



Trust Programs Committee Agenda

Date: Monday, November 14, 2016
Time: 11:00 am - 3:00 pm
Location: Islands Trust Victoria Boardroom
200-1627 Fort Street, Victoria, BC

	Pages
1. CALL TO ORDER	
2. ELECTION	
2.1 Election of Chair	
3. APPROVAL OF AGENDA	
3.1 Introduction of New Items	
3.2 Approval of Agenda	
4. ADOPTION OF MINUTES/COORDINATION	
4.1 Minutes of Meeting	
4.1.1 August 22, 2016	2 - 4
4.2 Follow Up Action List	5 - 5
5. TRUST COUNCIL BUSINESS	
5.1 First Nations and Public Engagement- RFD	6 - 25
5.2 Strategic Plan updates by Council committees - Briefing	26 - 59
5.3 Recommending 2017/18 budget needs to FPC re Strategic Plan priorities (verbal) Consideration of budget implications of recommendations arising from agenda item 5.2.	
5.4 Community Stewardship Award evaluation - Briefing	60 - 62
5.5 Crown Land Protocol Agreements - Project Charter	63 - 63
6. NEW BUSINESS	
7. WORK PROGRAM	
7.1 Trust Programs Committee Work Program	64 - 65
8. NEXT MEETING - February 20, 2016, 10 a.m., Victoria	
9. ADJOURNMENT	

*Approximate time is provided for the convenience of the public only and is subject to change without notice.



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Trust Programs Committee Minutes of Electronic Meeting

Date of Meeting: Monday, August 22, 2016

Location: Islands Trust Victoria Boardroom
200-1627 Fort Street, Victoria, BC

Members Present: Derek Masselink, North Pender Island Local Trustee (Chair)
Brian Crumblehulme, Mayne Island Local Trustee (Vice Chair) (by phone)
Tony Law, Hornby Island Local Trustee (by phone)
Sue Ellen Fast, Bowen Island Municipal Trustee (by phone)
Heather O'Sullivan, Gabriola Island Local Trustee (by phone)
Dan Rogers, Gambier Island Local Trustee (by phone)
George Grams, Salt Spring Island Local Trustee (by phone)
David Critchley, Denman Island Local Trustee (by phone)

Members Absent: Peter Luckham, Islands Trust Chair (ex officio)

Staff Present: Russ Hotsenpiller, CAO
Clare Frater, Policy Advisor
Bhupinder Dalku, Co-op Student
Robert Barlow, Recorder

Media and Others Present: None

1. CALL TO ORDER

Chair Masselink called the meeting to order at 10:35 a.m.

2. APPROVAL OF AGENDA

2.1 Introduction of New Items

The following additions to agenda item 4.2 were presented for consideration:

1. State of the Islands Indicator Report 2016
2. Life on the Islands – Area Resident Survey

2.2 Approval of Agenda

By general consent, the agenda and addendum were approved.

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3. ADOPTION OF MINUTES

3.1 Minutes of Meeting

3.1.1 May 16, 2016 TPC minutes

TPC-2016-014

It was MOVED and SECONDED,
that the minutes of May 16, 2016, be adopted as presented.

CARRIED

3.2 Follow Up Action List

The Follow-Up Action List was provided for information and review.

4. TRUST COUNCIL BUSINESS

4.1 Crown Land Protocol Charter

Staff provided a verbal update and indicated the project is on track.

4.2 Briefing – State of the Islands project

Staff provided a presentation about key project elements. Trustees asked questions about the project's progress and provided suggestions for additional indicators to be priorities, including seasonal population change and land conversion. Trust Program Committee members agreed to provide minor feedback on the draft report to staff after the meeting.

4.3 Community Stewardship Award program review

TPC-2016-015

It was MOVED and SECONDED,

That the Trust Programs Committee directs staff to bring forward revisions to the Community Stewardship Award evaluation process to the next meeting of the Trust Programs Committee.

5. NEW BUSINESS

No new business.

6. WORK PROGRAM

6.1 Trust Programs Committee Work Program Report

TPC-2016-016

It was MOVED and SECONDED,

That the Trust Programs Committee directs staff to amend the Continuing Item section of the Work Program Report to provide more detail and to reflect ongoing work in policy review and to forward its work program to the Islands Trust Council as amended.

7. NEXT MEETING – November 14, 2016, 10:45 am, Victoria – in person

7.1 2017 Proposed Dates

TPC-2016-017

It was MOVED and SECONDED,

That the Trust Programs Committee adopt the 2017 meeting schedule as follows:

February 20, 2017

May 29, 2017

August 21, 2017

November 6, 2017

CARRIED

8. ADJOURNMENT

By general consent the meeting was adjourned at 2:00 p.m.

Derek Masselink, Chair

CERTIFIED CORRECT:

Robert Barlow, Recorder

Follow Up Action Report

Trust Programs Committee

29-Feb-2016

Activity	Responsibility	Target Date	Status
TPC-2016-004 - Implement Crown Land Protocol project charter V2, circulate past RFD to TPC members, keep charter on future agendas until project is complete and consider inventory of current referrals, if it helps demonstrate the need for updating the letter of understanding.	Lisa Gordon	14-Nov-2016	On Going
TPC-2016-005 - Implement the Water Conservation Advocacy and Education project charter, version 2.	Clare Frater Lisa Gordon	16-May-2016	On Going
TPC-2016-006 - Implement the State of the Islands Project, and return the project charter to TPC until project is complete.	Clare Frater Lisa Gordon	31-Aug-2016	On Going

22-Aug-2016

Activity	Responsibility	Target Date	Status
Staff to bring forward revisions to the Community Stewardship Award evaluation process to the next meeting of the Trust Programs Committee.	Clare Frater	14-Nov-2016	Done
Staff to amend the Continuing Item section of the Work Program Report to provide more detail and to reflect ongoing work in policy review and to forward its work program to the Islands Trust Council as amended.	Clare Frater	26-Aug-2016	Done

REQUEST FOR DECISION

To: Trust Council

For the Meeting of: December 7, 2016

From: Executive Committee

Date: November 3, 2016

SUBJECT: FIRST NATIONS AND PUBLIC ENGAGEMENT

RECOMMENDATION:

1. That the Islands Trust Council adopt Policy 6.1.i “First Nations Engagement Principles”.
2. That the Islands Trust Council approve in principle the “First Nations and Public Engagement Project Charter”.
3. That the Islands Trust Council approve the amendments to Section 9.1 of the Strategic Plan as illustrated in updated version of the plan (Attachment 1), dated November 8, 2016.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

Pending.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

By adopting a First Nations engagement principles policy, a First Nations and public engagement project charter, and making related changes to the Strategic Plan, Trust Council will be establishing a strong foundation for sincere relationship-building with First Nations and for raising understanding of the Policy Statement.

Local Planning Services staff will be investing more time and resources to project development and application processing in the early stages of projects to ensure First Nations engagement is undertaken in a manner that is consistent with the proposed principles.

If Salt Spring Island votes to incorporate then Trust Council may choose to reevaluate if there will be sufficient organizational resources to implement the Project Charter.

This First Nations and Public Engagement Project Charter is not a single discrete project:

- it is a compilation of activities/actions designed to implement the First Nations Principles across the organization;
- it lays the foundation for meaningful discussions with First Nations and the public about the Policy Statement amendments topics; and
- it lay the foundation for cooperation with First Nations on Trust Council’s marine protection priorities.

Amending the Strategic Plan to accommodate the activities proposed in the Project Charter means that Trust Council would postpone adoption of a Policy Statement amendment bylaw to the 2018-2022 term of office. This carries the risk that the next Trust Council will decide against amending the Policy Statement, but increases the likelihood that any resulting amendments will have broad support.

FINANCIAL:

Trust Council has allocated \$82,000 in FY 2016/17 for “Public Engagement for Policy Statement Topic Identification and Visioning”. Staff estimates that the State of the Islands costs will be \$27,880 by the end of the fiscal year project. The table below outlines planned spending of \$21,000 this fiscal for implementation of the First Nations and Public Engagement Project Charter. Staff estimate that \$33,120 of the original \$82,000 project funding will be available to carry forward into FY 2017/18 for the project.

An additional \$15,000 has been included in the draft 2017/18 budget for this project. Staff also plan to suggest to the Executive Committee that \$5,000 of the 2017/18 communications budget be set aside for the activities described, as the project will incorporate general corporate communications goals

Local Planning Services will be submitting a 2017/18 program budget request for \$10,000 for “First Nations C2C (Community to Community) to match anticipated UBCM grant funding. In addition, Local Planning Services has submitted a 2017/18 program budget request for \$6,000 to support First Nations site visits of locations subject to a development application.

Budget source / expenditure	Fiscal 2016/17		Fiscal 2017/18	
	TAS (Policy Statmnt project budget)	LPS	TAS (\$33,120 Policy Statmnt project budget carryover PLUS \$15,000 additional budget ask PLUS \$5K from Comm. budget)	LPS
Program				
LTC Special Projects (LTC resolution required)		tbd		tbd
FN Site visits for Referral Inputs (LTC resolution required)		\$3,000 (LPS Scientific/ Tech funds)		\$6,000 additional ask for budget
FN database entry/organisation	\$10,000			
Communications (FN and public engagement activities e.g events, displays, mailouts, online consultations, website content to support preparatory discussions for Policy Statement amendment topics)	\$5,000		\$41,120 (\$5K from comm budget and remaining \$36K from Policy Stmt budget)	
Mapping (weekly elders knowledge of FN historical places: site-specific and Trust-wide)	\$6,000		\$12,000	
Meetings (C2C matching funds)				\$10,000 Additional ask for budget
Contingency				

Budget source / expenditure	Fiscal 2016/17	Fiscal 2017/18
Totals	\$24,000	\$69,120

POLICY:

The adoption of the first recommendation will result in a new Council policy. Staff will oversee integration of the new policy into the reference sections of other Council policies as part the policy renewal project already underway.

IMPLEMENTATION/COMMUNICATIONS:

Staff will develop a detailed 18-month “First Nations and Public Engagement Communication Strategy” to support the Project Charter.

The First Nations Engagement Principles policy will be circulated to holders of the Islands Trust Policy Manual and placed on the Islands Trust website. It will also be reviewed with all staff.

The First Nations Engagement Principles policy will support activities and processes relating to Islands Trust’s desire to have an enduring relationship with First Nations based on trust, honour and goodwill. These principles have been broadly shared with staff and trustees since September 2016 and have received positive feedback.

OTHER:

None

BACKGROUND

For the past seven-eight years Trust Council has articulated in various ways the organization’s desire and vision to have an enduring relationship with First Nations based on trust, honour and goodwill. Momentum has built recently and has resulted in a temporary staff position for 2016-2018 that is intended to change the organizational approach to First Nations.

After a few months of discussions with staff and trustees, the Executive Committee determined that to change the organizational approach to First Nations in a more permanent and meaningful way, a standard set of principles will help inform activities, language and relationship building for many years to come. When drafting the proposed principles, staff was informed by broader societal shifts in the Canadian context of reconciliation with First Nations, such as the adoption of the United Nations Declaration of Rights of Indigenous Peoples in May 2016, the 2015 Truth and Reconciliation Commission’s Calls to Action and the 2014 Supreme Court of Canada’s decision in the case of the *Tsilhqot’in Nation vs. British Columbia*.

Past Decisions

On August 17, 2016, the Executive Committee reviewed the proposed principles and resolved that staff “develop a Project Charter and draft set of principles that will inform a new organizational approach to First Nations relationship-building”.

On August 31, 2016, the Executive Committee asked staff to develop a Project Charter that includes the scope, timeline and budget for researching and developing a recommendation on how to advocate with respect to First Nations archaeological sites in collaboration with local trust committees and Bowen Island Municipality.

In September 2016, Trust Council requested the Executive Committee to propose amendments to Section 9.1 of the Strategic Plan to include a new phase in the Policy Statement amendment process to raise public awareness of the role and importance of the Policy Statement in shaping the future of the islands; and to develop an effective and progressive program to establish a spirit of reconciliation with First Nations.

As staff considered these three requests, it became apparent that all three initiatives could be captured under one strategic “First Nations Engagement Principles Implementation Project Charter”. Developing site-specific and Trust-wide advocacy for improved identification and protection of First Nations historical values, informed by the First Nations principles, will support having meaningful discussions about the Policy Statement amendments and eventual coordination with First Nations on marine protection issues.

Overview: First Nations Engagement Principles Implementation Project Charter

Attachment 2 to this RFD is a draft Project Charter for the implementation of the principles contained in draft Policy 6.1.i (Attachment 1). The following section outlines the objectives and goals for the three phases contained in the Project Charter.

Phase 1: “A Learning Approach” (Approximately 5 months; November 2016 to March 2017)

Objective: To increase staff, trustee and public understanding of First Nations’ connections to the land and waters of the Trust Area, including Indigenous perspectives, philosophies, special place names, Indigenous land laws and personal experiences/aspirations for the Trust Area.

First Nation Engagement Goals: There is a broad range of activities planned to provide opportunities for Indigenous-language speakers, knowledge-holders and elected representatives to share land-use and historical knowledge with Islands Trust staff, trustees and Trust Area residents. These activities are designed respectfully and try to mitigate some of the challenges First Nations have had in the past trying to have meaningful dialogue with government agencies, such as travel costs, assuming meetings are only about transactions rather than relationships, not enough meeting space to allow for an explanation of more complex issues, etc.

Public Engagement Goals: A cautionary approach to raising public awareness of First Nations issues allows people to embark on their own journey of education with as little controversy as possible. Understanding First Nations issues is not like an on/off switch but rather like a dial. The focus will be on innocuous topics (such as language, place names, culture) and, over time, expose public awareness to increasingly more challenging topics (such as Aboriginal rights and title, treaties, etc.).

Phase 2: “Real Discussions with First Nations about Real Issues” (Approximately 6 months; April 2017 to September 2017)

Objective: To engage First Nations in direct and courageous dialogue about topics that are of real interest to both First Nations and Islands Trust staff and trustees. Once certain topics

become known as key concerns, then strategically start introducing these topics in a public forum – at first in a passive media format and then increasingly in formats that allow for public feedback.

First Nation Engagement Goals: To start direct dialogue with the key Douglas Treaty First Nations with substantial interests in the south Gulf islands. This starting approach respects this pre-Confederate treaty as a priority and protected under Canada's Constitution. Then, working northward, have conversations with other First Nations with Aboriginal rights and title Constitutionally-protected since 1982. Where appropriate, these meetings will be with groups of First Nations with similar interests (Saanich Tribes, Hul'quimi'num Tribes, Greater Vancouver Nations, etc.), but will be with individual First Nations where that is most appropriate.

The plan is to set aside 1-2 day workshops between First Nations leadership and Islands trust leadership to possibly discuss:

- The history of Islands Trust and how it came to be, and how it has evolved
- The current societal shifts with regard to Aboriginal title and the authority of the Crown
- The fundamental benefits/challenges to land-use planning, regulation and enforcement
- Ways of sharing knowledge and objectives, and ways of working together

Public Engagement Goals: Once certain topics become known as key concerns after the first few months of direct dialogue with First Nations, then these topics will start being introduced in a public forum – at first in a passive media format and then increasingly in formats that allow for public feedback. These discussions will lay the foundation for meaningful discussion about Policy Statement amendments topics; and cooperation on Trust Council's marine protection priorities.

Phase 3: "Reconciliation Made Real" (Approximately 6 months; October 2017 to March 2018)

Objective: To explore changes to Islands Trust to identify opportunities for First Nations to better share their Indigenous knowledge, perspectives and experiences while at the same time, learning about Islands Trust. The assumption is that this will take many years and evolve with increasing meaningfulness.

First Nations Engagement Goals: Similar to the model used currently with some Regional Districts, First Nations can integrate into Islands Trust governance structures as ex-officio members of committees and even Trust Council. Much like the collegial relationship Trust Council has with San Juan County, First Nations could be invited to share in Trust Council sessions and even present issues of mutual concern to Trust Council.

Although the next 18 months will be focused at a working ground level with planners, information gathering on important sites, issues and referral processes, the goal is to develop enough mutual trust so that First Nations can tell us how they would like to participate in the work of Islands Trust.

Public Engagement Goals: To normalize respectful relationships toward First Nations and have a positive public awareness and sensitivity to First Nations' connections the land and waters of the Trust Area, and to develop broad support for potential Policy Statement improvements and cooperative marine protection work.

REPORT/DOCUMENT:

1. Draft Trust Council Policy 6.1.1- First Nations Engagement Principles
2. Draft Detailed First Nations and Public Engagement Principles Project Charter
3. Draft Summary of First Nations and Public Engagement Strategy
4. Draft Amendments to Section 9.1 of the Strategic Plan

KEY ISSUE(S)/CONCEPT(S):

5. Increased awareness and cultural sensitivity of staff and trustees with regard to First Nations current issues and how to engage in a project-by-project level
6. Engagement of Trust Area residents in First Nations' history, language, culture, perspectives, traditional knowledge and experience of the islands.
7. Engagement of First Nations on topics of importance to them

RELEVANT POLICY:

- *Islands Trust Act*
- Island Trust Policy Statement

DESIRED OUTCOME:

- Improved long-term relationships with First Nations
- Amendment of the Policy Statement to ensure it adequately addresses current issues and concerns
- Developing cooperative relationships in support of the Trust Council's preserve and protect mandate

RESPONSE OPTIONS**Recommended:**

1. That the Islands Trust Council adopts Policy 6.1.1 "First Nations Engagement Principles".
2. That the Islands Trust Council approves in principle the "First Nations and Public Engagement Project Charter".
3. That the Islands Trust Council approves the amendments to Section 9.1 of the Strategic Plan as illustrated in updated version of the plan (Attachment 1), dated November 8, 2016.

Alternatives:

1. That the Islands Trust Council request that staff provide more information about the First Nations and Public Engagement Project Charter.
2. That the Islands Trust Council request that staff provide more information about the proposed 6.1.1 "First Nations Engagement Principles" policy.
3. That the Islands Trust Council direct staff to extend the timeline of the Project Charter to go beyond the end date of the Senior Intergovernmental Policy Advisor term position and provide a revised Project Charter to Trust Council in March 2017.
4. That Islands Trust Council undertake no action.

Prepared By: Fiona MacRaid, Sr. Intergovernmental Policy Advisor

Reviewed By/Date: David Marlor, Director Local Planning Services/Nov 8, 2016
Clare Frater, Acting Director, Trust Area Services/Nov 8, 2016

Russ Hotsenpiller, Chief Administrative Officer

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6.1.i. Policy

FIRST NATIONS ENGAGEMENT PRINCIPLES POLICY

Trust Council: December 6-8, 2016

A: PURPOSE

1. To provide a framework for engaging and building relationships between Islands Trust and First Nations.
2. To find opportunities for collaboration and mutual support through its many organizational activities.
3. To initiate and maintain respectful relationships with First Nations communities.

B: BACKGROUND

1. In the Islands Trust Area, there is a high level of uncertainty regarding current and future First Nations ownership and management of the land base. As of November 2016, many things are in a state of flux because of evolving provincial, national and international recognition of Aboriginal Title.
1. The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) is an international instrument adopted by the United Nations on September 13, 2007. It describes a minimum standard of rights for the “survival, dignity and well-being of the indigenous peoples of the world.” Additionally, Article 26 states that “Indigenous peoples have the right to the lands, territories and resources which they have traditionally owned, occupied or otherwise used or acquired,” and it directs governments to recognize these territories. UNDRIP was endorsed by Canada in 2010 and officially adopted it in May 2016.
2. In 2015, the Truth and Reconciliation Commission issued ‘Calls to Action’ to redress the legacy of residential schools and to advance the process of Canadian reconciliation. Several of these calls to action speak to the recognition of aboriginal rights over land. In particular, action 47 calls on all levels of government, including local governments, to “repudiate concepts used to justify European sovereignty over Indigenous peoples and lands... and to reform those laws, government policies, and litigation strategies that continue to rely on such concepts.” (Truth and Reconciliation Commission of Canada, 2015).
3. In 2014, the Supreme Court of Canada handed down a decision in the case of the *Tsilhqot’in Nation vs. British Columbia*. In that decision, the court concluded that the Tsilhqot’in Nation has Aboriginal title to over 1,750 square kilometers of their traditional lands, previously deemed Crown land. *Tsilhqot’in* also confirmed that where Aboriginal title has not been established, the Crown has a duty to consult with and accommodate First Nations with stated land claims. The trial judge also noted, although it is not a binding element of the decision, that the granting of fee simple interests by the Province does not and cannot extinguish Aboriginal title. (Potvin, Feb 19, 2015).

C: REFERENCES

1. *United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)*, United Nations, Sept.13, 2007.
2. *Truth and Reconciliation Commission: Calls to Action*, Truth and Reconciliation Commission of Canada, 2015.
3. *Tsilhqot’in Nation vs. British Columbia*, Supreme Court of Canada, 2014.

D: DEFINITIONS

“First Nations” refer to entities recognized by the Department of Aboriginal Affairs and Northern Development of Canada who have included the Trust Area, or a part of the Trust Area in the asserted traditional territory.

“Islands Trust” refers to all Islands Trust bodies including Trust Council, council committees, local trust committees and Trust Fund Board.

E: FIRST NATIONS ENGAGEMENT PRINCIPLES

1. Islands Trust is committed to becoming aware of what it does not know or understand about First Nations.
2. Islands Trust is committed to proving sincere desire for reconciliation
3. Islands Trust is committed to integrating, where possible, activities that support First Nations reconnecting with the Trust Area lands and waters

F: POLICY

1. The First Nations Engagement Principles in Section E:
 - a. underpin every activity of Islands Trust in order to have an enduring relationship with First Nations based on trust, honour and goodwill; and
 - b. are sequential and they speak of a way forward to acknowledge how profoundly First Nations have been ignored and disrespected, but these principles also point to a path forward that is genuine and sincere.
2. In committing to Principle E.1, Islands Trust should and Islands Trust municipalities are encouraged to:
 - a. commit to “listening and learning” about the history of First Nations’ connection to the land and waters;
 - b. commit to “listening and learning” about First Nations’ perspective on treaties, rights and title; and
 - c. commit to acknowledging that history, once it is understood.
3. In committing to Principle E.2, Islands Trust should and Islands Trust municipalities are encouraged to:
 - a. commit to acknowledging the inherent bias in the organization, which come from Canadian culture and assumptions and have conditioned non-Natives citizens to ignore and minimize their relationship with First Nations; and
 - b. commit to undertaking actions that reflect an effort to change societal attitudes and systems.
4. In committing to Principle E.3, Islands Trust should and Islands Trust municipalities are encouraged to:
 - a. commit to supporting, where possible, traditional gathering and harvesting activities;
 - b. commit to supporting, where possible, the integration of Traditional Knowledge into stewardship practices and policies; and
 - c. commit to supporting the development of a Reconciliation Action Plan.

DRAFT: First Nations and Public Engagement Project – Charter v1

Trust Council

Date: December 6-8, 2016

Deliverables Detail

This First Nations and Public Engagement Project Charter is not a single discrete project but rather a series of activities/actions designed to:

- implement the First Nations Principles across the organisation
- lay the foundation for meaningful discussions with First Nations and the public about the Policy Statement amendments topics
- lay the foundation for cooperation with First Nations on marine protection priorities.

Deliverable / Milestone	Target Completion Date	Person Responsible
Phase 1: Saturna Island LTC Public Culture Event • Plus soft public launch of First Nations events and information to Islands Trust residents	Nov. 19, 2016	Fiona MacRaild Gary Richardson Regina Robinson Pamela Haffey Saturna LTC
Phase 1: Fulford marina site visits • Plus soft public launch of First Nations events and information to Islands Trust residents	Nov. 30, 2016	Fiona MacRaild Jason Youmans Claire Olivier Pamela Haffey Salt Spring LTC
Phase 1: Sharing eelgrass mapping and other maps from Trust Fund to First Nations	Nov. 30, 2016	Jennifer Eliason Kate Emmings Fiona MacRaild Trust Fund Board
Phase 1: C2C Komoks • plus soft public launch of First Nations events and information to Islands Trust residents	Dec. 31, 2016	Fiona MacRaild Ann Kjerolf Denman LTC Pamela Haffey
Phase 1: C2C Nanaimo • Plus soft public launch of First Nations events and information to Islands Trust residents	Dec. 31, 2016	Fiona MacRaild Ann Kjerolf Gabriola LTC Pamela Haffey
Phase 1: Inventory of Special Places • Plus soft public launch of First Nations events and information to Islands trust residents	Dec. 31, 2016	Fiona MacRaild Pamela Haffey
Phase 1: FN Database: info confirmation • Plus soft public launch of First Nations events and information to Islands Trust residents	Jan. 31, 2017	Fiona MacRaild Mike Richards (possibly) Pamela Haffey
Phase 1: FN Referral Input Workshops • Plus soft public launch of First Nations events and information to Islands Trust residents	Jan. 31, 2017	Fiona MacRaild LPS Management Team Pamela Haffey
Phase 1: Cont'd Public Culture Events	Feb. 28, 2017	Fiona MacRaild

Deliverable / Milestone	Target Completion Date	Person Responsible
Plus soft public launch of First Nations events and information to Islands Trust residents		Island Planner LTC Pamela Haffey
Phase 1: Cont'd Inventory of Sp. Places Plus soft public launch of First Nations events and information to Islands Trust residents	Feb. 28, 2017	Fiona MacRaid Pamela Haffey
Phase 1: C2C Tsawout/Tseycum Plus soft public launch of First Nations events and information to Islands Trust residents	March 31, 2017	Fiona MacRaid Robert Kojima Saturna LTC Pamela Haffey
Phase 1: Cont'd site visits for FNs Plus soft public launch of First Nations events and information to Islands Trust residents	March 31, 2017	Fiona MacRaid Island Planners Leg. Clerks Pamela Haffey
Phase 2: 1-2 day workshop with five Saanich Tribes (preparatory discussions for Policy Statement amendment topics) Plus soft public launch of First Nations events and information to Islands Trust residents	April 30, 2017	Fiona MacRaid Russ Hotsenpiller SGI trustees Directors Pamela Haffey
Phase 2: 1-2 day workshop with five Hul'quimi'num Tribes (preparatory discussions for Policy Statement amendment topics) Plus soft public launch of First Nations events and information to Islands Trust residents	May 31, 2017	Fiona MacRaid Russ Hotsenpiller Trustees Directors Pamela Haffey
Phase 2: 1-2 day workshop with Chemainus First Nation (preparatory discussions for Policy Statement amendment topics) Plus soft public launch of First Nations events and information to Islands Trust residents	June 30, 2017	Fiona MacRaid Russ Hotsenpiller Trustees Directors Pamela Haffey
Phase 2: Public Engagement Forum with provisions for public feedback on Islands Trust, First Nations issues and current issues regarding land-use in the Trust Area (preparatory discussions for Policy Statement amendment topics)	June 30, 2017	Fiona MacRaid Pamela Haffey
Phase 2: 1-2 day workshop with Nanaimo First Nation (preparatory discussions for Policy Statement amendment topics)	July 31, 2017	Fiona MacRaid Russ Hotsenpiller Trustees Directors
Phase 2: Public Engagement Forum with provisions for public feedback on Islands Trust, First Nations issues and current issues regarding land-use in the Trust Area (preparatory discussions for Policy Statement amendment topics).	July 31, 2017	Fiona MacRaid Pamela Haffey
Phase 2: 1-2 day workshop with Nanoose First Nation (preparatory discussions for Policy Statement amendment topics)	Aug. 31, 2017	Fiona MacRaid Russ Hotsenpiller Trustees Directors

Deliverable / Milestone	Target Completion Date	Person Responsible
Phase 2: Public Engagement Forum with provisions for public feedback on Islands Trust, First Nations issues and current issues regarding land-use in the Trust Area(preparatory discussions for Policy Statement amendment topics) .	Aug. 31, 2017	Fiona MacRaild Pamela Haffey
Phase 2: 1-2 day workshop with Qualicum First Nation(preparatory discussions for Policy Statement amendment topics)	Sept. 30, 2017	Fiona MacRaild Russ Hotsenpiller Trustees Directors
Phase 2: Public Engagement Forum with provisions for public feedback on Islands Trust, First Nations issues and current issues regarding land-use in the Trust Area (preparatory discussions for Policy Statement amendment topics) .	Sept. 30, 2017	Fiona MacRaild Pamela Haffey
Phase 3: 1-2 day workshop with K'omoks First Nation (preparatory discussions for Policy Statement amendment topics)	Oct. 31, 2017	Fiona MacRaild Russ Hotsenpiller Trustees Directors
Phase 3: Public Release of organizational change reflecting improved relations with First Nations	Oct. 31, 2017	Fiona MacRaild Pamela Haffey
Phase 3: 1-2 day workshop with Squamish First Nation, Tseil Waututh First Nation and Musqueam First Nation (preparatory discussions for Policy Statement amendment topics)	Nov. 30, 2017	Fiona MacRaild Russ Hotsenpiller Trustees Directors
Phase 3: Public Release of organizational change reflecting improved relations with First Nations	Nov. 30, 2017	Fiona MacRaild Pamela Haffey
Phase 3: 1-2 day workshop with Esquimalt First Nation, Songhees First Nation, Beecher Bay First Nation and T'Souke First Nation (preparatory discussions for Policy Statement amendment topics)	Dec. 31, 2017	Fiona MacRaild Russ Hotsenpiller Trustees Directors
Phase 3: Public Release of organizational change reflecting improved relations with First Nations	Dec. 31, 2017	Fiona MacRaild Pamela Haffey
Phase 3: 1-2 day workshop with Sechelt First Nation (preparatory discussions for Policy Statement amendment topics)	Jan. 31, 2018	Fiona MacRaild Russ Hotsenpiller Trustees Directors
Phase 3: Public Release of organizational change reflecting improved relations with First Nations	Jan. 31, 2018	Fiona MacRaild Pamela Haffey
Phase 3: 1-2 day workshop with Semiahmoo First Nation (preparatory discussions for Policy Statement amendment topics)	Feb. 28, 2018	Fiona MacRaild Russ Hotsenpiller Trustees Directors
Phase 3: Public Release of organizational change reflecting improved relations with First Nations	Feb. 28, 2018	Fiona MacRaild Pamela Haffey
Phase 3: possible meetings with Sliammon First Nation, Tswwassen First Nation or Sto:lo Treaty Nations	March 31, 2018	Fiona MacRaild Russ Hotsenpiller

Deliverable / Milestone	Target Completion Date	Person Responsible
(preparatory discussions for Policy Statement amendment topics)		Trustees Directors
Phase 3: Transition Plan for Continuance of Policy Statement amendments Engagement Plan	March 31, 2018	Fiona MacRaid Russ Hotsenpiller Directors

Project Team Resources

Name	Project Role	Responsibilities	Days or Hours
Executive Committee via CAO	Project Sponsor	• Approve Charter • Approve changes to the Charter	18 months
Fiona MacRaid	Project Manager	• Language and tone guide • Project timelines and deliverables • Project review and adjustments	18 months
Pamela Haffey	Communications Specialist	• Public culture event plans • Local articles • advertising • FN Webpage • Email notifications • News releases • LTC meetings – sharing experiences • Community Events • Social media • Audio-video story telling • Book clubs • Placespeak – online discussion boards and survey • Facebook launch • Media relations • Direct mail and paper inserts • School workshops • Information sheets, brochures • Web updates – state of the islands, vision	18 months
Island Planners		• FN site visits for referral input • FN public cultural events	tbd
Support Staff		• FN site visits for referral input • FN public cultural events	tbd
Local Trustees		• C2C meetings • FN public cultural events	tbd
LPS Managers		• Communications and budget approvals • FN Referral Input Workshops • C2C meetings	tbd
Trust Fund staff		• FN communications re shared mapping, management plans, etc.	tbd
Trust Fund Board		• Approval of FN communications re shared mapping, management plans, etc.	tbd
Russ Hotsenpiller		• FN meetings involving FN Chief or Councillors	tbd
Directors		• Review of budget, Staff Reports, timelines and Charter Adjustments for Executive Council via CAO	tbd

Stakeholders

Stakeholder	Represented by	Interests, expectations, concerns
LTCs and IMs	Trustees	Local planning function
TC	Trustees	Object, budget, communications, implementation processes, advocacy, legal oversight
MCSCD	Director, Community Relations (currently, Brent Mueller)	Provincial interests, engagement process
Regional Districts	First Nations Liaison	Municipal interests, engagement process
Capital Regional District	Manager of Aboriginal Initiatives (currently, Sue Hallett)	Municipal interests, engagement process
Other Provincial Agencies	First Nations Consultation management	Provincial interests, engagement process
Other Federal agencies	First Nations Consultation management	Federal interests, engagement process
Other Non-Governmental Agencies	First Nations Consultation management	Environmental interests, engagement process

First Nations

As with all LTC projects, First Nations with asserted aboriginal rights in the subject area will be contacted early to inform them of the project and ask them to identify any aboriginal rights that may be impacted by the proposed change. The following categories of First Nations are organized by weighted claim. Many First Nations have more than one category that applies to them. With multiple categories comes increased weight of claim.

Total of 37 First Nations	Notes
First Nations with neighbouring Reserve lands to the Trust Area	- Tsawout First Nation (Salt Spring Island, South Pender Island, Saturna Island) - Tseycum First Nation (South Pender Island, Saturna Island) - Tsartlip First Nation (Mayne Island) - Penelakut First Nation (Penelakut Island) - Lyackson First Nation (Valdes Island) - Nanaimo First Nation (Gabriola Island)
First Nations who are Douglas Treaty Nations (also have Aboriginal rights and title over claimed Traditional Territories) [N.B. Nations forfeit their Douglas Treaty rights if and when they sign a modern BC Treaty]	- Esquimalt First Nation - Tsartlip First Nation - Tsawout First Nation - Pauquachin First Nation - Tseycum first Nation - Malahat First Nation (also part of Te'Mexw Treaty Assoc.; stage 5 of 6 in BC Treaty process) - Songhees First Nation (also part of Te'Mexw Treaty Assoc.; stage 5 of 6 in BC Treaty process) - Beecher Bay First Nation (also part of Te'Mexw Treaty Assoc.; stage 5 of 6 in BC Treaty process) - Sooke First Nation (also part of Te'Mexw Treaty Assoc.; stage 5 of 6 in BC Treaty process) - Nanaimo First Nation (also in stage 4 of 6 in BC Treaty process)

Total of 37 First Nations	Notes
First Nations in Stage 5 of 6 in Treaty Process (Agreement-in-Principle; awaiting ratification)	process) • K'omoks First Nation • Nanoose First Nation (part of Te'Mexw Treaty Assoc.) • Malahat First Nation (also part of Te'Mexw Treaty Assoc., and a Douglas Treaty Nation) • Songhees First Nation (also part of Te'Mexw Treaty Assoc., and a Douglas Treaty Nation) • Beecher Bay First Nation (also part of Te'Mexw Treaty Assoc., and a Douglas Treaty Nation) • Sooke First Nation (also part of Te'Mexw Treaty Assoc., and a Douglas Treaty Nation)
First Nations in Stage 4 of 6 in Treaty Process (Negotiating Agreement) [N.B. Chemainus First Nation has indicated they have pulled out of the Hul'quimi'num Treaty Group and remain in the BC Treaty process independent of HTG. This has yet to be confirmed with BC Treaty staff]	• Cowichan Tribes (part of the Hul'quimi'num Treaty Group) • Chemainus First Nation (part of the Hul'quimi'num Treaty Group) • Penelakut First Nation (part of the Hul'quimi'num Treaty Group) • Halalt First Nation (part of the Hul'quimi'num Treaty Group) • Lyackson First Nation (part of the Hul'quimi'num Treaty Group) • Lake Cowichan First Nation (part of the Hul'quimi'num Treaty Group) • Nanaimo First Nation (also a Douglas Treaty Nation) • Sechelt First Nation • Tseil-Waututh First Nation • Musquem First Nation • Aitchelitz First Nation (part of the Sto:lo Nation treaty group) • Leqá:mel First Nation (part of the Sto:lo Nation treaty group) • Popkum First Nation (part of the Sto:lo Nation treaty group) • Skawahlook First Nation (part of the Sto:lo Nation treaty group) • Skowkale First Nation (part of the Sto:lo Nation treaty group) • Tzeachten First Nation (part of the Sto:lo Nation treaty group) • Yakweakwioose First Nation (part of the Sto:lo Nation treaty group)
First Nations in Stage 3 of 6 in Treaty Process (Agreement Framework)	• Squamish First Nation
First Nations in Stage 2 of 6 in Treaty Process (Statement of Intent)	• Hwlitsum First Nation (status of Nation under review)
First Nations with Ratified Modern Treaties	• Tsawwassen First Nation (2009) • Tla'amin (Sliammon) First Nation (2016)
First Nation Currently Before the Court Regarding Rights and Title, Impacting Islands Trust	• Esquimalt First Nation • Songhees First Nation • Hwlitsum First Nation

Project Budget Detail

For future fiscal years budgets, enter the anticipated budget need, subject to Trust Council approval. The Project Charter should be updated to reflect adopted budgets if they are different from the anticipated budget need.

Budget source / expenditure	Purchasing Processes Required? (describe)	Fiscal 2016/17		Fiscal 2017/18	
Program		TAS (Policy Statmnt project budget)	LPS	TAS (Policy Statmnt project budget carryover)	LPS
LTC Special Projects (LTC resolution required)			tbd		tbd
Technical / Scientific (FN site visits for referral input) (LTC resolution required)		\$6,000	\$3,000 additional ask for budget	\$6,000 additional ask for budget	
FN database entry/organisation		\$10,000			
Communications (FN and public engagement activitoes e.g events, displays, mailouts, online consultations, website content to support preparatory discussions for Policy Statement amenment topics)		\$5,000		\$45,000	
Mapping (weekly elders knowledge of FN historical places)				\$12,000	
Meetings (C2C matching funds)					\$10,000 Additiona l ask for budget
Contingency					
Totals		\$24,000		\$73,000	

Risk Assessment

Risk	Probability	Impact	Response Strategy	Residual Risk
First Nations may not be interested in participating in project activities	medium	high	First Nations leadership generally want to participate only with decision-makers that can significantly further legal recognition of their rights and title. Although the courts, Canada and the Province have the ultimate decision-making authority on rights and title, Islands Trust wants to incorporate Indigenous knowledge, history and experiences into their land-use planning, decisions and enforcement.	medium
Timelines of this Project may be affected by changing FN case law or	low	medium	Close monitoring of possible changes as a result of FN case law development and/or government	medium

government direction. This could either slow the Project down, or accelerate it.			direction.	
Incorporation of Salt Spring Island will require a thorough review of Project Charter details	medium	medium	If Salt Spring Island incorporates, a new Project Charter will be proposed indicating adjusted resources, timelines and topics.	medium

Project Approvals

	Name	Signature	Date
Project Lead			

Charter Change Table

[record changes made to the Project Charter here, after endorsement date. Changes could be scope changes, or could be adjustments to the timeline and budget]

Date	Changes made	LTC Resolution (if applicable)

DRAFT: First Nations and Public Engagement Project Charter Summary

Timing	Objective/Theme	FIRST NATIONS ACTIVITIES	PUBLIC ACTIVITIES	Budget Estimate.	Comm. Strat.
Nov.	<u>Phase 1</u> - Proving Sincerity - Historical Diversity of the Trust Area	*SILTC Public Culture Event *Fulford marina site visits *Sharing mapping for Trust Fund	<u>Phase 1/2</u> Learning about the diversity of FN historical connections to the islands Starting with cultural info and slowly making FN topics more challenging “Passive” Current topics that inspire positive public attitudinal shifts toward FNs	<u>Trust Area Services:</u> *\$6k for weekly meetings with FN elders to document sharable stories of significance about the Trust Area *\$10: database entry *\$5K communications <u>LP Services:</u> *Public Culture Events (LTC funding under Special Projects) *Site visits for referrals (\$3K)	FN Lang. & Tone Guide for staff
Dec.		*C2C Komoks *C2C Nanaimo *Inventory of Special Places			Communication tools for building awareness of historical values and positive public attitudes to FNs: - Local articles - advertising - FN Webpage - Email notifications - News releases - LTC meetings – sharing experiences - Community Events - Social media - School workshops - Audio-video story telling - Book clubs - Language and tone guide
Jan.2017		*FN Database: info confirmation *FN Referral Input Workshops			
Feb.		*Cont’d Public Culture Events *Cont’d Inventory of Sp. Places			
Mar.		*C2C Tsawout/Tseycum *Cont’d site visits for FNs			
Apr.	<u>Phase 2</u> - Common Ground with First Nations - Visioning How to Work Together in the Future - Current land-use issues in the Trust Area (preparatory for Policy Stmt amendment topics)	Meetings with First Nations: : 1-2 day workshops to discuss the following topics, in the following sequence: - History of Islands Trust - Authority of the Crown - Importance of land-use regulation - Naming the moral dilemmas for I.T. “Preserve and Protect”: ways of working together (similar to San Juan County)	<u>“Engaged”</u> Start themed public feedback forums using initial feedback about current land-use issues in the Trust Area (preparatory for Policy Stmt amendment topics)	<u>Trust Area Services</u> *\$12K Recording elder stories of place - weekly *\$45K communications <u>L. Planning Services</u> *Public Culture Events (LTC funding under Special Projects) *C2C matching funds (\$10K) *Site visits for referrals (\$6K)	Broadening the stakeholders: - NGOs - Academia Phase I tools plus: - Placespeak – online discussion boards and survey - Facebook launch - Media relations - Direct mail and paper inserts - Information sheets, brochures - Web updates – state of the islands, vision
May					
June					
July					
Aug.					
Sept.					
Oct.	<u>Phase 3</u> - Program Plan for Implementing a Future of Working Together - Cooperative review and planning of Policy Stmt amendment process	<u>Possible:</u> *FN Governance involvement in Trust Council and Committees (integrated approach similar to Regional Districts) *FN Reconciliation Plan *FN considerations in hiring processes *FN Integration on land-use decisions and regulations			
Nov.					
Dec.					
Jan.2018					
Feb.					
Mar.	TRANSITION/SUCCESSION PLAN ON ALL WORK				

Overall Considerations:

- Senior Intergovernmental Policy Advisor (SIPA) position only funded for 22 months so program plan is accommodating that limitation but each Phase may take longer
- Given recent court cases indicating that Nations with treaty rights and Aboriginal rights and title are at the highest end of the continuum of consultation, the work plan assumes starting with southern LTCs and working northward throughout the 18 month plan
- It is unknown how the BC treaty process will unfold, or how new court decisions will affect the plan
- This plan will be reviewed for effectiveness every six months and adjusted as necessary

DRAFT: Proposed Amendments to the Islands Trust Council's 2014-2018 Strategic Plan Section 9.1 (November 8, 2016)

9. Improve community understanding and support of the Islands Trust	9.1 Review the Islands Trust Policy Statement	<u>FY 2015/16</u> T.9.1.1 Amend policies administering the Islands Trust Policy Statement	TPC		Funded by base budget	By whether Trust Council has amended the policies administering the Islands Trust Policy Statement	Complete
		<u>FY 2015/16</u> T.9.1.2 Develop a project charter and budget request regarding a Phase A ('State of the Islands' report) of targeted update of the Policy Statement	TPC		Funded by base budget	By whether TPC has recommended a project charter and budget request regarding a Phase 1 of targeted update of the Islands Trust Policy Statement	Complete
		<u>FY 2016/17</u> T.9.1.3 Implement project charter regarding Phase A ('State of the Islands' report) of the targeted update of the Policy Statement	TPC		Funded by Policy Statement project budget	By whether Trust Council has endorsed TPC's 'State of the Islands Report' as Phase 1 of a targeted update of the Policy Statement	Report delivered in Sept 2016. Communications products in progress.
		<u>FY 2016/17</u> T.9.1.4 Develop a project charter regarding Phase B of targeted update of the Policy Statement (First Nations and public engagement process to prepare for Policy Statement amendment topics)	TPC		Funded by Policy Statement project budget	By whether Trust Council has endorsed TPC's project charter for a First Nations and public engagement process to prepare for Policy Statement topics amendment process	Project Charter due Dec 2016
		<u>FY 2016/17-2017/18</u> T.9.1.5 Undertake a First Nations and public engagement process to prepare for Policy Statement amendment topics	TPC	EC	Funded by Policy Statement project budget and base communications budget with some activities subject to 2017/18 program funding	By whether TPC/EC has undertaken a First Nation public engagement process	Engagement processes to start in Dec. 2016
		<u>FY 2017/18</u> T.9.1.6 Develop a project charter and budget request regarding Phase C of the targeted update of the Policy Statement (Cooperative review with First Nations and planning of Policy Statement amendment process)	TPC		Subject to funding in 2016/17 program budget	By whether Trust Council has endorsed TPC's project charter and budget request a cooperative review with First Nations and planning of Policy Statement amendment process	Project charter and budget request due March 2018
		<u>FY 2018/19</u> T.9.1.7 Implement project charter regarding Phase C (Cooperative review with First Nations and planning of Policy Statement amendment process)			Subject to funding in 2017/18 program budget	By whether TPC/EC has undertaken a cooperative review with First Nations and planning of Policy Statement amendment process	Due to start in 2018/19 subject to TC decision re budget request (see T.9.1.6)
		<u>FY 2018/19</u> T.9.1.8 Develop a draft bylaw to update selected Policy Statement topics	TPC	EC	Subject to funding in 2017/18 program budget	By whether EC and TPC have developed a draft bylaw to update selected Policy Statement topics	Due to start 2018/19,subject to TC decision re budget request (see T.9.1.6)



ISLANDS TRUST BRIEFING

FROM: Executive Committee

Date: Nov. 9th 2016

SUBJECT: COUNCIL COMMITTEE INPUT TO STRATEGIC PLANNING PROCESS

DIRECTED TO: Local Planning Committee, Financial Planning Committee, Trust Programs Committee, Select Committee, Trust Fund Board

DESCRIPTION OF ISSUE:

Executive Committee is seeking input from all Council Committees and Trust Fund Board regarding amendments to the 2014-2018 Strategic Plan in time for December Trust Council. This input will affect current and future staff work programs as well as Trust Council's deliberations and public consultation about the proposed 2017/18 budget.

BACKGROUND:

During the September 2015 Trust Council meeting, Council adopted its [2014-2018 Strategic Plan](#) including details of activities and strategies to support the identified priorities. Council committees and Trust Fund Board have proceeded to carry out the assigned activities with varying degrees of success.

[Quarterly reports](#) keep Trust Council updated on progress. Staff is developing a database tool to allow Council and its committees to review progress in a format similar to that now used for follow-up-action lists.

In September 2016, Trust Council did a visioning exercise, partly guided by the results of an August 2016 [public opinion poll](#). The poll and the vision workshop [revealed](#) that preserving and protecting the natural environment remains a top priority and that there is an increasing need for attention to water, housing and First Nations. This Strategic Plan could benefit from greater alignment with those renewed priorities and provide greater clarity about which committees will sponsor which priorities. Recent learning about reconciliation with First Nations is strongly influencing staff recommendations about how to carry out previous strategic plan goals.

ATTACHMENT(S): TPC Strategic Plan project by fiscal year

AVAILABLE OPTIONS:

Each Council committee and Trust Fund Board is asked to review the 2014-2018 Strategic Plan and recommend amendments, additions, deletions and adjustments to timing, as well as potential budget needs.

The Executive Committee is seeking the following kinds of advice from Council committees:

- X Committee proposes the following changes to the 2014-18 Strategic Plan:
- X Committee has the capacity to sponsor the following three projects in 2017/18:
- X Committee proposes spending \$X in the 2017/18 budget year in order to carry out the three projects (specify whether this is to funded from work in progress from 2016/17, base funding or additional project funding)

FOLLOW-UP:

- After receiving input from Council committees, the Executive Committee will prepare a further draft of the Strategic Plan for Trust Council's consideration in December.
- In December, Trust Council will be asked to endorse those objectives, strategies, activities and measures that are identified in the plan for Fiscal Years 2016/17 and 2017/18.
- The activities and associated costs for 2017/18 will form part of the public consultation on the budget in February 2017.
- In March 2017, Trust Council will receive detailed information about the costs of carrying out proposed 2017/18 activities, as part of its final review of the budget.

PREPARED BY: Lisa Gordon
Director, Trust Area Services

Executive Committee

SUBMITTED BY: _____

REVIEWED BY: Russ Hotsenpiller
(Chief Administrative Officer)

REVIEWED BY EXECUTIVE COMMITTEE:

November 9, 2016

OTHER REVIEW:

Islands Trust Strategic Plan – 2014-2018

Trust Programs Committee Assignments (as of Sept, 2016)

Activities by fiscal year:

2015/16

- Develop project charter and budget requests to build organizational capacity (knowledge and time) related to advocacy and education re water conservation tools, such as through rainwater catchment and greywater recycling (T.4.3.1)
- Revise and consolidate six agreements with the Province regarding Crown Land in the Islands Trust Area (T.8.1.1)
- Amend policies administering the Islands Trust Policy Statement (T.9.1.1)
- Develop a project charter and budget request regarding a Phase 1 ('State of the Islands' report) of targeted update of the Islands Trust Policy Statement (T.9.1.2)

2016/17

- Develop project charter for water conservation advocacy and education (T.4.3.2)
- Develop project charter and budget requests to build organizational capacity (knowledge and time) regarding advocacy for sustainable and appropriate agricultural policies (T.5.4.1)
- Develop project charter and budget request related to Biosphere Reserve (subject to budget) (T.8.2.1)
- Implement project charter regarding Phase 1 ('State of the Islands' report) of the targeted update of the Policy Statement (T.9.1.3)
- Develop a project charter for a community engagement process to create a vision statement for the Islands Trust Area and to identify Policy Statement topics for amendment (T.9.1.4)
- Undertake a community engagement process to create a vision statement for the Islands Trust Area and identify Policy Statement topics for amendment. (T.9.1.5)

- Recommend a vision statement for the Islands Trust Area and Policy Statement topics for amendment. (T.9.1.6)
- Develop a project charter and budget request for a Policy Statement topic update process (T.9.1.7)

2017/18

- Develop project charter for sustainable and appropriate agricultural advocacy (T.5.4.2)
- Develop a project charter and budget request regarding facilitation of exploration of intra and inter-island transportation routes (T.5.6.1)
- Develop project charter and budget request to build organizational capacity (knowledge and time) related to advocacy for archaeological site protection (T.6.2.2)
- Implement project charter re Biosphere Reserve (subject to budget) (T.8.2.2)
- Undertake a multi-stakeholder engagement process and develop a draft bylaw to update selected Policy Statement topics (T.9.1.8)
- Develop a bylaw for Trust Council third reading to update selected Policy Statement topics (T.9.1.9)

2018/19

- Carry out project charter work regarding facilitation of exploration of intra and inter-island transportation routes (T.5.6.2)

2019/20 (next term)

- Develop project charter for advocacy regarding to archaeological site protection (T.6.2.3)



Strategic Plan

2014-2018

Adopted December 10, 2015 – *amendments proposed for Sept. 2016*

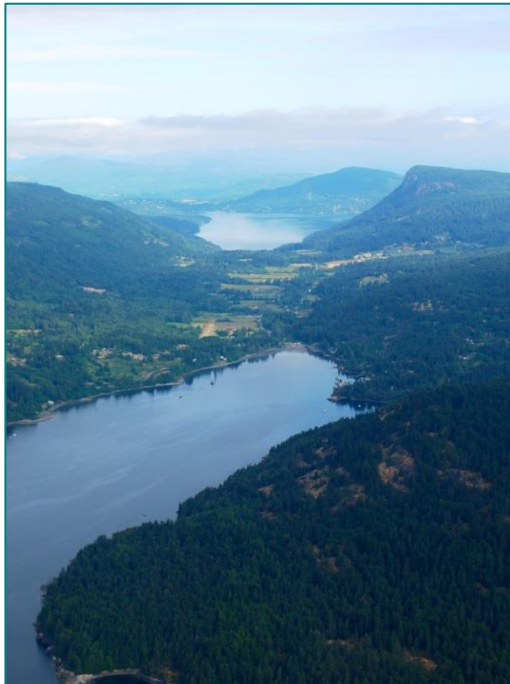


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The Islands Trust Area

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

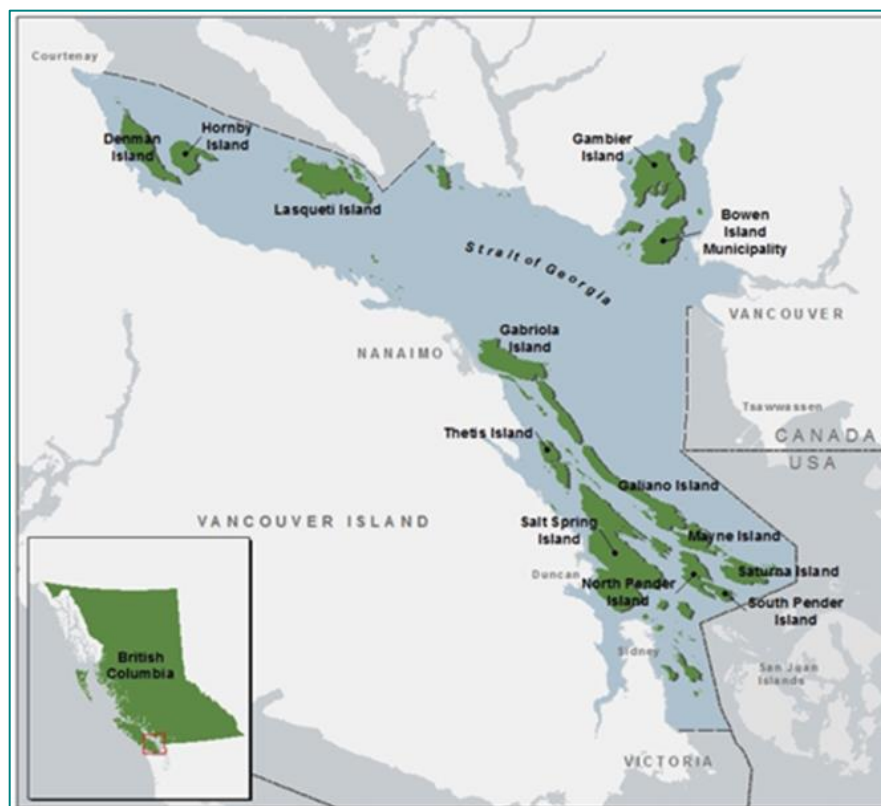
The beauty, tranquility, and sometimes fragile natural environment of the islands in

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 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’



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 consists of the 26 locally-elected trustees who also



Islands Trust Council 2014-2018 Photo: David Borrowman

sit on 12 local trust committees and 1 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 four-year term during BC Local General Elections in November 2014. Trustee terms will end in October 2018.

A Strategic Plan for the 2014-2018 Term

The [Islands Trust Policy Statement](#) is partially implemented through Trust Council's Strategic Plan. By identifying goals and developing a plan to achieve them, Council's Strategic Plan focuses finite resources and measures progress. After extensive review and public input in 2015, Trust Council confirmed the following focus areas for its 2014-2018 term:

Islands Trust Policy Statement Goal A - 'To Foster preservation and protection of the Trust Area's ecosystems'
This term, the Islands Trust will work towards this goal by focusing on:

Protecting the natural environment of islands, particularly by encouraging voluntary stewardship, expanding the Natural Areas Protection Tax Exemption Program ([NAPTEP](#)), and protecting high biodiversity area, such as riparian areas and Coastal Douglas-fir and associated ecosystems.

Protecting coastal shorelines and marine areas with land use planning tools and by advocating for appropriate oil spill prevention and response, management of abandoned and derelict vessels, and for reducing the impacts of shellfish

aquaculture practices and industrial marine activities.

Islands Trust Policy Statement Goal B - 'To ensure that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems'

The Islands Trust will work towards this goal by focusing on:
Reducing community ecological footprints through the development of integrated community sustainability plans and supporting efficient and

sustainable transportation systems and infrastructure

Protecting water quality and quantity with land use planning tools, coordination with other agencies, advocacy and education about water conservation.

Islands Trust Policy Statement Goal C – ‘To sustain island character and healthy communities’

The Islands Trust will work towards this goal by focusing on:

Enhancing, protecting and restoring community character, socio-economic diversity and economic sustainability – using

land use planning tools that improve the availability of affordable, accessible and appropriate housing and promote economic sustainability.

Working with other agencies to promote economic sustainability and facilitate exploration of intra and inter-island transportation routes.

Investigating whether relocation of some or all of the Islands Trust Victoria Head Office might better serve the interests of Trust Area constituents.

Goal D – Effective, Efficient and Collaborative Governance

The Islands Trust will provide effective, efficient and collaborative governance by: *Strengthening relationships with First Nations.*

Improving cost effectiveness and resilience.

Improving cooperation and integration with other levels of government.

Improving community and agency understanding and support of the Islands Trust.

Improving community engagement and participation in Islands Trust work.

Strategic Plan Development

The Islands Trust Council’s policies give the Islands Trust’s Executive Committee responsibility for facilitating the review and amendment of Trust Council’s Strategic Plan.

To develop drafts of the plan, the Executive Committee adopted a process in early 2015 that would identify between seven and 12 priority **objectives**, along with related **strategies**, through consultation with each of Council’s three standing committees: the Trust Fund Board twelve local trust committees and Bowen Island Municipality.

After elections in November 2014, Trust Council members provided some initial input regarding strategic priorities for the coming term. In March 2015, a Trust Council workshop on strategic planning provided a further opportunity for trustees to consider strategic priorities. After a strategic planning workshop in June 2015, Trust Council endorsed a draft list of objectives and strategies for the purposes of public consultation, following further input from Council’s committee, local trust committees, the Trust Fund Board and Bowen Island Municipality. In July and August 2015, members of the public were invited to provide input

regarding Trust Council’s potential strategic priorities. Almost 200 community members participated in a public survey about potential priorities and close to 50 sent their suggestions in individual emails and other correspondence. Trust Council’s advisory committees reviewed public input before they finalized their recommendations to Trust Council regarding the Strategic Plan.

In August and September 2015, the Executive Committee considered all input before preparing a draft Strategic Plan for Trust Council’s

consideration in September 2015. After a further workshop and several amendments, Trust Council adopted the Strategic Plan included in Attachments 1 and 2 on September 17, 2015.

Attachment 1 focuses on the work that Trust Council, Council's standing and select committees, the Executive Committee and the Trust Fund Board undertake throughout the Islands Trust Area. Activities on Attachment 1 are numbered with a letter "T" prefix.

Attachment 2 focuses on the work of local trust committees, which are responsible for land use planning and regulation within their respective local trust areas. Activities on

Attachment 2 are numbered with a letter 'L' prefix.

The Strategic Plan identifies 10 strategic *objectives*, reflecting input from the public and from Islands Trust bodies (local trust committees, the Trust Fund Board, Bowen Island Municipality and Council committees). It groups *objectives* and *strategies* according to broad goals found in the Islands Trust's Object and Policy Statement. It also indicates the *actions* that would help to implement some of the *strategies* and identifies which corporate bodies or staff units of the Islands Trust could take responsibility for the various *actions* identified.

The Strategic Plan indicates whether new resources will be needed for individual actions, how success will be measured and the status of each action. In some instances, actions are already underway, or carried forward from the 2011-2014 term.

The Islands Trust Council made some amendments and then confirmed its Strategic Plan in December 2015, after discussion of budget implications. *Final confirmation of Strategic Plan activities for 2016-2017 will take place in March 2016, upon adoption of the 2016-2017 budget.*



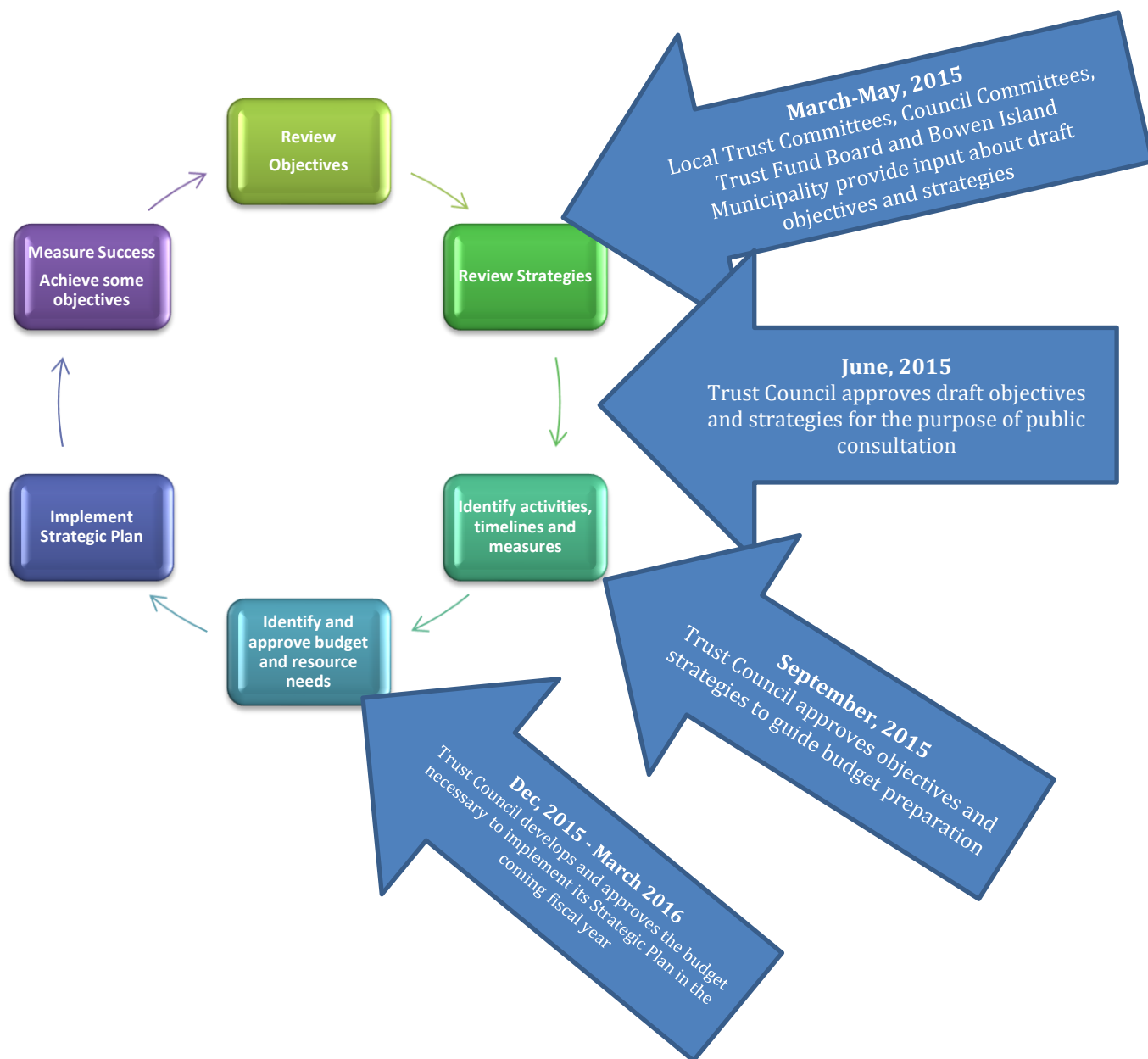
Georgia Point Lighthouse - Mayne Island Photo: Kristine Mayes

Islands Trust Strategic Plan Review Process

The following diagram summarizes the process that the Islands Trust Council uses to complete the initial

development of its Strategic Plan. The process is cyclical and the Plan will be continuously updated as some strategies are

completed and new ones may take their place.



How to Read the Strategic Plan

The Islands Trust Strategic Plan is intended to serve several purposes, in one document, with two attachments. Attachment 1 focuses on activities that will be undertaken at a 'Trust Area' level by Trust Council, Council committees and the Trust Fund Board. Attachment 2 focuses on activities that will be undertaken by local trust committees and, in some cases, by Bowen Island Municipality. Trust Council

uses its Strategic Plan to communicate to the public about the Islands Trust's primary objectives for the current term. It also uses it to communicate with external agencies, with the sixteen corporate bodies within the Islands Trust and with Islands Trust staff, to illustrate how the various activities work together to achieve common objectives and goals. The Strategic Plan also identifies phases for the various activities

and whether they can be undertaken with existing resources, or require new ones. The Strategic Plan forms the basis for budget planning. Each quarter, Trust Council receives an updated version of the Strategic Plan to illustrate progress and challenges. The following annotated excerpt illustrates how to read the Islands Trust Strategic Plan:

Activities shown in **bold** are underway or planned for the current fiscal year; those *shaded* are either complete, or planned for a future fiscal year. In some cases, activities are scheduled to occur in phases over several years.

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**
5. ENHANCE (protect/maintain) community character, socio-economic diversity and economic sustainability?	5.1 Advocate for sustainable, affordable and appropriate ferry service?	FY 2015/16 Estimate government funding requirements for fare reductions	TC	Funded by 2015/16 budget	By whether a funding report is complete	<i>Report, Review and Associates report completed May 2015</i>
		FY 2015/16 5.1.1 Advocate for 25% fare reduction	TC	Funded by 2015/16 budget	By whether the TC has completed a fare reduction advocacy campaign	Campaign completed May 2015, including <i>News Release and Chair correspondence</i>
		5.1.2 Trust Council session with BC Ferries CEO	TC	Funded by 2015/16 budget	By whether the TC has organized a Trust Council session with the BC Ferries CEO	Complete June 2015
	5.2 Use land use planning tools and decisions to improve the availability of affordable, accessible, appropriate housing (e.g. as described in <i>Island Community Housing Toolkit</i>)?	FY 2015/16 - 2016/17 5.2.1 Amend OGI's to include affordable housing policies	LTC/BIM	<i>Funded by 2015/16 program budget. Subject to funding in future program budgets</i>	By whether LTCs and BIM have amended their OGI's to include new affordable housing policies	<i>Gabola and Nantux considering OGI amendments</i>
		FY 2015/16 - 2016/17 5.2.2 Amend LUBs to improve availability of affordable housing	LTC/BIM	<i>Funded by 2015/16 program budget. Subject to funding in future program budgets</i>	By whether LTCs and BIM have amended their LUBs to improve availability of affordable housing	<i>Gallens reviewing, associated studies and, cottage, also, North Pender reviewing housing affordability in 2016</i>
		FY 2015/16 5.1.1 Develop a project charter to guide the work of LPC in regards to affordable housing advice for LTCs/BIM	LPC	Funded by base budget	By whether LPC has adopted a project charter	LPC work program includes development of a project charter
		FY 2015/16 5.1.2 Undertake work outlined in project charter regarding affordable housing	LPC	Subject to funding in 2015/17 program budget	By whether work outlined in project charter is complete	<i>Not due. Not started</i>

This identifies a broad Goal, three of which arise from the [Islands Trust Policy Statement](#).

The Strategic Plan has 10 Objectives. The top five priorities are colour coded, as indicated on Page 1.

This column identifies broad strategies that the Islands Trust would use to work towards its objectives.

This column identifies more detailed activities that will take place as part of larger strategies. In several instances, they would take place in phases, as indicated by Fiscal Year. **NOTE: Attachment 1 activities have a 'T' prefix; Attachment 2 activities have a 'L' prefix.**

This column identifies which part of the Islands Trust would work on an activity, and is colour coded to assist understanding. LTC and BIM activities (Attachment 2) are identified by BIM and individual LTCs, and are not assigned by Trust Council.

This column indicates whether an activity can be undertaken with existing resources, or whether it is dependent upon Trust Council budgeting for new resources.

This column indicates how Trust Council will know an activity is complete.

This column is updated quarterly, for inclusion in Trust Council's meeting agenda. The column is colour coded to give a quick visual impression of status in achieving the Strategic Plan's Objectives. Changes since the last report to Trust Council are shown in *italics*.

Attachment 1 – Islands Trust Strategic Plan – 2014-2018

• Trust Council, Council Committees & Trust Fund Board

Bold text = activities being undertaken in the current fiscal year that are not complete.

Shaded text= activities not currently underway, because they are complete or proposed for future fiscal years and subject to future budget decisions.

Italics – status updates (in status column) and other substantive changes since the previous Trust Council meeting.

OBJECTIVES are colour-coded to identify Trust Council's top 5 priority objectives, as identified in June 2015			STATUS is colour-coded to as follows:		
COLOUR	PRIORITY		COLOUR	STATUS	
	1			Not due to start or awaiting actions of others	
	2			Completed	
	3			In Progress – On Target	
	4			Partially In Progress – Partially On Target (i.e. on target, by one or more LTCs)	
	5			In progress - Behind Target (e.g. not funded, delayed by other priorities, actions of others etc.)	
	6-10			Not started – Behind target	

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

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
1 PROTECT the natural environment of the Islands Trust Area	1.1 Encourage voluntary stewardship of the natural environment	FY 2015/16 – 2018/19 T.1.1.1 Promote community participation in conservation through information sharing and education about private land stewardship options	TFB	Funded by base budget and grant funding	By whether the Islands Trust Fund is actively promoting its conservation programs at community events, in publications and online	Ongoing
		FY 2014/15 – 2018/19 T.1.1.2 Support island-based land trusts with partnerships, funding and capacity building opportunities	TFB	Funded by base budget and donations	By the number of island conservation projects supported from private donations through the Opportunity Fund and the number of projects competed through partnerships	\$3,250 granted in 2016-17 to Lasqueti Conservancy, provided support to Gulf Islands Conservation Convention (Mayne, Mar.2016)
		FY 2016/17 – 2018/19 T.1.1.3 Investigate collaborative opportunities for promoting voluntary stewardship options on mixed-use landscapes	TFB	Subject to future budget requests and grant funding	By the number of new collaborative projects promoting stewardship on mixed use landscapes	Due to start in 2016/17
		FY 2014/15 – 2018/19 T.1.1.4 Monitor and manage existing conservation areas to maintain and enhance biodiversity	TFB	Funded by base budget	By the percentage of TFB properties being actively managed to enhance biodiversity	Ongoing
		FY 2015/16 – 2016/17 T.1.1.5 Create a Property Management Strategy incorporating monitoring and management of	TFB	Funded by base budget	By whether the TFB approves a Property Management Strategy for implementation	Delayed, but in progress

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

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
		species at risk, invasive species and ecological restoration					
	1.2 Expand Natural Areas Protection Tax Exemption Program (NAPTEP) program to entire Islands Trust Area	FY 2015/16 T.1.2.2 Finalize letter of understanding with BIM re NAPTEP	EC		Funded by base budget	By whether Trust Council and BIM have adopted a letter of understanding re NAPTEP	Complete
		FY 2015/16 – 2016/17 T.1.2.3 Launch NAPTEP on Bowen Island	TFB		Funded by base budget	By whether TFB has launched NAPTEP on Bowen Island	Complete
		FY 2014/15 – 2016/17 T.1.2.4 Support efforts by Land Trust Alliance of BC to expand a conservation tax exemption program province-wide	TFB		Funded by base budget	By whether the Province considers the implementation of a NAPTEP-like program	Letter of support provided to LTABC
	1.3 Protect fish habitat by implementing Riparian Areas Regulation	Please see Attachment 2 for more details about this strategy.					
	1.4 Establish reliable, adequate and sustainable funding for the Islands Trust Fund	FY 2015/16 – ? T.1.4.1 Seek legislative change regarding TFB corporate structure and name	EC	TFB	Funded by base budget	By whether EC/TFB have requested legislative changes re TFB corporate structure and name	ongoing
		FY? T.1.4.2 Develop and implement strategy to transition to new organizational name	TFB		Subject to future program budget	By whether TFB has implemented corporate status and name changes	Not started. Not due unless province makes the requested legislative changes
		FY? T.1.4.3 Review and launch long-term funding strategy	TFB		Subject to future program budget	By whether TFB has reviewed and launched long-term funding strategy	Not started. Not due unless province makes the requested legislative changes
	1.5 Protect high biodiversity areas identified in TFB’s Regional Conservation Plan	FY 2015/16 –? T.1.5.1 Develop a land conservation strategy to protect high biodiversity areas (e.g. Coastal Douglas-fir)	TFB		Funded by base budget	By whether TFB has developed a land conservation strategy to protect high biodiversity areas	Protection strategy in development, project charter approved
		FY 2014/15 – 2018/19 T.1.5.2 Protect land with high biodiversity, through acquisition, donation, or conservation covenant	TFB		Partial funding through base budget; acquisitions funded by donations and external grants	By whether TFB has protected at least 200 hectares of high biodiversity land in the timeframe of the Regional Conservation Plan 2011-2017	119.1 priority hectares protected since 2011 (149.4 protected in total)
		FY 2014/15 – 2017/18 T.1.5.3 Secure 20 hectares of conservation land on Thetis Island	TFB		Subject to external funding (grants and donations)	By whether a publically-accessible nature reserve is created on Thetis Island	\$273,000 grant received for Thetis land acquisition; Fairyslipper Forest campaign at 50%
		FY 2014/15 –? T.1.5.4 Protect a parcel of Crown forest on Lasqueti Island through Sponsored Crown Grant Program	TFB		Subject to First Nations support and external funding	By whether an application to the Sponsored Crown Grant program has First Nations support, and is successful.	Consultation with First Nations initiated

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

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
	1.6 Use land use planning tools to protect high biodiversity areas, using criteria from TFB's Regional Conservation Plan	Please see Attachment 2 for more details about this strategy				
	1.7 Use land use planning tools and decisions to protect Coastal Douglas-fir and associated ecosystems	<u>FY 2016/17</u> T.1.7.1 Develop a planning tool kit to illustrate how to protect Coastal Douglas-fir and associated ecosystems	LPC	Subject to funding in future program budgets	By whether recommendations for planning tools have been prepared	Due to start in 2016/17, subject to LTC interest
	1.8 Advocacy re protection of ecosystems	<u>FY 2015/16</u> T.1.8.1 Encourage CRD to develop a (non-native) fallow deer management plan on Mayne Island	EC	Funded by base budget	By whether the Trust Council Chair has asked the CRD to develop a fallow deer management plan	Delayed
2. PRESERVE, PROTECT and ADVOCATE for coastal shorelines and marine areas within the Islands Trust Area	2.1 Use land use planning tools for shoreline protection	<u>FY 2015/16</u> T.2.1.1 Develop a project charter to guide the work of LPC regarding shoreline/marine planning advice for LTCs/BIM	LPC	Funded by base budget	By whether LPC has adopted a project charter regarding shoreline/marine planning advice for LTCs/BIM	Ongoing
		<u>FY 2016/17</u> T.2.1.2 Undertake work outlined in project charter regarding shoreline/marine planning	LPC	Subject to funding in 2016/17 program budget	By whether LPC has implemented project charter regarding shoreline/marine planning advice for LTCs/BIM	Due to start in 2016/17
	2.2 Encourage Voluntary Stewardship of Nearshore Ecosystems	<u>FY 2015/16 – 2016/17</u> T.2.2.1 Complete mapping of forage fish habitat for major islands	TFB	Funded by base budget and external grants	By whether TFB has completed forage fish habitat mapping for major islands	Denman, Hornby, Thetis, N&S Pender, Gambier, Keats, Bowen complete. Lasqueti, Galiano, Salt Spring, Secretary, Wallace and Valdes in progress, but delayed
		<u>FY 2016/17 – ?</u> T.2.2.2 Develop public outreach strategy including information about eelgrass and forage fish nearshore habitats to private landowners on selected islands	TFB	Funded by base budget	By whether TFB has provided information to private landowners	Due to start in 2016/17
	2.3 Advocate for oil spill prevention and response	<u>FY 2015/16 – 2018/19</u> T.2.3.1 Chair correspondence regarding shipping safety	EC	Funded by base budget	By whether the Chair has sent correspondence to advocate for shipping safety	Marine advocacy on-going
		<u>FY 2015/16</u> T.2.3.2 Chair participation through a 'letter of comment' to hearings related to Kinder Morgan tanker traffic	EC	Funded by base budget	By whether the Chair has sent a letter of comment regarding the Kinder Morgan pipeline proposal	Complete

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

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
		<u>FY 2015/16</u> T.2.3.3 Encourage Canadian oil spill response agencies to coordinate spill response strategies with American counterparts	EC	Funded by base budget	By whether the Chair has sent a letter to Canadian oil spill response agencies	Delayed
	2.4 Advocate for management of derelict and abandoned vessels	<u>FY 2015/16 – 2016/17</u> T.2.4.1 Continue to advocate for senior government solutions to abandoned and derelict vessels	EC	Funded by base budget	By whether the Islands Trust has continued to advocate for abandoned and derelict vessel solutions	Ongoing
		<u>FY 2015/16</u> T.2.4.2 Staff participation in Joint Working Group for the Removal of Problem Vessels in BC	EC	Funded by base budget	By whether staff are participating as members	Next meeting September 2016.
	2.5 Advocate to reduce negative impacts of shellfish aquaculture practices	<u>FY 2016/17</u> T.2.5.1 Develop project charter and budget requests to build organizational capacity (knowledge and time) related to shellfish aquaculture advocacy	EC	Funded by base budget	By whether EC has adopted a project charter and budget request for the 2017/18 budget	Due Dec 2016
		<u>FY 2017/18</u> T.2.5.2 Develop project charter for shellfish aquaculture advocacy	EC	Subject to approval of budget request (see T.2.5.1)	By whether EC has adopted a project charter for shellfish aquaculture advocacy	Awaiting TC decision re budget request (see T.2.5.1)
		<u>FY 2017/18</u> T.2.5.3 Implement project charter for shellfish aquaculture advocacy	EC	Subject to approval of budget request (see T.2.5.1)	By whether a EC has implemented project charter for shellfish aquaculture advocacy	Awaiting TC decision re budget request (see T.2.5.1)
	2.6 Advocate to reduce impacts of other industrial marine activities	<u>FY 2015/16</u> T.2.6.1 Participate in Howe Sound Community Forum	EC	Funded by base budget	By whether Chair has attended the Howe Sound Forum	Ongoing
		<u>FY 2015/16</u> T.2.6.2 Advocate to reduce impacts of freighter anchorage activities	EC	Funded by base budget	By the number of contacts with regulatory agencies	Staff contact on-going
		<u>FY 2015/16</u> T.2.6.3 Assist with community meetings about <i>proposed</i> anchorages near Gabriola Island and Plumper Sound	EC	Funded by base budget	By whether staff have provided liaison support to Gabriola and Plumper Sound community members	<i>Staff will assist with community meeting if needed.</i>

Policy Statement Goal B: 'To ensure that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems'

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
3. REDUCE community ecological footprints	3.1 Develop Integrated Community Sustainability Plans	Please see Attachment 2 for more details about this strategy				
	3.2 Support efficient and sustainable transportation systems and infrastructure	<u>FY?</u> T.3.2.1 Develop a toolkit to assist LTCs and BIM in using land use planning tools to reduce community ecological footprints	LPC	Subject to funding in future budget	By whether LPC has developed a toolkit regarding land use planning tools to reduce community ecological footprints	Not due Not started
4. PROTECT quality and quantity of water resources	4.1 Coordinate with other agencies to protect water quality and quantity	Please see Attachment 2 for more details about these strategies				
	4.2 Use land use planning tools to address issues of water quantity					
	4.3 Advocate for and educate about water conservation measures (e.g. rainwater catchment, greywater recycling)	<u>FY 2015/16</u> T.4.3.1 Develop project charter and budget requests to build organizational capacity (knowledge and time) related to advocacy and education re water conservation tools, such as through rainwater catchment and greywater recycling	TPC	Funded by base budget	By whether TPC has adopted a project charter and budget request for building organizational capacity (knowledge and time) related to advocacy and education re water conservation tools	Phase 1 Complete
		<u>FY 2016/17</u> T.4.3.2 Develop project charter for water conservation advocacy and education	TPC	Subject to approval of budget request (see T.4.3.1)	By whether TPC has adopted a project charter for water conservation advocacy and education	Due to start 2016/17 <i>subject to TC decision re budget request (see T.4.3.1)</i>
		<u>FY 2016/17</u> T.4.3.3 Implement project charter for water conservation advocacy and education	EC	Subject to approval of budget request (see T.4.3.1)	By whether TPC has implemented a project charter for water conservation advocacy and education	Due to start 2016/17 <i>subject to TC decision re budget request (see T.4.3.1)</i>
	4.4 Use land use planning tools to protect water quality and quantity	Please see Attachment 2 for more details about this strategy				

Policy Statement Goal C: 'To sustain island character and healthy communities'

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
5. ENHANCE (protect/restore) community character, socio-economic diversity and economic sustainability	5.1 Use land use planning tools and decisions to improve the availability of affordable, accessible, appropriate housing (e.g. as described in Trust Council's Community Housing Toolkit)	FY 2015/16 T.5.1.1 Develop a project charter to guide the work of LPC regarding affordable housing advice for LTCs/BIM	LPC	Funded by base budget	By whether LPC has adopted a project charter regarding affordable housing advice for LTCs/BIM	Complete
		FY 2015/16 - 2016/17 T.5.1.2 Undertake work outlined in project charter regarding affordable housing (community housing workshop in fall 2016)	LPC	Subject to funding in 2016/17 program budget.	By whether LPC has implemented project charter regarding affordable housing (by holding a community housing workshop)	Final Report to Council in September 2016.
	5.2 Use land use planning tools to promote economic sustainability	FY 2016/17 T.5.2.1 Develop a project charter to guide the work of LPC regarding economic sustainability	LPC	Funded by base budget	By whether LPC has adopted a project charter regarding economic sustainability	Due Dec 2016
		FY 2017/18 T.5.2.2 Undertake work outlined in project charter regarding economic sustainability	LPC	Subject to funding in future program budgets	By whether LPC has implemented project charter regarding economic sustainability	Due to start 2017/18. Subject to LTC interest
	5.3 Use land use planning tools to address challenges of an aging population	Please see Attachment 2 for more details about this strategy				
	5.4 Work with other agencies to promote economic sustainability	FY 2016/17 T.5.4.1 Develop project charter and budget requests to build organizational capacity (knowledge and time) regarding advocacy for sustainable and appropriate agricultural policies	TPC	Funded by base budget	By whether TPC has adopted a project charter and budget request regarding advocacy for sustainable and appropriate agricultural policies	Due Dec 2016 Not started
		FY 2017/18 T.5.4.2 Develop project charter for sustainable and appropriate agricultural advocacy	TPC	Subject to approval of budget request (see T.5.4.1)	By whether TPC has adopted a project charter for sustainable and appropriate agricultural advocacy	Due to start 2017/18, subject to TC decision re budget request (see T.5.4.1)
		FY 2017/18 T.5.4.3 Implement project charter for sustainable and appropriate agricultural advocacy	EC	Subject to approval of budget request (see T.5.4.1)	By whether TPC has implemented project charter for sustainable and appropriate agricultural advocacy	Due to start 2017/18, subject to TC decision re budget request (see T.5.4.1)
	5.5 Investigate whether relocation of some or all of the Islands Trust Victoria Head Office might better serve the interests of Trust Area constituents	FY 2015/16 T.5.5.1 Develop Terms of Reference and appoint a Select Committee to study options for Victoria office and/or job locations	MGMT	Funded by base budget	By whether Trust Council has adopted Terms of Reference for a Select Committee and appointed members	Complete
		FY 2016/17 T.5.5.2 Develop Scope of Work as a basis for a Request for Proposals for	Select Committee	Potentially funded by 2016/17 program budget	By whether Trust Council has approved a Scope of Work to be included in a Request for Proposals	Due 2016

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

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
		Trust Council approval				
		<u>FY 2016/17</u> T.5.5.3 Seek proposals for study and identify budget needs	Select Committee	Potentially funded by 2016/17 program budget	By whether Select Committee has sought proposals and identified budget needs	Due 2016
		<u>FY 2016/17</u> T.5.5.4 Undertake study regarding Victoria office and/or job locations and make recommendations to Trust Council	Select Committee	Subject to funding in 2016/17 program budget	By whether Select Committee has completed study regarding Victoria office and/or job locations	Due to start in 2016/17 fiscal year
		<u>FY 2017/18 - ?</u> T.5.5.5 Implement Trust Council decision regarding Victoria office and/or job locations	EC	Subject to funding in future program budgets	By whether Trust Council has implemented decision regarding Victoria office and/or job locations	Due in future fiscal years, subject to later decisions and funding
	5.6 Facilitate exploration of intra and inter-island transportation routes	<u>FY 2017/18</u> T.5.6.1 Develop a project charter and budget request regarding facilitation of exploration of intra and inter-island transportation routes	TPC	Funded by base budget	By whether TPC has adopted a project charter regarding facilitation of exploration of intra and inter-island transportation routes	Due Dec 2016 Not started. To be scheduled.
		<u>FY 2018/19</u> T.5.6.2 Carry out project charter work regarding facilitation of exploration of intra and inter-island transportation routes	TPC	Subject to future funding (see 5.6.1)	By whether TPC has completed work identified in project charter regarding facilitation of exploration of intra and inter-island transportation routes	Not due. Not started.
	5.7 Advocate for prevention of inter-islands bridges	<u>FY 2015/16 - ?</u> T.5.7.1 Develop response to Gabriola bridge study	EC	Funded by base budget	By whether EC <i>responds has completed a response to the Gabriola bridge study.</i>	Complete

Goal D: Effective, efficient and collaborative governance

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
6. STRENGTHEN relations with First Nations	6.1 Improve engagement with First Nations	<u>FY 2015/16</u> T.6.1.1 Design and populate a contact database for staff and trustee use based on the provincial consultative database	EC	Funded by 2015/16 program budget \$10,000	By whether EC has created and populated a First Nations database.	Complete
		<u>FY 2015/16</u> T.6.1.2 Research to clarify roles and jurisdictions to consult with First Nations	EC	Funded by the 2015/16 program budget \$15,000	By whether EC has undertaken research to clarify roles and jurisdictions to consult with First Nations.	Process changed, work ongoing
		<u>FY 2015/16</u> T.6.1.3 Training and workshops at the local and Trust Council level, including honoraria and travel for First Nation participation	EC	Funded by the 2015/16 program budget \$10,000	By whether local and Trust Council training and workshops have been undertaken.	Ongoing

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

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
	6.2 Improve protection of archaeological and First Nations cultural resources	<u>FY 2015/16</u> T.6.1.4 Match UBCM Community to Community (C2C) funding for local meetings, including honoraria and travel for First Nation participation	EC	Funded by the 2015/16 program budget \$10,000	By whether one or more Community-to-Community meeting has been held.	<i>Gambier LTC is now hosting a C2C forum with Squamish Nation on March 31, 2016 (\$2000)</i> <i>UBCM funding approved for Denman, Gabriola and Lonsdale</i>
		<u>FY 2015/16</u> T.6.2.1 Hold an educational Trust Council session about archeological site protection concerns.	EC	Funded by base budget	By whether Trust Council has held an educational session about archeological site protection concerns.	<i>Referred to EC Aug 2016</i>
		<u>FY 2017/18</u> T.6.2.2 Develop project charter and budget requests to build organizational capacity (knowledge and time) related to advocacy for archaeological site protection	TPC	Subject to funding in 2017/18 fiscal year	By whether TPC has completed a project charter and budget request regarding organizational capacity (knowledge and time) related to advocacy for archaeological site protection	Due Dec 2017 Not started
		<u>FY 2019/20</u> T.6.2.3 Develop project charter for advocacy regarding archaeological site protection	TPC	Subject to approval of budget request (see 6.2.5)	By whether TPC has adopted a project charter regarding archaeological site protection advocacy	Due in 2019/20, subject to budget request (see T.6.2.2)
		<u>FY 2020/21</u> T.6.2.4 Implement project charter for advocacy regarding archaeological site protection	EC	Subject to approval of budget request (see 6.2.5)	By whether TPC has implemented a project charter regarding archaeological site protection advocacy	Due in 2020/21, subject to budget request (see T.6.2.2)
7. IMPROVE organizational cost effectiveness and resilience	7.1 Improve cost-effectiveness and quality of Trust Council operations	<u>FY 2015/16 – 2016/17</u> T.7.1.1 Amend Trust Council Meeting Procedures Bylaw to enable electronic attendance at TC meetings (re Electronic Meetings Regulation)	EC	Funded by base budget	By whether Trust Council has amended the Meeting Procedures Bylaw	Bylaw to Sept Trust Council
		<u>FY 2015/16 – 2018/19</u> T.7.1.2 Review and update Trust Council policies and procedures	EC	Funded by base budget	By whether Trust Council has adopted a program for review and update of its policies and procedures	Ongoing
		<u>FY 2015/16</u> T.7.1.3 Undertake Information Technology system audit and performance review	FPC	Funded by base budget	By whether FPC has completed an Information Technology System audit and performance review.	Complete

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

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
		<u>FY 2015/16 – 2018/19</u> T.7.1.4 Increase opportunities for Trust Council to engage in in-depth discussion about its vision, goals, mandate and activities	EC		Funded by base budget	By whether Executive Committee has been scheduled time for in-depth Trust Council discussions	Sept 13/16 Trust Council workshops
	7.2 Prepare Island Trust organization to adapt to the potential incorporation of Salt Spring Island	<u>FY 2015/16</u> T.7.2.1 Identify Transition Plan, with principles, objectives and options	EC	FPC	\$5000 funding provided by Province. Balance of funding subject to future budget decisions	By whether Trust Council has adopted a Transition Plan, including principles, objectives and options for an Adaptation Strategy regarding the potential incorporation of SSI	Draft to September Trust Council
		<u>FY 2016/17</u> T.7.2.2 Develop detailed Islands Trust Adaptation Strategy to implement in the event of municipal incorporation of Salt Spring Island	EC	FPC		By whether EC/FPC have developed a detailed Adaptation Strategy	Due to start in 2016/17 Subject to a YES vote regarding SSI incorporation
		<u>FY 2016/17 – 2017/18(?)</u> T.7.2.3 Finalize and adopt detailed Adaptation Strategy to implement in the event of municipal incorporation of Salt Spring Island	EC	FPC	Subject to future budgets	By whether Trust Council has finalized and adopted a detailed adaptation strategy	Due to start in 2016/17 Subject to a YES vote regarding SSI incorporation
		<u>FY 2015/16</u> T.7.2.4 Review and update existing IT-MCSCD protocol agreement regarding incorporation of municipalities in the Islands Trust Area	EC		Funded by base budget	By whether Trust Council and MCSCD have reviewed and updated protocol agreement regarding incorporation of municipalities in the Islands Trust Area	complete
8.Improve cooperation and integration with other levels of government	8.1 Negotiate new protocol agreement and letter of understanding with the Ministry of Forests, Lands and Natural Resource Operations in regards to Crown land tenures	<u>FY 2016/17</u> T.8.1.1 Revise and consolidate six agreements with the Province regarding Crown Land in the Islands Trust Area	EC	TPC	Funded by base budget	By whether the Trust Council and the Minister responsible have amended and approved new protocol agreement and letter of understanding regarding Crown Land in the Islands Trust Area.	<i>Project underway. Expected completion in 2016/17.</i>
	8.2 Explore opportunities and benefits of working with UNESCO, TFB and others to seek nomination of the Trust Area as a UN Biosphere Reserve	<u>FY 2016/17</u> T.8.2.1 Develop project charter and budget request re Biosphere Reserve	TPC		Funded by base budget	By whether TPC has adopted a project charter re Biosphere Reserve	Due Dec 2016
		<u>FY 2017/18</u> T.8.2.2 Implement project charter re Biosphere Reserve	TPC		Subject to funding in future program budget (See 8.3.1)	By whether TPC has implemented project charter re Biosphere Reserve	Implementation to start in 2017/18, if budget approved
9. Improve community and agency understanding	9.1 Review the Islands Trust Policy Statement	<u>FY 2015/16</u> T.9.1.1 Amend policies administering the Islands Trust Policy Statement	TPC		Funded by base budget	By whether Trust Council has amended the policies administering the Islands Trust Policy Statement	Ongoing

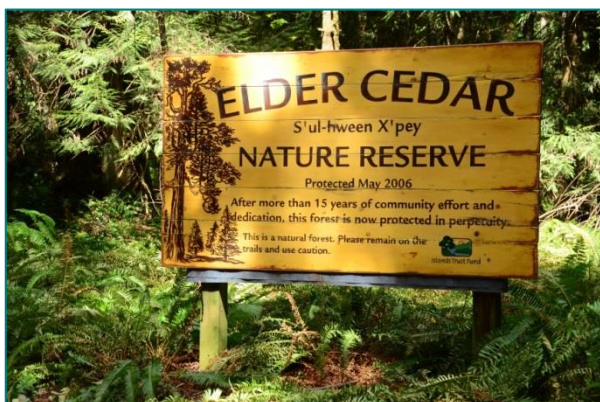
Attachment 1– Trust Council, Council Committees and Trust Fund Board Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
and support of the Islands Trust		FY 2015/16 T.9.1.2 Develop a project charter and budget request regarding a Phase 1 ('State of the Islands' report) of targeted update of the Islands Trust Policy Statement	TPC	Funded by base budget	By whether TPC has recommended a project charter and budget request regarding a Phase 1 of targeted update of the Islands Trust Policy Statement	Complete
		<u>FY 2016/17</u> T.9.1.3 Implement project charter regarding Phase 1 ('State of the Islands' report) of the targeted update of the Policy Statement	TPC	Subject to funding in 2016/17 program budget	By whether Trust Council has endorsed TPC's 'State of the Islands Report' as Phase 1 of a targeted update of the Policy Statement	In March 2016 Trust Council provided funding. Project underway
		<u>FY 2016/17</u> T.9.1.4 Develop a project charter for a community engagement process to create a vision statement for the Islands Trust Area and to identify Policy Statement topics for amendment	TPC	Subject to funding in 2016/17 program budget	By whether Trust Council has endorsed TPC's project charter for a community engagement process to create a vision statement for the Islands Trust Area and to identify Policy Statement topics for amendment	Project Charter due Dec 2016, if budget approved
		<u>FY 2016/17</u> T.9.1.5 Undertake a community engagement process to create a vision statement for the Islands Trust Area and identify Policy Statement topics for amendment.	TPC	Subject to funding in 2016/17 program budget	By whether TPC has undertaken a community engagement process to create a vision statement for the Islands Trust Area and to identify Policy Statement topics for amendment.	Community engagement process to start in early 2017, if budget approved
		<u>FY 2016/17</u> T.9.1.6 Recommend a vision statement for the Islands Trust Area and Policy Statement topics for amendment.	TPC	Subject to funding in 2016/17 program budget	By whether Trust Council has adopted a vision statement for the Islands Trust Area and confirmed Policy Statement topics for amendment.	Due March 2017 - after community engagement process is complete (see T.9.1.5)
		<u>FY 2016/17</u> T.9.1.7 Develop a project charter and budget request for a Policy Statement topic update process	TPC	Subject to funding in 2016/17 program budget	By whether Trust Council has endorsed TPC's project charter and budget request for a Policy Statement topic update process	Project charter and budget request due March 2017
		<u>FY 2017/18</u> T.9.1.8 Undertake a multi-stakeholder engagement process and develop a draft bylaw to update selected Policy Statement topics	TPC	EC	Subject to funding in 2017/18 program budget	Completion due February 2018
		<u>FY 2017/18</u> T.9.1.9 Develop a bylaw for Trust Council third reading to update selected Policy Statement topics	TPC	EC	Subject to funding in 2017/18 program budget	Third reading due March 2018
		<u>FY 2018/19</u> T.9.1.10 Adopt bylaw to update selected Policy Statement topics	EC		Funded by base budget	Due Sept 2018. Subject to ministerial approval

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

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
	9.2 Improve communications about the Islands Trust object and history	<u>FY 2015/16</u> T.9.2.2 Implement adopted communications plan for 2015/16	EC		Funded by base budget	By whether EC has implemented communications plan	Underway
	9.3 Engage communities and agencies in reviewing and updating planning bylaws	Please see Attachment 2 for more details about this strategy					
	9.4 Investigate the use of Alternative Dispute Resolution in Bylaw Enforcement	<u>FY 2015/16 – 2016/17</u> T.9.4.1 Review Bylaw Enforcement policy to consider potential amendments to recognize Alternate Dispute Resolution	EC		TBD	By whether EC has reviewed Trust Council’s Bylaw Enforcement Policy to consider options for Alternate Dispute Resolution	Preliminary report prepared for EC regarding Alternate Dispute Resolution
10. IMPROVE community engagement and participation in Islands Trust work	10.1 Improve communications and availability of information about Islands Trust activities	<u>FY 2015/16</u> T.10.1.1 Enhance public engagement on 2016/17 budget consultations	EC	FPC	Funded by base budget	By whether public engagement regarding the 2016/17 budget was increased	<i>Public Consultation process approved by FPC January 19, 2016. The public submitted 13 emails and 121 surveys between January 22 and February 17, 2016 public. This represents a significant increase over the 35 email comments received in 2015.</i>
		<u>FY 2016/17- 2017/18</u> See Activities T.9.1.5 & T.9.1.8	EC	TPC	See above	See above T.9.1.5 & T.9.1.8	See above

* subject to decisions of Trust Fund Board



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

Photo: Kristine Mayes

Passage Island, Howe Sound

Photo: Linda Adams

Attachment 2 – Islands Trust Strategic Plan – 2014-2018

• Local Trust Committees & Bowen Island Municipality

Bold text = activities being undertaken in the current fiscal year that are not complete.

Shaded text= activities not currently underway, because they are complete or proposed for future fiscal years and/or subject to future budget decisions

Italics – status updates (in status column) and other substantive changes since the previous Trust Council meeting

Objectives Column is colour-coded to identify Trust Council's top 5 priority objectives, as identified in June 2015			Status column is colour-coded to provide a quick visual indicator, as follows:		
COLOUR	PRIORITY		COLOUR	STATUS	
	1			Not due to start or awaiting actions of others	
	2			Completed	
	3			In Progress – On Target	
	4			Partially In Progress – Partially On Target (i.e. on target, by one or more LTCs)	
	5			In progress - Behind Target (e.g. not funded, delayed by other priorities, actions of others etc.)	
	6-10			Not started – Behind target	

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

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
1 PROTECT the natural environment of the Islands Trust Area	1.1 Encourage voluntary stewardship of natural environment	Please see Attachment 1 for more details about these strategies				
	1.2 Expand Natural Areas Protection Tax Exemption Program (NAPTEP) program to entire Islands Trust Area					
	1.3 Protect fish habitat by implementing Riparian Areas Regulation	PHASE 1 – Identify watersheds FY 2014/15 L.1.3.1 Identify RAR watersheds on Gambier and Lasqueti	LTCs**	Funded in the 2014/15 program budget	By whether all RAR watersheds on Gambier and Lasqueti have been identified	Complete
		PHASE 2 – Improve mapping FY 2014/15 – 2015/16 L.1.3.2 Improve mapping of additional riparian areas in Gambier and Lasqueti LTAs	LTCs**	Funded in 2015/16 program budget (\$15,000 for mapping in Gambier and Lasqueti LTAs)	By whether new mapping of riparian areas is complete	Complete
		PHASE 3 – Adopt bylaws FY 2014/15 – 2015/16	LTCs**	Funded by 2015/16 program budget	By whether Gabriola, Lasqueti, Mayne and Thetis are RAR	Gabriola, Salt Spring, Prevost bylaws

Attachment 2– Local Trust Committee and Bowen Island Municipality Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
		L.1.3.3 Adopt new bylaws to implement RAR on selected islands (Gabriola, Mayne, Salt Spring/Prevost, Thetis)		(\$1,500 for bylaw development on Thetis)	compliant through bylaw development	completed. <i>Thetis in progress.</i> <i>Mayne has given direct to obtain third-party report and is working with Ministry staff on RAR options.</i>
		<u>FY 2014/15 – 2015/16</u> L.1.3.4 Adopt new bylaws to implement RAR on all islands where still required (Denman , Lasqueti, Hornby , Gambier, various associated islands)	LTCs**	Funded by 2015/16 program budget (\$5,000)	By whether Ballenas/Winchelsea, Denman , and Hornby are compliant with RAR through bylaw development	Complete
		<u>FY 2014/15 –?</u> L.1.3.5 Adopt new bylaws to implement RAR on all Lasqueti and Gambier watersheds	LTCs**	Funded by 2015/16 program budget.	By whether all Gambier and Lasqueti watersheds are compliant with RAR through bylaw development	<i>Gambier RAR bylaws in progress; Lasqueti RAR bylaw in progress, complete.</i>
	1.4 Establish reliable, adequate and sustainable funding for the Islands Trust Fund	Please see Attachment 1 for more details about these strategies				
	1.5 Protect high biodiversity areas identified in TFB's Regional Conservation Plan					
	1.6 Use land use planning tools to protect high biodiversity areas, using criteria from the TFB's Regional Conservation Plan	<u>FY 2014/15 – 2018/19</u> L.1.6.1 Amend land use bylaws to improve protection of high biodiversity areas.	LTCs**/BIM***	Subject to program budgets	By whether LTCs have amended land use bylaws to improve protection of high biodiversity areas.	<i>Not started</i> <i>Will be topic area in Gambier OCP Review.</i>
	1.7 Use land use planning tools and decisions to protect coastal Douglas fir and associated ecosystems	<u>FY 2015/16 –?</u> L.1.7.1 Use land use planning tools to protect Coastal Douglas-fir and associated ecosystems through land use planning.	LTCs	Subject to base and program budgets	By the amount of Coastal Douglas fir and associated ecosystems that have been protected.	Ongoing

Attachment 2– Local Trust Committee and Bowen Island Municipality Activities

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

Policy Statement Goal B: ‘To ensure that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems’

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
3. REDUCE community ecological footprints	3.1 Develop Integrated Community Sustainability Plans	<u>FY 2015/16</u> L.3.1.1 Create a community profile as a basis for future planning in the Saturna LTA	Saturna LTC	Funded by 2015/16 base budget	By whether a Saturna community profile has been created.	In process
		<u>FY 2015/16</u> L.3.1.2 Create a project charter and cost estimates for development of an Integrated Community Sustainability Plan for one or more LTAs	LTCs	Funded by 2015/16 base budget	By whether one or more LTCs has completed a project charter and cost estimates for development of an Integrated Community Sustainability Plan.	Salt Spring Island LTC application for funding was denied. SSILTC exploring other options
		<u>FY 2016/17</u> L.3.1.3 Develop one or more Integrated Community Sustainability Plan	LTCs	Subject to funding in 2016/17 program budget	By whether one or more LTC has developed an Integrated Community Sustainability Plan.	Expected to start on Salt Spring in 2016/17
	3.2 Support efficient and sustainable transportation systems and infrastructure	<u>FY 2016/17 - ?</u> L.3.2.4 Develop land use regulations to encourage cycling and electric vehicles	LTCs**/BIM***	Subject to program funding	By whether LTCs/BIM have developed land use regulations to encourage cycling and electric vehicles.	Not due. Not started.
		<u>FY?</u> L.3.2.6 Use land use planning tools to reduce community ecological footprint	LTCs**/BIM***	Subject to funding in future budget	By whether LTCs/BIM have used land use planning tools to reduce community ecological footprint.	Not due Not started
	4.1 Coordinate with other agencies to protect water quality and quantity	<u>FY 2015-16 – 2018/19</u> L.4.1.1 Coordinate implementation of the St. Mary Lake Integrated Watershed Management Plan	Salt Spring LTC	Funded by special tax requisition in future budgets	By whether the SSILTC is coordinating implementation of the St. Mary Lake Integrated Watershed Management Plan .	St Mary Lake Integrated Watershed Management Plan released Oct/15. Various agencies in process of implementing.

Attachment 2– Local Trust Committee and Bowen Island Municipality Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
	4.2 Use land use planning tools to address issues of water quantity	<u>FY 2015/16 – 2016/17</u> L.4.2.1 Use land use planning tools to promote water conservation, such as through rainwater catchment and greywater recycling	LTCs**/BIM***	Funded by program budget in 2015/16. Subject to funding in 2016/17 program budget	By whether LTCs have amended land use regulations to promote water conservation.	Hornby OCP includes objectives and policies to promote water conservation; Hornby LUB includes DPA Guidelines.: SSILTC Watershed Management Project and SSIWPA includes addressing water quantity
	4.3 Advocate for and educate about water conservation measures (e.g. rainwater catchment, greywater recycling)	Please see Attachment 1 for more details about this strategy				
	4.4 Use land use planning tools to protect water quality and quantity	<u>FY 2015/16</u> L.4.4.1 Use land use planning tools to protect the quality of well water	LTCs**/BIM***	Funded by base budget in 2015/16	By whether LTCs have amended land use regulations to protect well water quality.	SSILTC - Granville Neighbourhood project Bylaw 484 adopted July 21, 2016

Policy Statement Goal C: ‘To sustain island character and healthy communities’

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
5. ENHANCE (protect/restore) community character, socio-economic diversity and economic sustainability	5.1 Use land use planning tools and decisions to improve the availability of affordable, accessible, appropriate housing (e.g. as described in Trust Council's Community Housing Toolkit)	<u>FY 2015/16 – 2018/19</u> L.5.1.1 Amend OCPs to include affordable housing policies	LTCs**/BIM***	Funded by 2015/16 program budget. Subject to funding in future program budgets	By whether LTCs and BIM have amended their OCPs to include new affordable housing policies.	Gabriola considering OCP and LUB amendments. The Salt Spring Island Watershed Protection Authority (SSIWPA) is working with the North Salt Spring Waterworks District to find solutions to water quantity issues in

Attachment 2– Local Trust Committee and Bowen Island Municipality Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
						<i>relation to secondary suites; (Bylaw 471) Using TUPs for cottages and secondary suites a Top Priority</i> Hornby OCP includes policies respecting affordable, rental and special needs housing.
		<u>FY 2015/16 – 2018/19</u> L.5.1.2 Amend LUBs to improve availability of affordable housing	LTCs**/BIM***	Funded by 2015/16 program budget. Subject to funding in future program budgets	By whether LTCs and BIM have amended their LUBs to improve availability of affordable housing.	Galiano secondary suites and cottage size bylaws adopted. North Pender reviewing housing affordability re STVRs. Community workshop held November/15. SSILTC long project list includes considering year round use of cottages
	5.2 Use land use planning tools to promote economic sustainability	<u>FY 2015/16</u> L.5.2.1 Review commercial land use requirements and issues in Mayne LTA	Mayne LTC	Funded by 2015/16 program budget	By whether Mayne LTC has completed a review of commercial land use requirements and issues.	<i>Project charter endorsed on Mayne in June 2015. Deferred to fall 2016</i>
		<u>FY 2015/16</u> L.5.2.2 Amend LUB to ensure an appropriate supply of land zoned for emerging industrial and /or commercial needs in the Salt Spring Island LTA	Salt Spring LTC		By whether SSILTC has amended one LUB to ensure an appropriate supply of land zoned for emerging industrial and commercial needs	<i>SSILTC – Industrial Advisory Planning Commission Report received. Bylaws out on agency referral.</i>
		<u>FY 2015/16</u> L.5.2.3 Improve planning for island villages	Salt Spring LTC	Funded by program budget in 2015/16	By whether SSILTC has completed one village planning project (Salt Spring Ganges Village Harbourwalk Project)	<i>Project underway. Referrals for Bylaw 491 out on referral and received. further community and First Nations engagement.</i>
		<u>FY 2015/16</u> L.5.2.4 Amend land use regulations in the Galiano LTA regarding home industry	Galiano LTC	Funded by program budget in 2015/16	By whether Galiano LTC has amended OCP and LUB to address home industry (Galiano Home-based Contractor Yards Review)	Complete Bylaw adopted June 6, 2016

Attachment 2– Local Trust Committee and Bowen Island Municipality Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
		FY 2015/16 L.5.2.7 Identify appropriate locations and scope for waste management facilities in the North Pender LTA	North Pender LTC	Funded by program budget in 2015/16	By whether North Pender LTC has determined appropriate locations and scope of waste management facilities (Land Use Planning for Waste Management Project)	Waste and Resource Management project underway
		FY 2016/17-? L.5.2.8 Amend land use regulations regarding waste management facilities in the North Pender LTA	North Pender LTC	Subject to funding in future program budgets	By whether North Pender LTC has amended land use regulations regarding waste management facilities	Due to start in 2016/17
	5.3 Use land use planning tools to address challenges of an aging population	FY 2015/16 L.5.3.1 Create an age-friendly community plan in one LTA	North Pender LTC	Funded by grant and program budget in 2015/16	By whether North Pender LTC creates an age-friendly community plan .	Completed December 2015
	5.4 Work with other agencies to promote economic sustainability	Please see Attachment 1 for more details about these strategies.				
	5.5 Investigate whether relocation of some or all of the Islands Trust Victoria Head Office might better serve the interests of Trust Area constituents					
	5.6 Facilitate exploration of intra and inter-island transportation routes					
	5.7 Advocate for prevention of inter-islands bridges					

Goal D: Effective, efficient and collaborative governance

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
6. STRENGTHEN relations with First Nations	6.1 Improve engagement with First Nations	FY 2015/16 L.6.1.1 Match UBCM Community to Community (C2C) funding for local meetings, including honoraria and travel for First Nation participation	LTCs	Funded by the 2015/16 program budget \$10,000	By whether one or more Community-to-Community meeting has been held.	Complete Gambier LTC and Squamish First Nation C2C Forum took place on March 31, 2016 Gabriol, Lasqueti and

Attachment 2– Local Trust Committee and Bowen Island Municipality Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
						Denman received funding for C2C forum.
		<u>FY 2016/17?</u> L.6.1.2 Develop an agreement with First Nations	LTCs**/BIM***	Subject to funding in future budgets	By whether an agreement with First Nations has been developed	Denman work program includes development of an agreement with the K'ómoks First Nation Thetis work program includes development of agreements with Penelakut Tribe and Lyackson First Nation
	6.2 Improve protection of archaeological and First Nations cultural resources	<u>FY?</u> L.6.2.1 Amend OCPs/LUBs to improve archaeological site protection in one LTA	LTCs**	Subject to funding in future budgets	By whether the OCP/LUB has been amended to improve archaeological site protection in one LTA	Not due. Not started Part of Gambier OCP Review. SSILTC First Nations Inventory referred to Archaeology Branch
7. IMPROVE organizational cost effectiveness and resilience	7.1 Improve cost-effectiveness and quality of Trust Council operations 7.2 Prepare Island Trust organization to adapt to the potential incorporation of Salt Spring Island	Please see Attachment 1 for more details about these strategies.				
8.Improve cooperation and integration with other levels of government	8.1 Negotiate new protocol agreement and letter of understanding with the Ministry of Forests, Lands and Natural Resource Operations in regards to Crown land tenures					
	8.2 Explore opportunities and benefits of working with UNESCO, TFB and others to seek nomination of the Trust Area as a UN Biosphere Reserve					

Attachment 2– Local Trust Committee and Bowen Island Municipality Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
9. Improve community and agency understanding and support of the Islands Trust	9.1 Review the Islands Trust Policy Statement					
	9.2 Improve communications about the Islands Trust object and history					
	9.3. Engage communities and agencies in reviewing and updating planning bylaws	FY 2015/16 - ? L.9.3.1 Update Land Use Bylaws - Galiano LUB technical amendments - Dock Review - Gabriola LUB updates re signage and dog boarding - Hornby OCP and LUB bylaw review - S. Pender LUB bylaw update - Thetis OCP&LUB for Assoc Islands	LTCs	Funded by base budget and projects budget	By whether communities have been engaged in the review and updating of planning bylaws	Bylaw reviews underway on Galiano, Gabriola, North Pender, South Pender. Five Galiano bylaws adopted June 2016 Hornby OCP and LUB adopted Lasqueti OCP review commenced (phase 1: Aging at home project) SSI LTC Technical Updates to Land Use Bylaw received second reading
	9.4 Investigate the use of Alternative Dispute Resolution in Bylaw Enforcement	Please see Attachment 1 for more details about these strategies.				
10. IMPROVE community engagement and participation in Islands Trust work	10.1 Improve communications and availability of information about Islands Trust activities	To be determined	TBD	TBD	TBD	TBDSSI LTC second summer of "Planner in the Park" conducted - weekly participation in farmers market for 3 months; annual booth at Fall Fair.

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

Attachment 2– Local Trust Committee and Bowen Island Municipality Activities

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

Abbreviations:

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

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

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

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www.islandstrust.bc.ca

Colour Key for Middle Column:

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

Cover Photo Credits:

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

1	3	4
2		5



SUBJECT: COMMUNITY STEWARDSHIP AWARD EVALUATION PROCESS

If Trust Programs Committee members believe the scoring matrix should be changed to include different criteria than those above, this could require amendments to Trust Council's policy.

ATTACHMENT(S):

- 1) Community Stewardship Award Evaluation Form (sample)
-

AVAILABLE OPTIONS:

- 1) Direct changes to the evaluation form
- 2) Decide to no longer use an evaluation form
- 3) Propose changes to the criteria set out in the Community Stewardship Award Policy.
- 4) Receive briefing for information.

FOLLOW-UP: Staff will deliver the Community Stewardship Award Policy as in previous years, unless directed otherwise.

Prepared By: Clare Frater, Senior Policy Advisor

Reviewed By/Date: Lisa Gordon, Director, Trust Area Services, November 2, 2016

COMMUNITY STEWARDSHIP AWARDS – EVALUATION FORM

INDIVIDUAL EVALUATIONS:

Individuals	Relationship to Policy Statement (1-5)	Benefits to the Community or Trust Area (1-5)	Collaboration with others (1-5)	Innovation (1-5)	Level of community support and involvement (1-5)	TOTAL SCORE
1.						
2.						
3.						

COMMUNITY STEWARDSHIP AWARDS – EVALUATION FORM

GROUP EVALUATIONS:

Groups	Relationship to Policy Statement (1-5)	Benefits to the Community or Trust Area (1-5)	Collaboration with others (1-5)	Innovation (1-5)	Level of community support and involvement (1-5)	TOTAL SCORE
1.						
2.						
3.						

Crown Land Protocol Agreements - Project Charter

Date: July 28, 2016

Purpose

The purpose of this project is to enter an agreement to establish a framework for the Parties to cooperate, collaborate and exchange information in order to realize common objectives.

Background

Islands Trust has been interested in updating and consolidating three letters of understanding and three protocol agreements from 1994-1999, but lacked staff capacity until now. MFLNRO interest was triggered in 2012 by ADM sponsorship of a review of all legacy agreements, which involved consulting with the parties to all those agreements. The Islands Trust asked that our agreement be high priority, and agreed to seek Bowen Island's level of interest in participating. In 2012 there were preliminary revisions to the letter of understanding but work stalled due to lack of staff capacity. In Sept 2014, the Islands Trust Council added to its 2011-2014 Strategic Plan a new item: "Negotiate a new protocol agreement and letter of understanding with the Ministry of Forests, Lands and Natural Resource Operations," and recommend that the next Trust Council retain this item as a strategic priority." On Feb 23, 2015, the newly elected Bowen Island Municipal Council authorized its staff to work on a 3-party agreement with Islands Trust and MFLNRO staff.

Objectives

Formal and consistent consideration of the Islands Trust Object during provincial decisions about Crown Land within the Islands Trust Area.

In Scope

Update the 1999 Letter of Understanding between BC Assets and Land Corporation and Islands Trust to include elements of existing agreements defining roles in coordination, communication, data-sharing, referral and decision-making regarding Crown Land.

Out of Scope

- External communications
- Community engagement

Workplan Overview

Deliverable/Milestone	Target dates
Consult with BIM, affected LTCs, ITF, and IT planning staff about needs	Ongoing
Advise MCSCD of intention to revise agreement(s) and scope of change	Complete —July 2016
Revise agreements in cooperation with MFLNRO staff and executive ctte	July-November 2016
Drafts to BIM, Trust Programs and Executive Committees for review	November 2016
Draft to Trust Council for approval	December 2016
Forward approved draft to MCSCD for approval	Jan 2017

Project Team

Lisa Gordon	Project Manager — Islands Trust
Garth Webber-Atkins	Project Manager — MFLNRO
	Project Manager — BIM
	Project Support— MFLNRO

Approved by:

Date:

Endorsement:

Resolution #:

Date:

Budget

Budget Source: Islands Trust (TAS Projects)

Item	Cost
Go-to meeting for conference calls and to share documents	100.00
Legal review if required	3,000.00
Total	3,100.00

**Top Priorities****Trust Programs Committee**

No.	Description	Activity	R/Initiated	Responsibility	Target Date
1	Review the Islands Trust Policy Statement (Strategic plan 9.1)	State of the Islands project		Clare Frater Lisa Gordon	
2	Amend Crown Land Cooperation Agreements (Strategic plan 8.1)	Engage Bowen Island Municipality and the Province of B.C. in updating and consolidating six existing agreements into one.		Lisa Gordon Clare Frater	
3	Protect Quality and Quantity of Water Resources (Strategic plan 4.3)	Prepare to advocate for and educate about water conservation measures (phase 1 staff training and assessment of capacity and scope).		Clare Frater Lisa Gordon	

Projects**Trust Programs Committee**

Description	Activity	R/Initiated
Protect quality and quantity of water resources	Advocate for and educate about water conservation measures (phase 2 e.g. rainwater catchment, greywater recycling) (2016-17)	
Enhance (protect / restore) community character, socio-economic diversity and economic sustainability	Work with other agencies to promote economic sustainability (2016-18) Facilitate exploration of intra and inter-island transportation routes (2017-19)	



Islands Trust

Print Date: November 7, 2016

Trust Programs Committee

No.	Description	Activity	R/Initiated	Responsibility	Target Date
	Strengthen relations with First Nations				
		Improve protection of archaeological and First Nations cultural resources (2017-20)			
	Improve cooperation and integration with other levels of government				
		Explore opportunities and benefits of working with UNESCO and the TFB and others re: UN Biosphere Reserve. (2016-18)			
	Improve community and agency understanding and support of the Islands Trust				
		Policy statement amendment process (2016-18)			