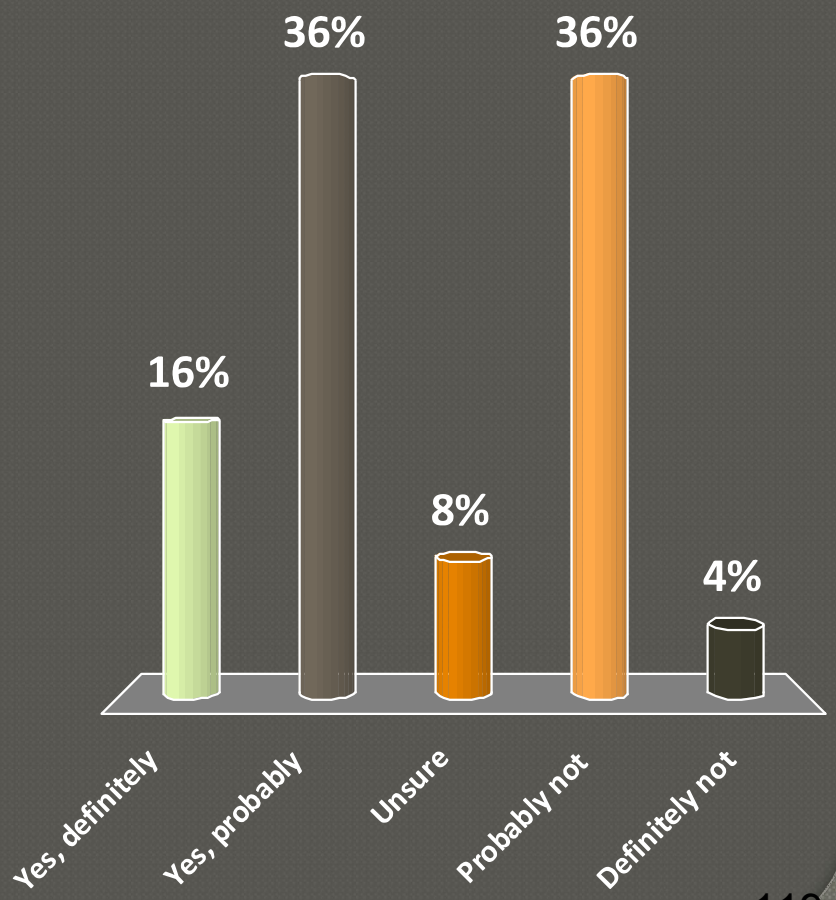
Do you believe *'Reduce GHG emissions in communities'* should be a strategic priority this term?

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



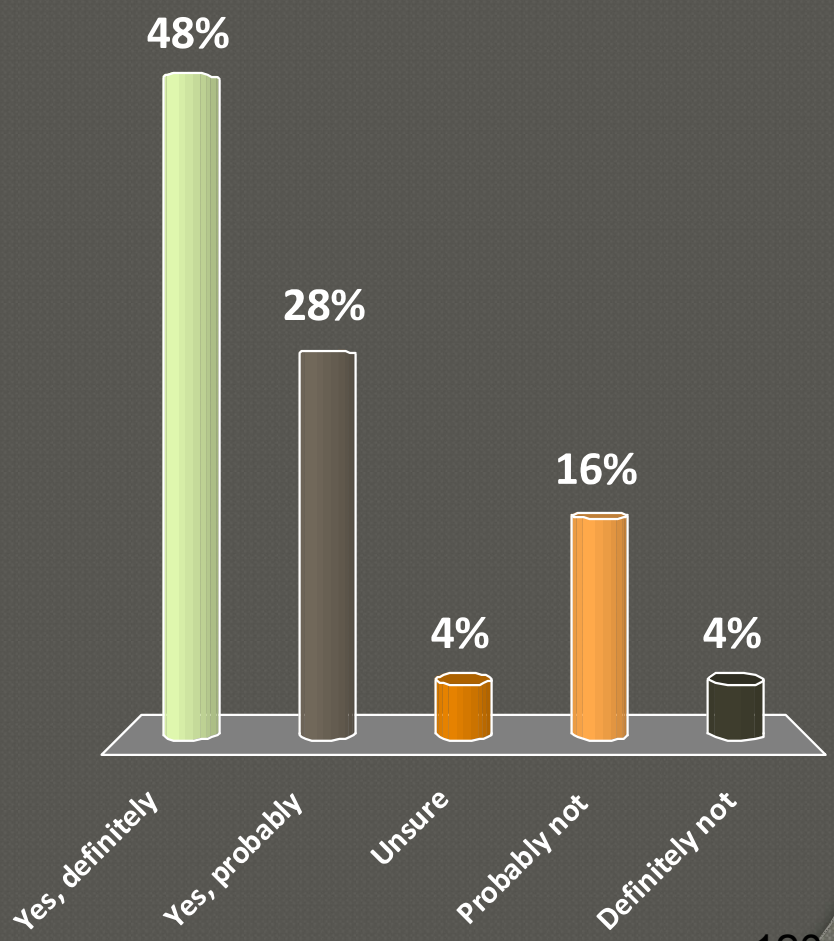
Do you believe '*Protect freshwater quality and quantity*' should be a strategic priority this term?

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



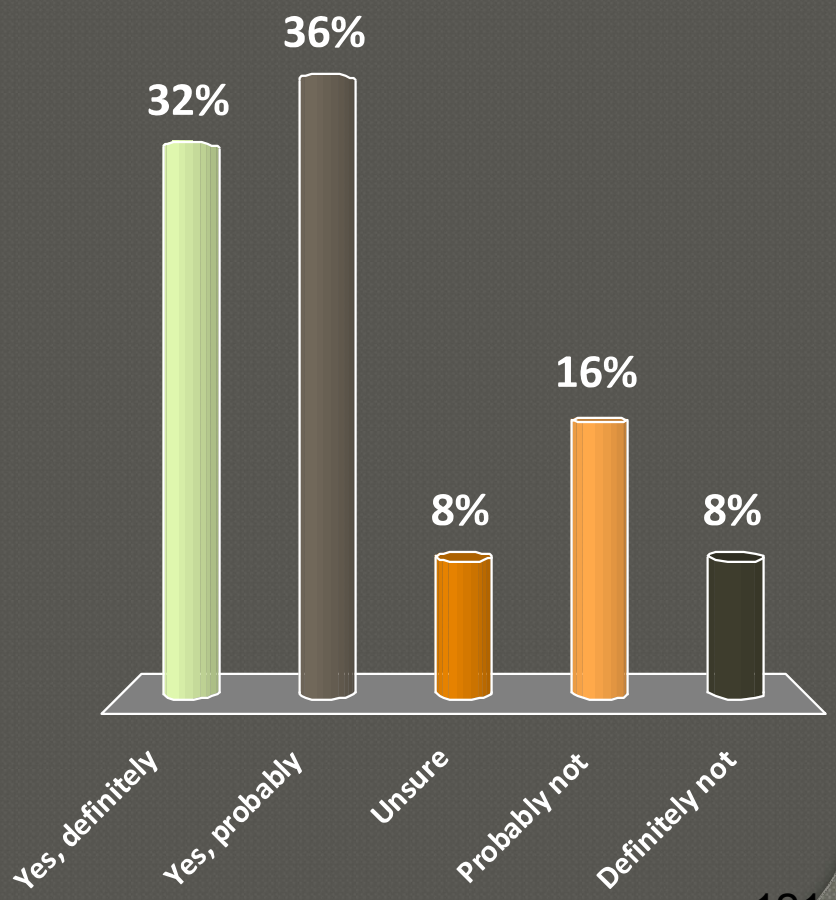
Do you believe '*protect coastal areas and marine shore lands*' should be a strategic priority this term?

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



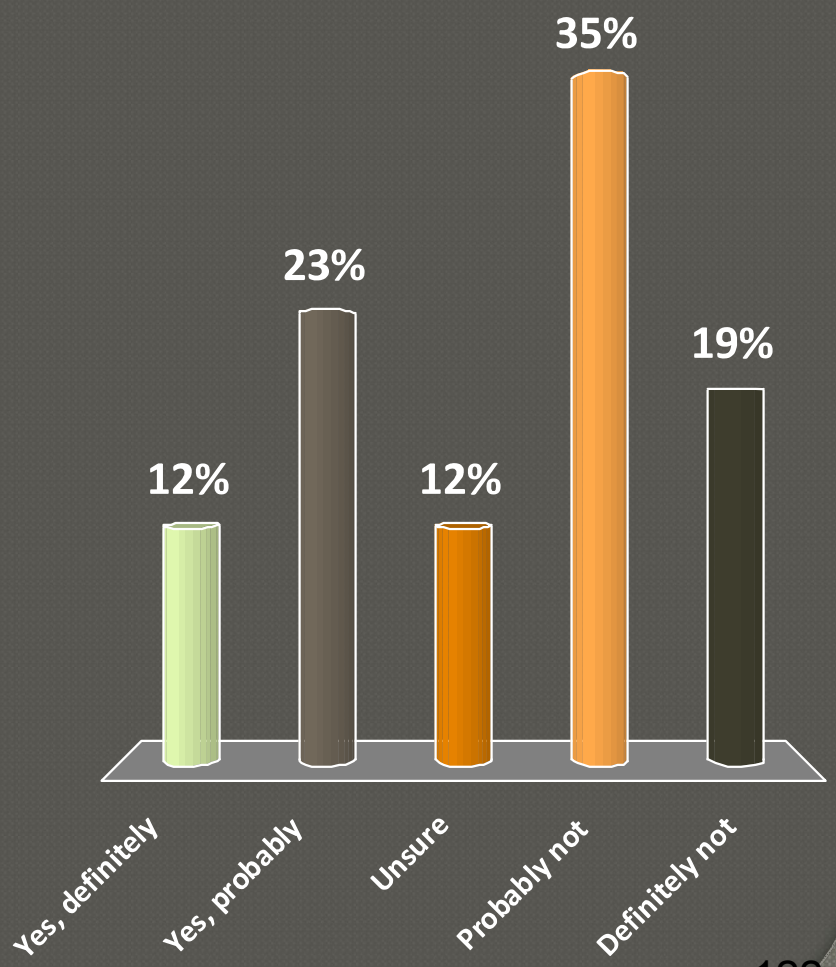
Do you believe '*protect/restore community socio-economic diversity*' should be a strategic priority this term?

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



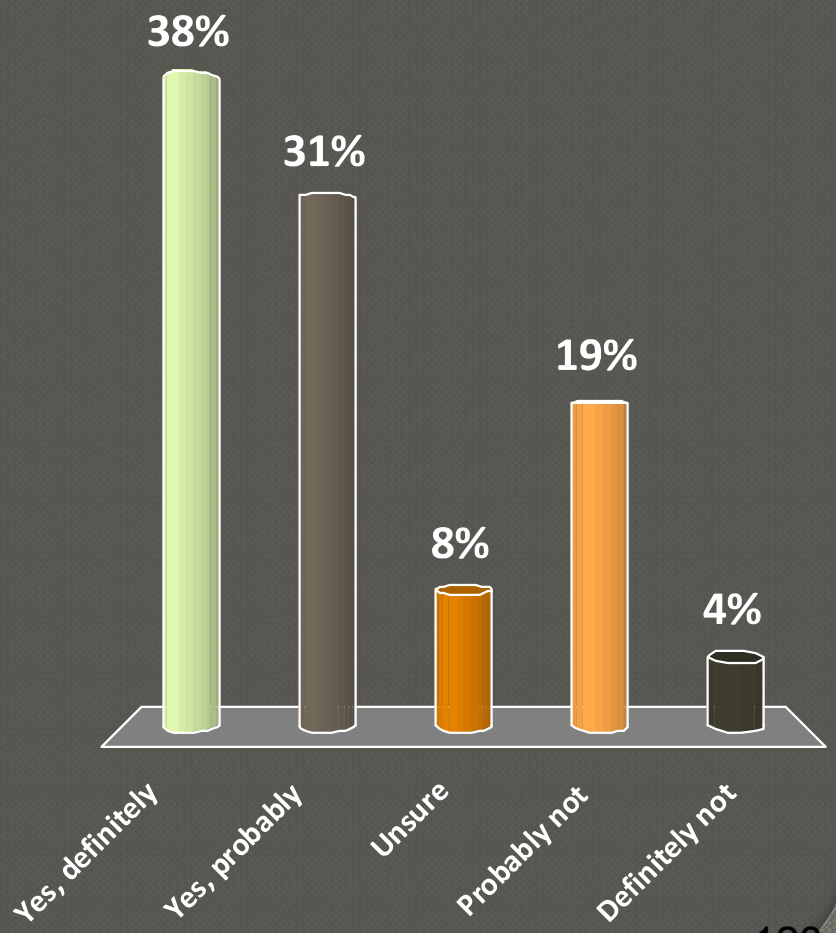
Do you believe *'enhance food security'* should be a strategic priority this term?

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



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

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

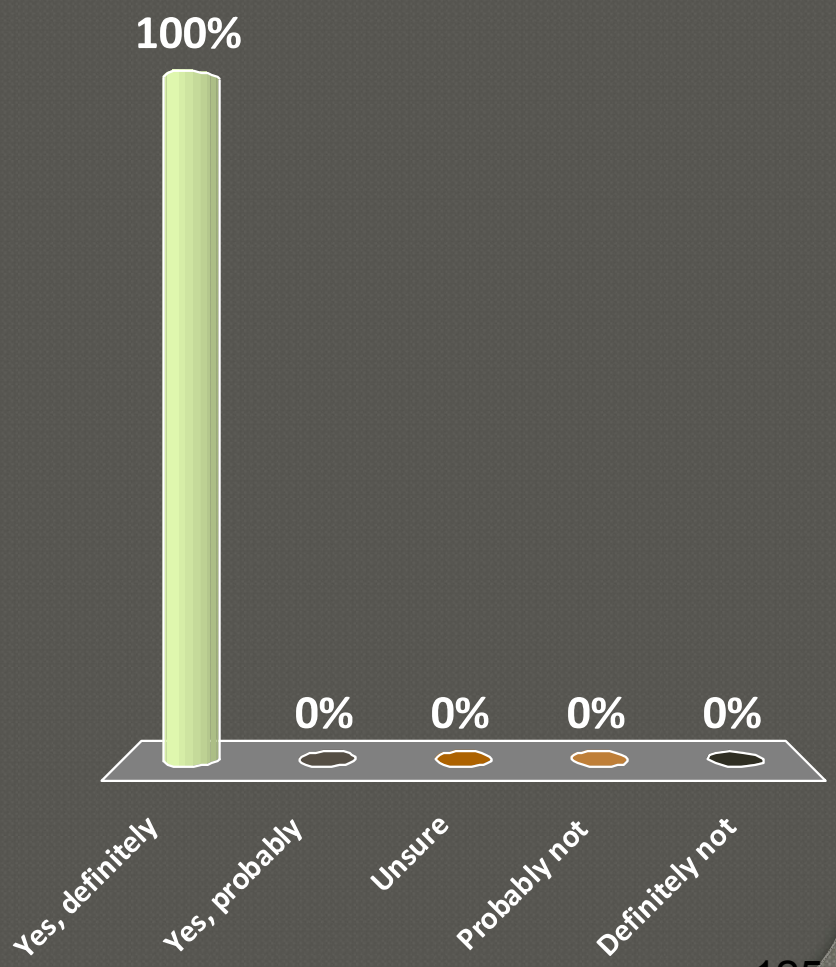


Do you believe '*improve community engagement and participation*' should be a strategic priority this term?

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

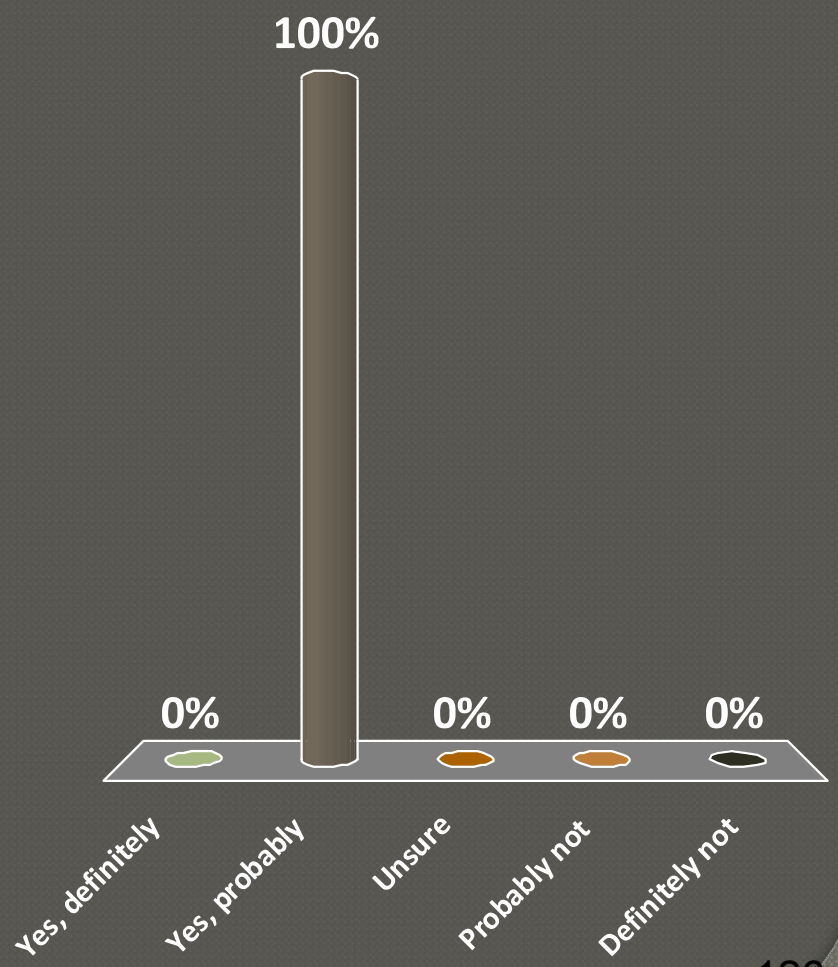
Do you believe 'improve Islands Trust cost effectiveness and resilience' should be a strategic priority this term?

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



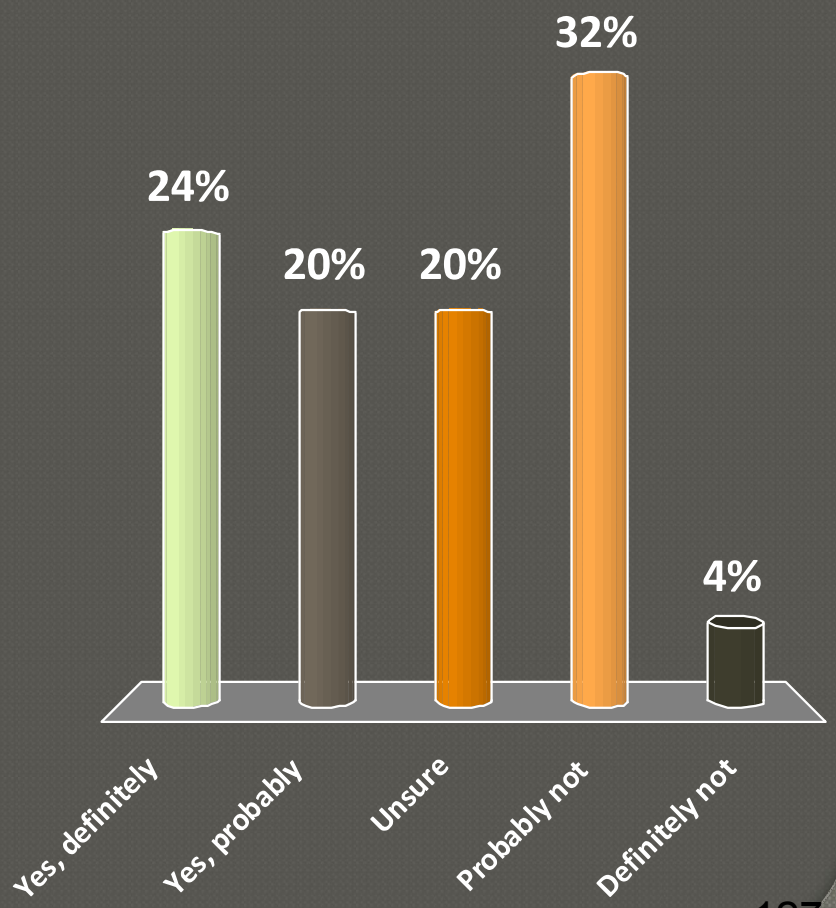
Do you believe '*improve development application procedures*' should be a strategic priority this term?

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



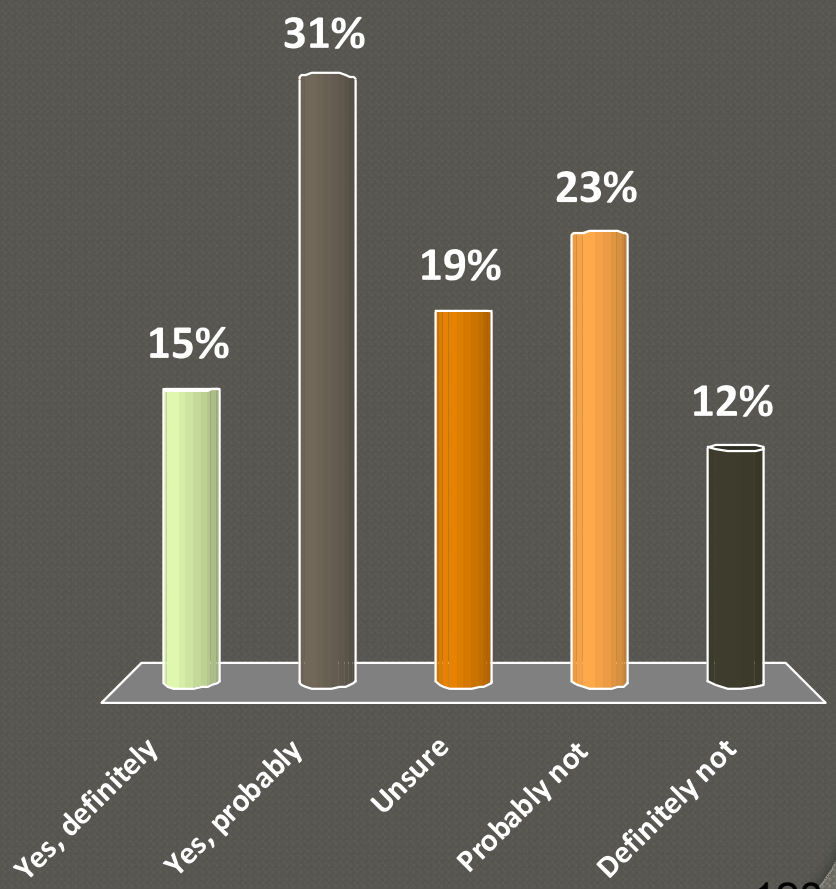
Do you believe *'improve external communications'* should be a strategic priority this term?

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



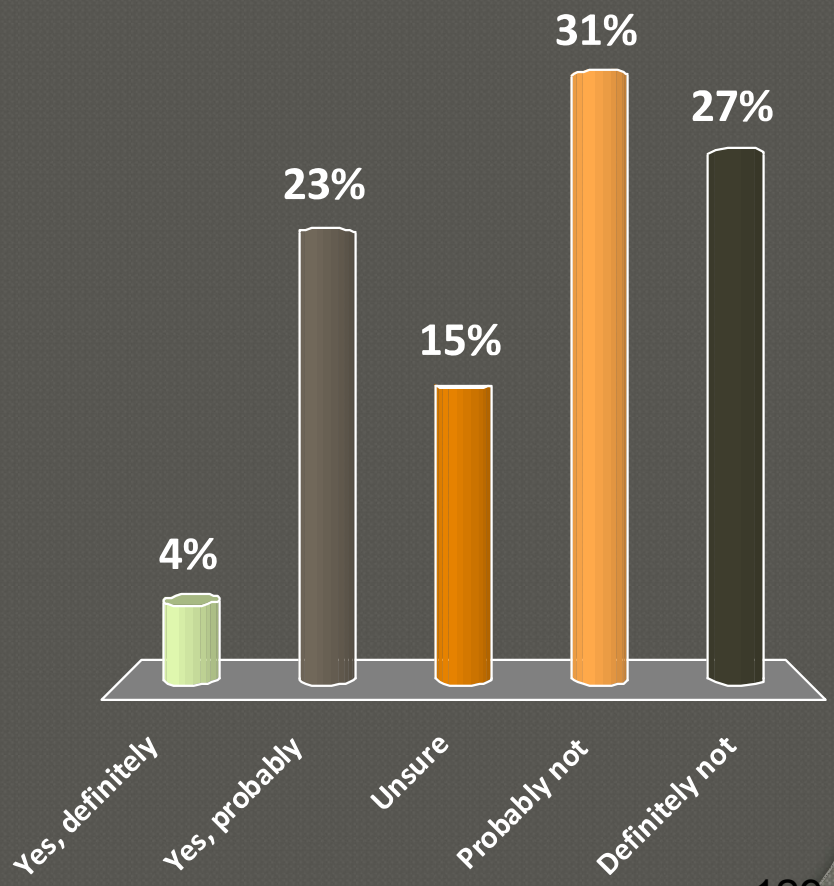
Do you believe '*improve understanding and support for the IT object*' should be a strategic priority this term?

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



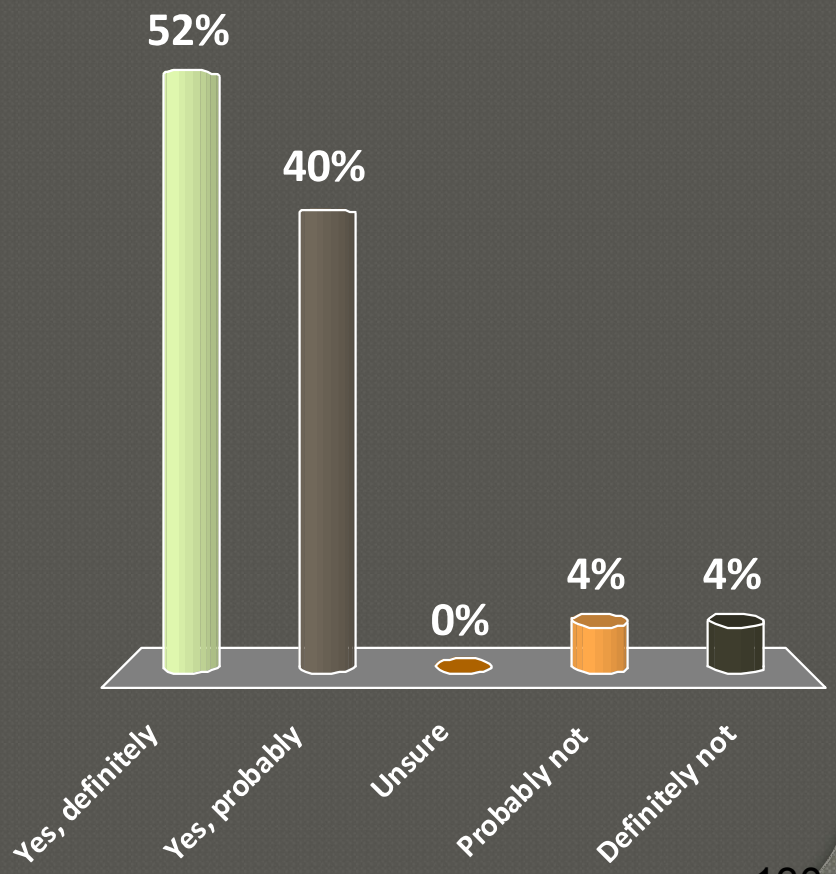
Do you believe *'improve open and transparent government'* should be a strategic priority this term?

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



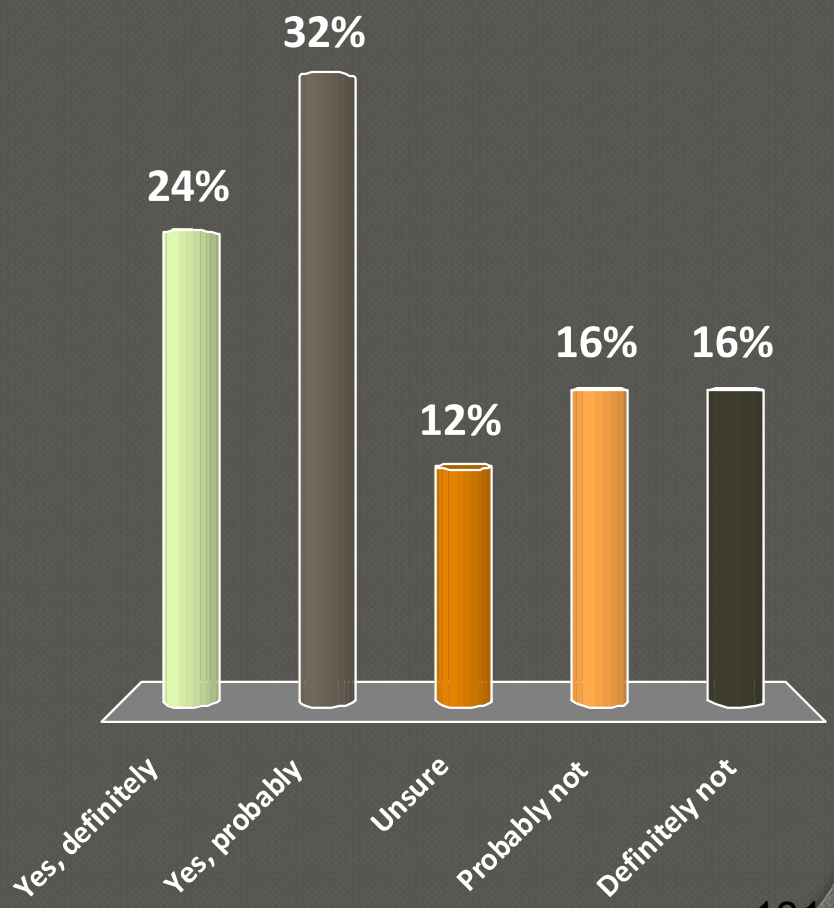
Do you believe '*strengthen relations with First Nations*' should be a strategic priority this term?

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



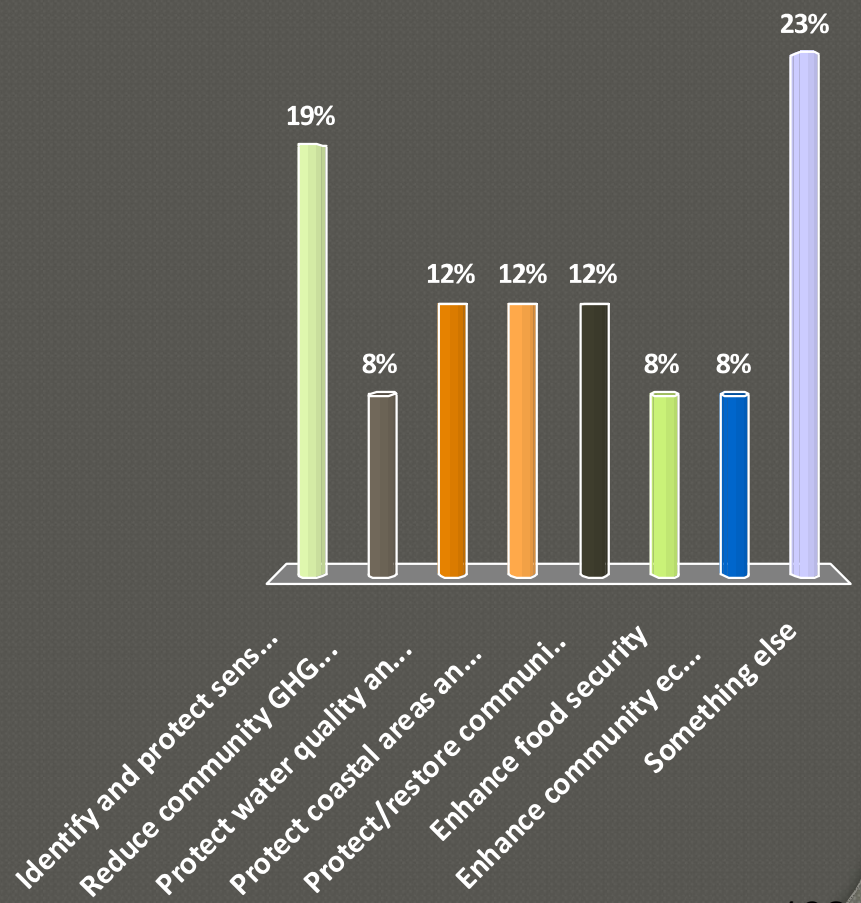
Do you believe '*Review/confirm the Islands Trust vision and policies*' should be a strategic priority this term?

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



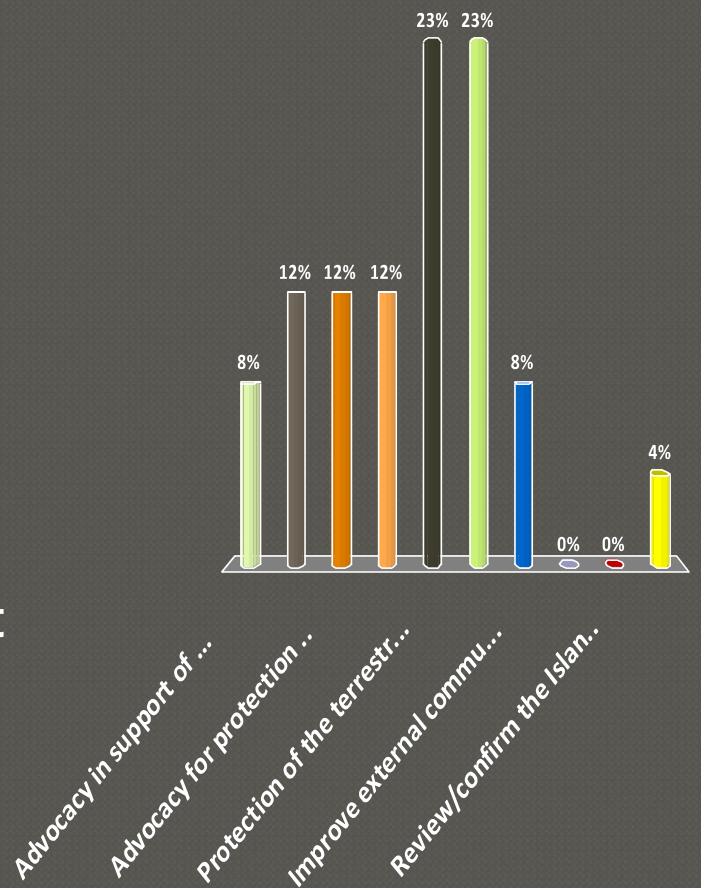
Which are the 3 most important land use planning topics for your Local Trust Committee to work on?

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



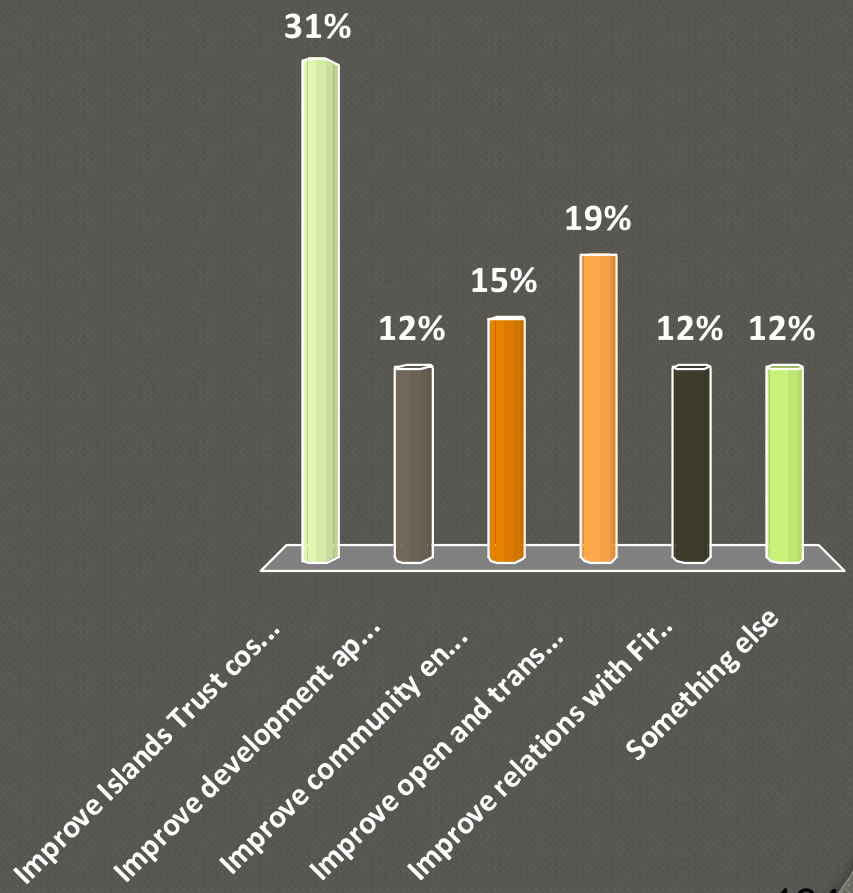
What are the 3 most important topics for Trust Area Services to work on?

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



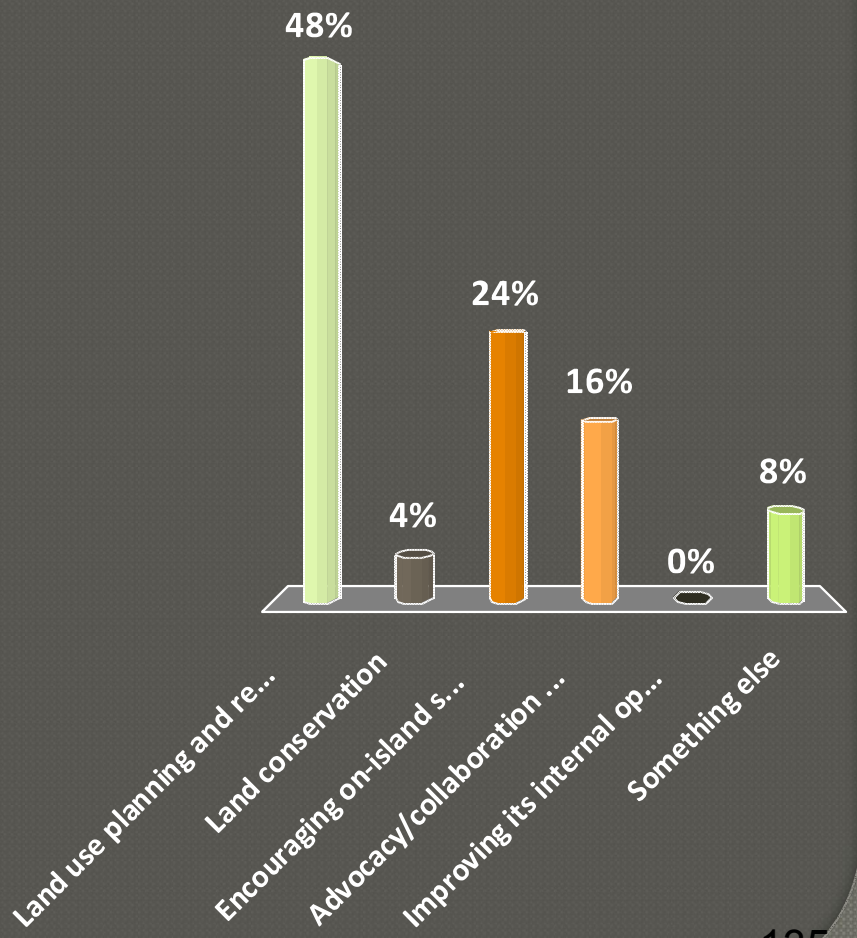
What are the 3 most important organizational improvements we could make?

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



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

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



Discussion…

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

Next steps

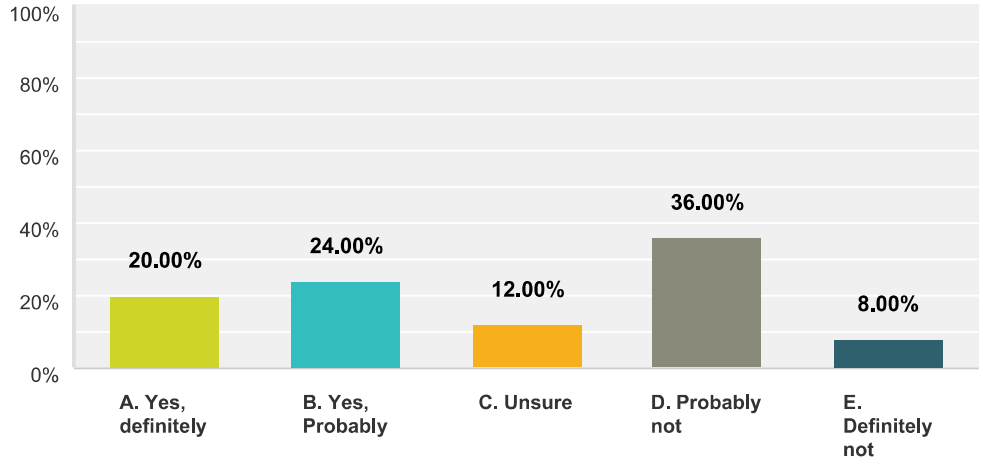
- Discussion by Council Committees, LTCs, Bowen Island Municipality, Trust Fund Board.
- Draft of potential priority objectives and strategies for review by Trust Council in June 2015.
- Executive Committee will solicit public input based on Council's adopted list of objectives and strategies.
- All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

Please remember to return the clickers!!



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

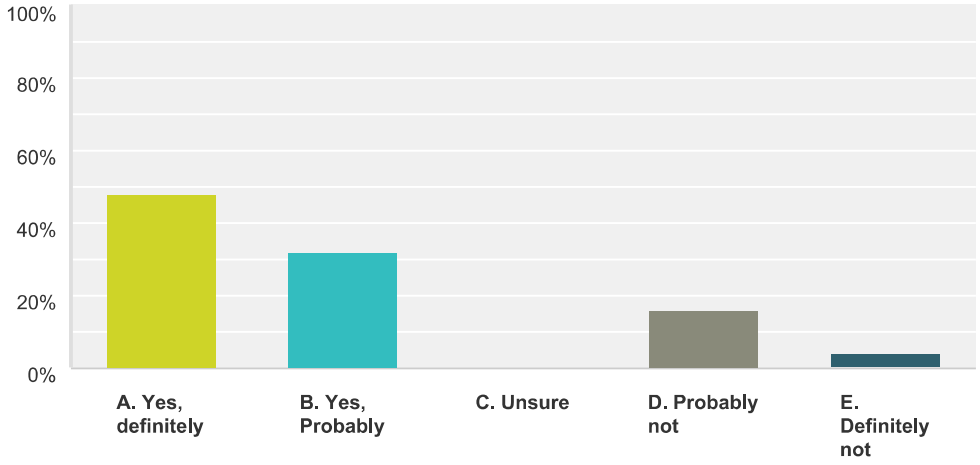
Answered: 25 Skipped: 0



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

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

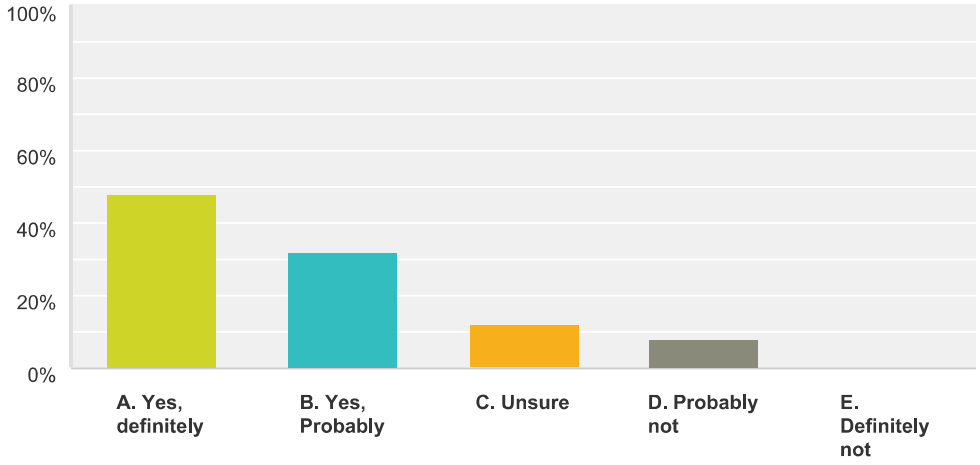
Answered: 25 Skipped: 0



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

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

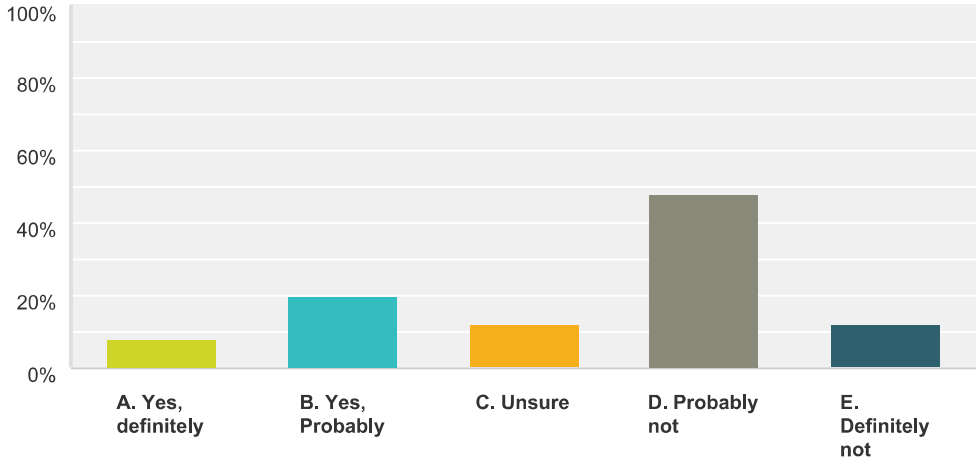
Answered: 25 Skipped: 0



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

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

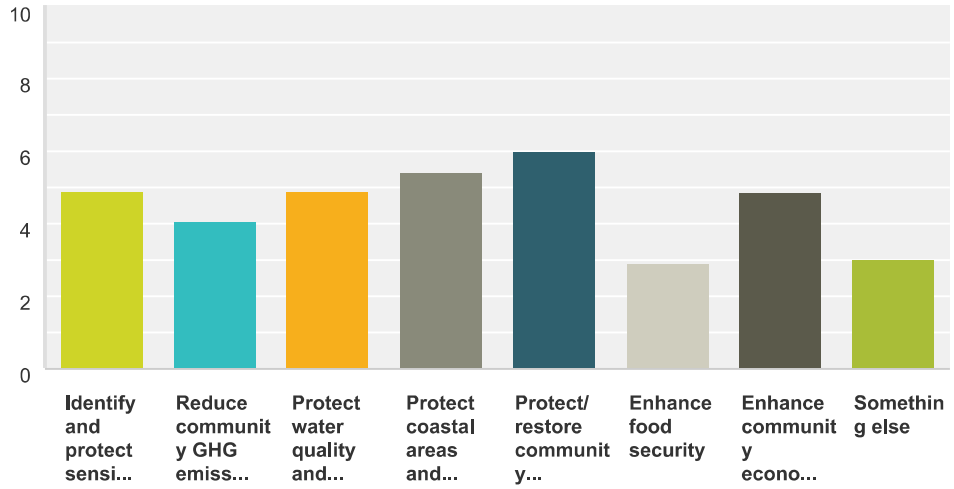
Answered: 25 Skipped: 0



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

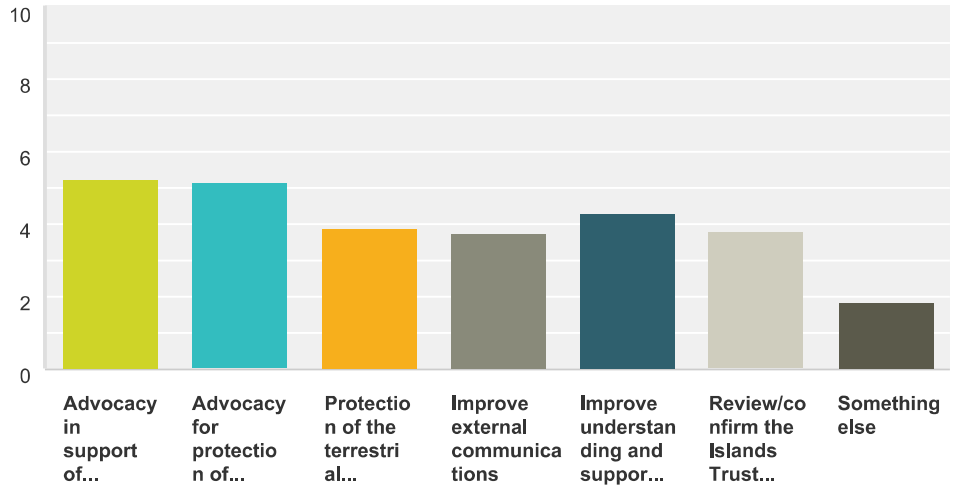
Q6 If you chose "Something else" as one of your top 3, please describe the topic.

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

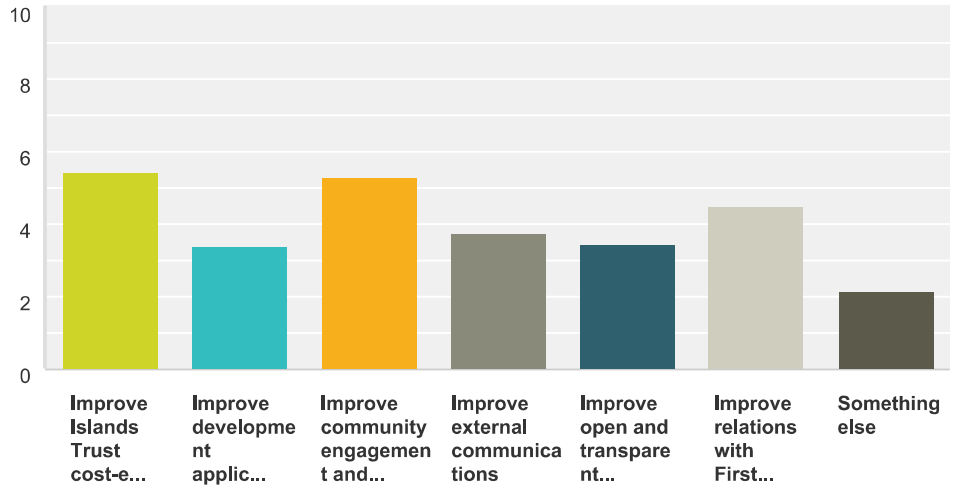
Q8 If you chose "Something else" as one of your top 3, please describe the topic.

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

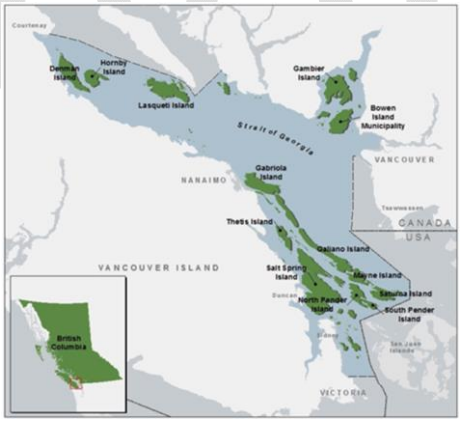
Discussion Draft

Strategic Plan

2014-2018

April 8, 2015

DRAFT



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The Islands Trust Area

The Trust Area covers the islands and waters between the British Columbia mainland and southern Vancouver Island, including Howe Sound and as far north as Comox. This is a unique and special place composed of 13 major islands and more than 450 smaller islands covering approximately 5200 square kilometres.
The beauty, tranquility, and sometimes fragile natural environment of the islands in the Strait of Georgia and Howe Sound, characterized by an exceptional variety of species, have given the area national recognition.
The islands support strong communities characterized by a mix of lifestyles, livelihoods and individuals. Island residents bring unique skills, viewpoints and sense of place together to sustain a tradition of community involvement.

Our Provincial Mandate

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

– Islands Trust Act

The Islands Trust Council

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



Trust Council's Current Strategic Plan

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

Islands Trust Policy Statement Goal A - Ecosystem Preservation and Protection

The Islands Trust will work to protect the natural environment of islands by:
Encouraging and enabling islanders in voluntary stewardship actions that protect special areas, including the shoreline
Working to protect fish habitat under BC's Riparian Areas Regulation
Protecting special ecosystems, managing shoreline areas and reducing greenhouse gas emissions when land use decisions are made
Advocating for new approaches to oil spill preparedness, derelict vessels, industrial developments, aquaculture, marine sewage and national marine conservation

Islands Trust Policy Statement Goal B – Stewardship of Island Resources

The Islands Trust will focus on good management of island water resources by:
Encouraging voluntary stewardship, advocating for legislative reform and exploring creative solutions for watershed management
Using land use planning tools and decisions to protect the quality and quantity of water resources

Islands Trust Policy Statement Goal C – Sustain Island Character and Healthy Communities

The Islands Trust will work to enhance the economic sustainability and security of island communities by:
Creating linkages between islanders and regional districts to share effective economic development models
Continuing to advocate for sustainable, affordable and appropriate ferry services
Using land use planning tools and decisions to positively affect housing, food security, farmland protection, and socio-economic diversity.

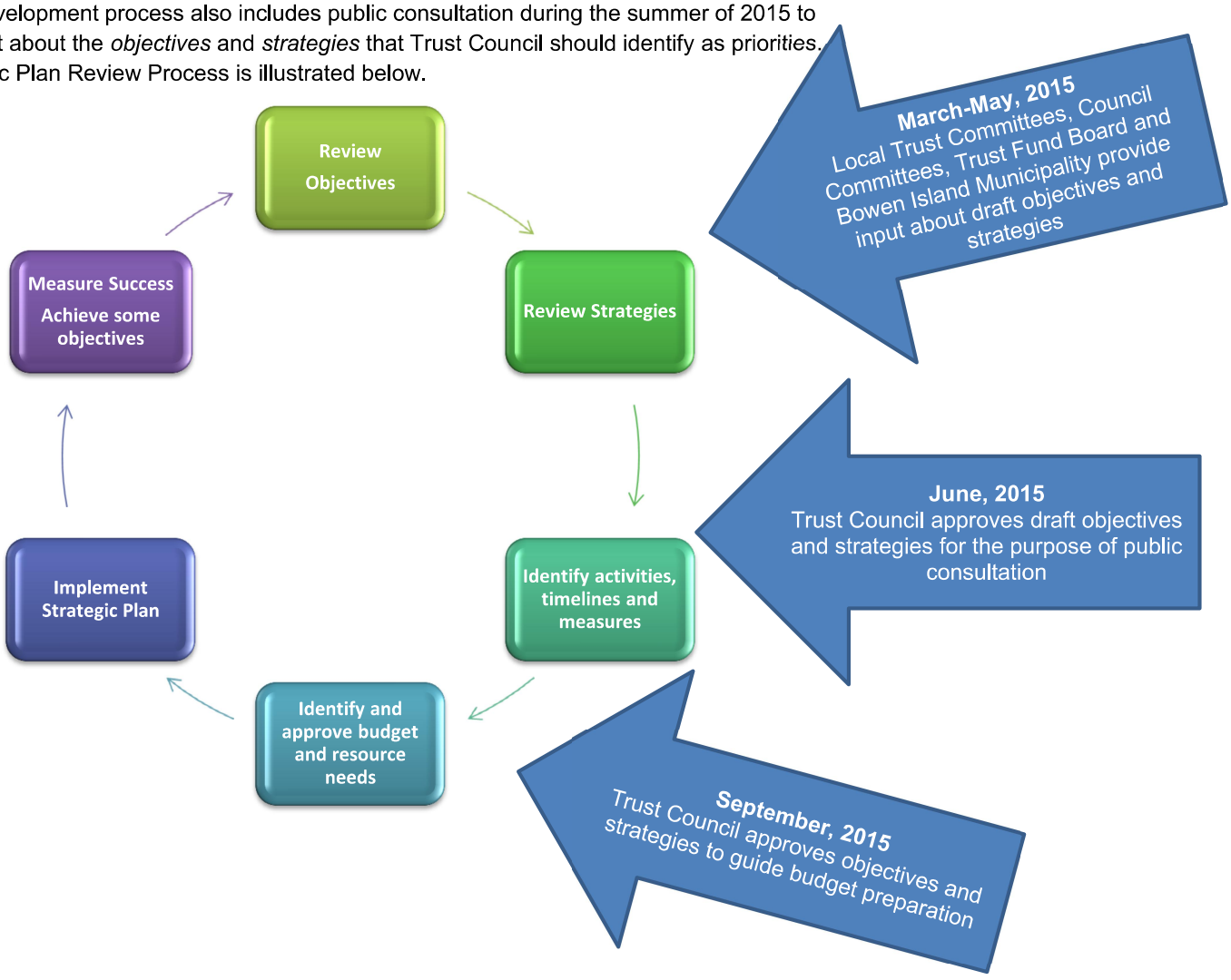
Goal D – To work in Cooperation with Others (from the Islands Trust object)

The Islands Trust will work with others by:
Strengthening relations with the many First Nations who have interests in the Islands Trust Area, through improved liaison at the political level and communications about marine advocacy.
Continually working to improve our organizational effectiveness.

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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 1st reading*. Hornby *bylaw drafted*. SSI bylaw given *3rd* 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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Goal D: ~~In cooperation with others…~~ *Effective, efficient and collaborative governance*

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

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

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS++
	5.2. Improve protection of archaeological and First Nations cultural resources	*Specific activities to be determined. (e.g. session at TC re concerns with archaeological site protection, work with ministry, etc)*	*LPC?*	*TBD*	*TBD*	**
6. IMPROVE organizational cost effectiveness and resilience	***6.1 Improve cost-effectiveness of operations, including local planning services***	*Specific activities and phases to be determined. (e.g).* • *'value for money' audit and benchmarking of LPS services* • *review of LPS services* • *review of office locations*	EC / LPC? / FPC?	*TBD*	*TBD*	
		FY 2015/16(?) - ? *6.2.1 Identify Adaptation Strategy principles and objectives*	*EC?*	*$5000 funding provided by province.*	*By whether Adaptation Plan principles and objectives have been identified re adaptation to potential incorporation of SSI*	*Not started* *Not due unless minister approves 2nd 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 2nd 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

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

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

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

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

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

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

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

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

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Colour Key for Middle Column:

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

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

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

Attachment 6

Strategic Planning - General Framework



Strategic Planning -- Glossary

Strategic Plan

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

Mission (Object)

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

Goal

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

Objective

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

Strategy

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

Activities

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

Measurement

- A process of assessing progress in achieving objectives.