



Trust Programs Committee Agenda

Date: Monday, November 16, 2015
Time: 11:00 am - 3:00 pm
Location: Islands Trust Victoria Boardroom
200-1627 Fort Street, Victoria, BC

	Pages
1. CALL TO ORDER	
2. APPROVAL OF AGENDA (5 min)	
3. ADOPTION OF MINUTES/COORDINATION	
3.1 August 24, 2015 TPC minutes (5 min)	2 - 8
3.2 Follow Up Action List	9 - 10
4. TRUST COUNCIL BUSINESS	
4.1 Crown Land Protocol Project Update (5 min)	
4.2 Community Stewardship Award Program Review (10 min)	11 - 14
5. NEW BUSINESS	
5.1 Briefing - Draft tools/methods for advocacy evaluation (30 min)	15 - 44
5.2 Briefing - Project charter re capacity re water conservation advocacy and education (30 min)	45 - 45
5.3 Briefing - Amendment of Trust Council policies 1.2.i, 1.3.i and 1.3.ii (30 min)	46 - 59
5.4 Request for Decision - Policy Statement update and visioning (1 hour)	60 - 88
5.5 Draft - Trust Programs Committee Toolkit (10 min)	89 - 105
6. WORK PROGRAM	
6.1 Trust Programs Committee Work Program Report (10 min)	106 - 113
7. NEXT MEETING (Proposed, for approval)	
7.1 February 29, 2016; May 16, 2016; August 22, 2016; and November 14	114 - 114
8. ADJOURNMENT	

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



Draft Trust Programs Committee Minutes of Regular Meeting

Date of Meeting: Monday, August 24, 2015
Location: Ladysmith City Hall, 410 Esplanade

Members Present: David Critchley, Denman Island Local Trustee
Brian Crumblehulme, Mayne Island Local Trustee (Vice Chair)
Tony Law, Hornby Island Local Trustee (by phone)
Peter Luckham, Islands Trust Chair (ex officio)
Derek Masselink, North Pender Island Local Trustee (Chair)
Heather Nicholas, Gabriola Island Local Trustee
Dan Rogers, Gambier Island Local Trustee (by phone)
Sue Ellen Fast, Bowen Island Municipal Trustee
George Grams, Salt Spring Island Local Trustee (EC Rep)

Regrets: Bruce McConchie, South Pender Island Local Trustee

Staff Present: Lisa Gordon, Director, Trust Area Services
Clare Frater, Policy Advisor – Recorder

Media and Others Present: None

1. CALL TO ORDER

The meeting was called to order at 10:45 am.

2. APPROVAL OF AGENDA

By General Consent, the agenda was approved as amended.

3. ADOPTION OF MINUTES

3.1 Minutes of Meeting

3.1.1 June 1, 2015 TPC minutes

TPC-2015-016

It was MOVED and SECONDED,

That the minutes of June 1, 2015 be adopted as presented.

CARRIED

3.2 Follow Up Action List

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

Staff noted that the Community Stewardship Award program review will be postponed to the November Trust Programs Committee meeting. There was no discussion.

4. CLOSED MEETING

TPC-2015-017

It was MOVED and SECONDED,

That the meeting be closed to the public subject to Section 90(1)(b), of the Community Charter in order to consider matters related to: personal information about an identifiable individual who is being considered for an award or honour and that staff attend the meeting.

CARRIED

The meeting was closed at 10:55 am and reconvened in open meeting at 10:57 am.

5. RISE AND REPORT

No decisions to report.

6. TRUST COUNCIL BUSINESS

6.1 Briefing – Amendments to Policy Statement Topic Review Inventory

Staff highlighted the history of the Policy Statement review process since June 2011. Staff recommended that draft revisions of the policies about the Policy Statement be completed in 2015 before commencing any updates. Staff also explained that the Province's early support will be needed before amending the Policy Statement and that consultation with First Nations will need to be closely coordinated with the Province.

The committee considered asking Trust Council to establish a committee to manage the Policy Statement amendment process and discussed methods for establishing priorities for a focused update. The committee also discussed the need to evaluate advocacy that advances the Policy Statement.

TPC-2015-018

It was MOVED and SECONDED,

That the Trust Programs Committee add to its work program amendment of Trust Council policies 1.2.i, 1.3.i and 1.3.ii for completion in the 2015-2016 year, before performing a targeted update, and request Trust Council add it to its draft strategic plan as item 9.1.1.

CARRIED

TPC-2015-019

It was MOVED and SECONDED,

That the Trust Programs Committee request staff to provide the Trust Programs Committee in November 2015 with the previously drafted advocacy decision-making matrix and advocacy tracking sheet.

CARRIED

TPC-2015-020

It was MOVED and SECONDED,

That the Trust Programs Committee request staff to provide the Trust Programs Committee in November 2015 with a briefing regarding process, options, costs and implications associated with a targeted update of the Policy Statement, including a focus on topics in the Strategic Plan.

CARRIED

TPC-2015-021

It was MOVED and SECONDED,

That the Trust Programs Committee recommend to Trust Council that it increase the Trust Programs Committee meeting expense budget by \$1000 to enable the Committee to hold additional meetings in 2015/16 beyond those already scheduled in order for the Committee to review processes for amending the Trust Policy Statement, and to review possible actual amendments to the Policy Statement with recommendations to be made to the Trust Council.

CARRIED

6.2 Briefing – Right to a Healthy Environment - Blue Dot

Staff introduced the item forwarded from Trust Council. Trustees expressed concerns about legal implications associated with establishing the right to a healthy environment, and recommended seeking legal advice before embedding the right to a healthy environment in the Policy Statement.

TPC-2015-022

It was MOVED and SECONDED,

That the Trust Programs Committee add the Right to a Healthy Environment topic to the Islands Trust Council's Policy Statement Topic Review Inventory.

CARRIED

TPC-2015-023

It was MOVED and SECONDED,

That the Trust Programs Committee request that staff add a notation in the Topic Review Inventory that the Executive Committee should seek early legal advice prior to adding the principles of the Blue Dot movement (right to a healthy environment) to the Islands Trust Council's Policy Statement.

CARRIED

6.3 RFD – Private Docks

Staff introduced the briefing and trustees then discussed the visual impacts of docks and large boat houses, the benefits of shared 'landings', and the connection between the dock issue and others including service reductions by BC Ferries.

TPC-2015-024

It was MOVED and SECONDED,

That the Trust Programs Committee add the protection of aesthetic and recreational enjoyment of beaches to the Policy Statement Topic Review Inventory.

CARRIED

TPC-2015-025

It was MOVED and SECONDED,

That the Trust Programs Committee inform Trust Council that the Trust Programs Committee has added the protection of aesthetic and recreational enjoyment of beaches to the Policy Statement Topic Review Inventory.

CARRIED

TPC-2015-026

It was MOVED and SECONDED,

That the Trust Programs Committee inform Trust Council that it will address the issue of dock referrals within its existing Crown Land Protocol project, and that it recommends that Trust Council refer the question of land-use planning tools, and trustee education about giant docks to the Local Planning Committee as part of its proposed shoreline planning project for this term.

CARRIED

6.4 Briefing - Proposed Strategic Plan Activities for TPC

Staff presented a list of the objectives and activities proposed for Trust Programs Committee in the draft Strategic Plan to be considered by Trust Council in September 2015.

6.5 Briefing – 2014-2018 Strategic Plan Input

Staff explained that the Trust Programs Committee is invited to provide input to the Executive Committee regarding a draft Strategic Plan to be considered by Trust Council in September 2015 and recommended the committee select a maximum of three strategies in each fiscal year.

TPC-2015-027

It was MOVED and SECONDED,

That the Trust Programs Committee recommend to Trust Council that it amend item 9.1.1 (Review of the Policy Statement) of the draft 2014-2018 Strategic Plan to include activity "amend policies administering the Islands Trust Policy Statement," in 2015-2016, to be funded by base budget.

CARRIED

TPC-2015-028

It was MOVED and SECONDED,

That the Trust Programs Committee recommend to Trust Council that it amend objective 11 (create a vision statement) of the draft 2014-2018 Strategic Plan to remove it as an objective and include it as an activity under 9.14 (Policy Statement review) – “Incorporating a clearer statement about vision in Policy Statement.”

CARRIED

Trustee Grams opposed

TPC-2015-029

It was MOVED and SECONDED,

That the Trust Programs Committee recommend to Trust Council that it amend the draft 2014-2018 Strategic Plan by advancing the start date for activities under strategy 4.3 (water conservation advocacy) by one year.

CARRIED

TPC-2015-030

It was MOVED and SECONDED,

That the Trust Programs Committee recommend to Trust Council that it amend strategy 4.3 (water conservation advocacy) in the draft 2014-2018 Strategic Plan to read “advocate for and educate about water conservation measures.”

CARRIED

TPC-2015-031

It was MOVED and SECONDED,

That the Trust Programs Committee recommend to Trust Council that it amend strategy 3.2 (support efficient and sustainable transportation systems) in the draft 2014-2018 Strategic Plan to remove the words ‘transportation systems’ and replace them with the words ‘systems and activities’.

CARRIED

Trustee Law opposed

TPC-2015-032

It was MOVED and SECONDED,

That the Trust Programs Committee recommend to Trust Council that it amend the draft 2014-2018 Strategic Plan so that the start date for activities under strategy 6.2.3 and 6.2.4 (archaeological site protection) be postponed by one year.

CARRIED

TPC-2015-033

It was MOVED and SECONDED,

That the Trust Programs Committee recommend to Trust Council that it amend the draft 2014-2018 Strategic Plan for items 4.3.1 (water advocacy) and 5.5.1 (economic sustainability) under the column headed “Is funding Required or in place,” so that the words “Subject to funding in 2016/17” are replaced with the words “funded by base budget.”

CARRIED

6.6 Briefing – Legislative Monitoring Report

Not reviewed due to lack of time.

7. NEW BUSINESS

7.1 Draft – Trust Programs Committee Toolkit

Not reviewed due to lack of time. Staff will place on the Trust Programs Committee's November 2015 agenda.

8. WORK PROGRAM

8.1 Trust Programs Committee Work Program Report

TPC-2015-034

It was MOVED and SECONDED,

That the Trust Programs Committee forward its work program to the Islands Trust Council with the top three items as amended:

1. Amend Crown Land Cooperation Agreement
2. Islands Trust Policy Statement update
3. Community Stewardship Awards

CARRIED

By Consent, the Trust Programs Committee amended the continuing items list of its work program by adding the following topics from the draft Strategic Plan, with proposed TPC amendments:

- Support efficient and sustainable systems and activities.
- Advocate for and educate about water conservation measures (e.g. rainwater catchment, greywater recycling).
- Work with other agencies to promote economic sustainability.
- Facilitate exploration of intra and inter-island transportation routes.
- Improve protection of archaeological and first nations cultural resources.
- Explore opportunities and benefits of working with UNESCO and the Trust Fund Board and others in seeking nomination of the trust area as a U.N. biosphere reserve.

Along with the three existing items: BC Ferries, Vacant Crown Land Profiles (Discovery Phase) and Indicator Program.

NEXT MEETING

By Consent, the Trust Programs Committee asked staff to arrange the next Trust Programs Committee meeting in consultation with the Chair.

10. ADJOURNMENT

The Trust Programs Committee meeting was adjourned at 3:35 p.m.

Derek Masselink, Chair

CERTIFIED CORRECT:

Clare Frater, Recorder



Islands Trust

Trust Programs Committee Follow Up Action List

Aug 24, 2015 meeting

No.	Activity	Responsi- bility	Target Date	Status
TPC-2015-018	Staff advice re proposed amendments to Trust Council policies 1.2.i, 1.3.i and 1.3.ii	CF	Nov-15	In progress
TPC-2015-019	Add previously drafted advocacy decision-making matrix and advocacy tracking sheet to November TPC agenda	CF	Nov-15	Done
TPC-2015-020	Provide the Trust Programs Committee in November 2015 with a briefing regarding process, options, costs and implications associated with a targeted update of the Policy Statement, including a focus on topics in the Strategic Plan.	CF	Nov-15	Done
TPC-2015-021	Staff will notify the Financial Planning Committee that the TPC requires an additional \$1000 in its meeting expense budget to enable the Committee to hold additional meetings in 2015/16 beyond those already scheduled in order for the Committee to review processes for amending the Trust Policy Statement, and to review possible actual amendments to the Policy Statement with recommendations to be made to the Trust Council.	Chair/LG	Oct 21-2015	Done
TPC-2015-022/23	Add the Right to a Healthy Environment topic to the Policy Statement Topic Review Inventory and a notation that the EC should seek early legal advice prior to adding the principles of the Blue Dot movement (right to a healthy environment) to the Policy Statement	CF	Nov-15	Done
TPC-2015-024	Inform Trust Council that the Trust Programs Committee has added the protection of aesthetic and recreational enjoyment of beaches to the Policy Statement Topic Review Inventory.	Chair/LG	Sep-15	Chair or Director to report at Dec. Trust Council
TPC-2015-026	Inform TC that staff will address the issue of dock referrals within the existing Crown Land Protocol project, and that recommend that TC refer the question of land-use planning tools and trustee education about giant docks to the LPC as part of its proposed shoreline planning project for this term.	Chair/LG	Sep-15	Chair or Director to report at Dec. Trust Council

TPC-2015-027-033	Recommend to Trust Council that it amend the draft 2014-2018 Strategic Plan as follows: 1) Item 9.1.1: add activity 'amend policies administering the Islands Trust Policy Statement', in 2015/16, to be funded by base budget. 2) Objective 1: remove it as an object and include it as an activity under 9.14 - "Incorporating a clearer statement about vision in Policy Statement" and advance the start date for activities under strategy 4.3 of Plan by one year. 3) Strategy 4.3: amend to read advocate for and educate about water conservation measures. 4) Strategy 3.2: remove the words 'transportation systems' and replace them with the words 'systems and activities'. 5) Strategy 6.2: postpone start date for activities by one year. 6) Items 4.3.1 and 5.5.1 under the column headed "Is funding Required or in place," replace words "Subject to funding in 2016/17" with the words "funded by base budget."	Chair/LG	15-Sep	Done
TPC-2015-027-034	Forward TPC work program to Council as amended	LG	Aug-15	

Feb 17, 2015 meeting

No.	Activity	Responsi- bility	Target Date	Status
By Consent	Regular review and amendment of the Trust Programs Committee toolkit.	LG	Ongoing	Deferred to November
By Consent	Staff to provide the Follow-Up Action List to members of the committee as soon as possible after each meeting and look into ways to make it available on the website within 10 working days.	JC/CF	Ongoing	Done. Staff propose posting in calendar until minutes are approved
By Consent	Staff to return to TPC with a review of the administration of the Community Stewardship Awards Program this year.	LG	August	Deferred to November
TPC-2015-04	Implement the project described in Crown Land Profiles – Discovery Phase Project Charter, dated February 5, 2015.	LG/CF	None	On hold

November 5, 2012 meeting

No.	Activity	Responsi- bility	Target Date	Status
3.5	Research further high-priority indicators, such as census and housing	CF		On hold

To: Trust Programs Committee

For the Meeting of: November 16, 2015.

From: Clare Frater

File No.: [Click here to enter text.](#)

SUBJECT: COMMUNITY STEWARDSHIP PROGRAM REVIEW 2015

DESCRIPTION OF ISSUE:

The Trust Programs Committee work programs includes, as the third priority, regular program administration and evaluation of the Community Stewardship Award program. This briefing is intended to provide background information to support decision-making about whether and how to initiate evaluation of the Community Stewardship Award program.

BACKGROUND:

The purpose of the Community Stewardship Awards (CSA) program is to recognize and encourage the actions of individuals and organizations that support the mandate of the Islands Trust.

- Since its inception in 2002, 76 awards have been given to individuals and organizations across the entire Trust Area. Nominated and award-winning projects have addressed a wide range of issues including: land, water and marine conservation, agriculture, wildlife rescue and rehabilitation, community news publication, and the compilation and management of community records.
- Trust Programs Committee is responsible for reviewing CSA nominations in May and recommending award recipients to Trust Council in June.

Past Policy Changes

- The [Community Stewardship Awards Program policy](#) (2.1xi) guides administration of the program. Trust Council adopted the policy in March 2003. Trust Program has reviewed the policy numerous times, resulting in amendments in December 2003, September 2005, December 2006, March 2009, September 2009, and September 2014. Trust Council amended the policy in September 2014 as follows:
 - Program to be offered every two years, on odd numbered years, rather than annually.
 - This change takes advantage of the new four-year term length. It is expected to increase the number of applicants in each round and reduce costs.
 - Changes to evaluation process:
 - These changes reflect current proven practices, such as seeking confidential trustee comments on nominees.
 - These revisions explicitly discourage support letters which can be time consuming for the nominators, and tend to favour islands with larger populations.
 - A Chair letter will recognize each nominee instead of a certificate:
 - This change eliminates the risk of the Islands Trust issuing a mandatory congratulatory certificate to an inappropriate project.
 - Change to eligibility:
 - Trust Fund Board appointees are now listed explicitly as being ineligible.

- Former staff, trustees and contractors are now eligible 24 months after they have received their last payment for services.
- Organizations that provide goods or services to the Islands Trust are eligible so long as the nominated project did not receive payment from the Islands Trust.
- Projects that have received support from the Trust Fund Board are eligible if the value of the Islands Trust Fund cash and in-kind support is less than 50 per cent of project budget.

In 2014, the Trust Programs Committee directed staff to pilot an April 15 deadline for the 2014 CSA applications, instead of April 30. Staff used this mid-April timeline again in 2015 and found that it significantly improved staff processes. It has been included in revised staff procedures.

While Trust Council has reviewed and amended the Community Stewardship Awards Program policy numerous times, the Islands Trust has never sought public feedback on the program. If Trust Council sought public input into the program before October 2016, there would be time to change the program before the 2017 program launch in February 2017.

ATTACHMENT(S):

- 1) June 25, 2015 e-mail from Grant Scott, Community Stewards Award Nominee, 2015
- 2) Community Stewardship Award Evaluation Criteria

AVAILABLE OPTIONS:

1. Receive briefing for information.
2. Determine the program years to review and direct staff to develop a survey questions for one or more of the following audiences:
 - a. CSA award recipients
 - b. CSA award nominators
 - c. Trustees
 - d. Staff
 - e. Trust Area residents

If possible, the survey questions for staff, trustees and Trust Area residents would be added to existing surveys of these audiences in 2016 to avoid survey fatigue.

FOLLOW-UP: Staff will follow-up as directed.

Prepared By: Clare Frater

Reviewed By: Lisa Gordon, Director, Trust Area Services

Date: October 14, 2015

From: Grant and Carol Scott
Sent: Thursday, June 25, 2015 6:32 AM
To: Clare Frater; Joanne Wyvill
Subject: Re: News release re Islanders Recognized with Islands Trust Community Stewardship Awards

Clare

Thanks for the information.
I'm surprised that when the people of Hornby Island, through Conservancy Hornby Island recommend me or anyone else for the recognition the Trust rejects it
My only conclusion can be that creating a sustainable community of a bird species, Purple Martins, does not fit your criteria
Cheers,

Grant

On Wednesday, June 24, 2015, Clare Frater <cfrater@islandstrust.bc.ca> wrote:

Hello,

Thank you for participating in this year's Community Stewardship Award program.

Attached for your information is a news release of interest re: Islanders Recognized with Islands Trust Community Stewardship Awards.

The online version is available at:

<http://www.islandstrust.bc.ca/media/327828/news24june2015csa.pdf>

Regards,

Clare Frater
Policy Advisor
Islands Trust
(250) 405-5192

"Preserving *island* communities, culture and environment"

COMMUNITY STEWARDSHIP AWARDS – EVALUATION FORM 2015

INDIVIDUAL/GROUP EVALUATION CRITERIA:

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.						
4.						
5.						
6.						
7.						
8.						

To: Trust Programs Committee

For the Meeting of: November 16, 2015

From: Clare Frater, Policy Advisor

Date: November 5, 2015

SUBJECT: PAST ADVOCACY PROGRAM BRIEFINGS RE TOPIC SELECTION AND EVALUATION

DESCRIPTION OF ISSUE:

In August 2015, the Trust Programs Committee requested request staff to provide the previously drafted advocacy decision-making matrix and advocacy tracking sheet to the November 2015 meeting. Staff are also seeking direction for a continuous learning session about “Effective Advocacy” for Trust Council’s March 2016 meeting.

BACKGROUND:

The Islands Trust Council has undertaken advocacy almost since its inception to further its mandate to work in cooperation with other to preserve and protect the Islands Trust Area.

‘Advocacy’ is the act of influencing and/or seeking cooperation with other agencies and decision-makers about laws, regulations, policies, programs, budgets, priorities, and other decisions relevant to the Islands Trust mandate. Advocacy could focus on any level of government and could be in support of any aspect of the mandate: the social, economic and natural environment and amenities of the Islands Trust Area. The direction for this work comes from Sections 8 and 9 of the *Islands Trust Act*, from the Islands Trust Policy Statement and from Trust Council Policy 6.10.ii (Advocacy Policy).

As government funding for regulatory functions has decreased and economic activity in the Salish Sea has increased over the last decade, Trust Council has had a correspondingly greater interest in advocacy.

2011 Advocacy tracking sheet

In March 2011, the Trust Programs Committee provided, as part of a larger briefing to Trust Council, a Marine Advocacy Tracking Chart (attached). Trust Council received the information in 2011 without directing any follow up actions.

2014 Draft advocacy decision-making matrix

In September 2014, the Executive Committee provided Trust Council with a briefing about a draft decision-making framework for selecting Islands Trust Council advocacy topics and a listing of Islands Trust advocacy methods, activities and products (attached). The briefing was intended to promote discussion and debate about a) whether the objectives were correct and comprehensive, b) the usefulness/appropriateness of assigning numeric rank or weight to the various criteria and c) how this tool should be introduced to the next Trust Council. Trust Council received the information and did not direct any follow up actions. The Director of Trust Area Services offered in the briefing to use this information during the 2014-2018 term during the trustee orientation session but senior staff decided that this was premature with a new council and to wait until trustees had more experience with the advocacy program. An “Effective Advocacy” session is on Trust Council’s continuous learning schedule for March 2016.

2014 – Advocacy evaluation (compliance with Section E of the Advocacy Policy)

In September 2014, the Executive Committee provided Trust Council with an end-of-term briefing on advocacy evaluation that measuring compliance with Section E of the Advocacy Policy (attached). Trust Council received the information and did not direct any actions.

Current reporting on advocacy

Since March 2011, when Trust Council received the marine advocacy report, Trust Council has not asked for specific reporting on the advocacy program. Trust Council currently receives updates as part of the Trust Area Services Director's quarterly reports, as part of strategic plan updates and in the Islands Trust Annual Report. The Executive Committee receives reports on advocacy at its regular meetings in the TAS section of its work program. Trustees receive e-mails as Chair correspondence. Islands Trust Area residents receive e-mails about chair correspondence if they subscribe to Trust Council updates.

ATTACHMENT:

- 1) Sept 2014 Trust Council briefing with attached draft advocacy decision-making framework and a listing of advocacy methods, activities and products
- 2) Sept 2014 Advocacy evaluation briefing (per Section E of the Advocacy Policy)
- 3) Advocacy tracking sheet (2011)
- 4) Advocacy policy 6.10.iii

AVAILABLE OPTIONS:

- a) Recommend which topics to cover during a March 2016 continuous learning session
- b) Recommend changes to the decision-making framework for EC's consideration.
- c) Recommend future uses for the decision-making framework for EC's consideration.
- d) Recommend changes to the list of advocacy methods for EC's consideration.
- e) Recommend to the Executive Committee that staff create and maintain an advocacy tracking sheet for inclusion in Trust Council's agenda package.
- f) Recommend changes to the advocacy program for EC's consideration.
- g) Recommend to Trust Council that it revise Policy 6.10.iii to include more specific evaluation measures, clarify roles of local trust committees or other changes.
- h) Recommend to Executive Committee that future advocacy program evaluation include public consultation.
- i) Recommend to Executive Committee that future evaluation of the advocacy program be done by a contractor.
- j) Defer discussion of some of the above to a future meeting of TPC.

FOLLOW-UP:

Director of Trust Area Services will continue to ensure staff recommendations on advocacy initiatives comply with Advocacy Policy 6.10.iii.

Staff will follow-up as directed.

Prepared By: Clare Frater, Policy Advisor

Reviewed By/Date: Lisa Gordon, Director of Trust Area Services, October 21, 2015

Chief Administrative Officer

Decision-making framework for selecting Islands Trust Council advocacy topics

	Proposed Objectives for Trust Council and Executive Committee to use When Selecting Advocacy Topics	HIGH	MEDIUM	LOW
1	The Islands Trust Council is advocating on topics important to upholding the Islands Trust Mandate			
1.1	Level of risk to Islands Trust Area environment			
1.2	Level of risk to Islands Trust Area communities			
2	The Islands Trust Council is advocating on topics urgent to upholding the Islands Trust Mandate			
2.1	Imminent risk to Islands Trust Area environment or communities			
2.2	Current / upcoming statutory/ consultation process			
2.3	A key decision will soon be made by another entity			
3	The Islands Trust Council is advocating on topics of current importance to islanders			
3.1	Significant public concern and support (evidenced by surveys / polls / delegations / correspondence)			
4	The Islands Trust Council is advocating on topics that are consistent with legislative, policy and strategic direction			
4.1	<i>Islands Trust Act</i> supports advocacy on this topic			
4.2	Islands Trust Policy Statement supports advocacy on this topic			
4.3	Islands Trust Council's Strategic Plan commits to the topic			
4.4	Past Islands Trust involvement in the topic / likelihood of continued involvement			
5	The Islands Trust Council is advocating on topics over which it has influence / impact			
5.1	Has potential for getting topic actively worked on by key agency/agencies			
5.2	Credible evidence is available to support the position on the topic			
5.3	Fills a gap in advocacy on the topic that is not filled by other organizations			
5.4	Has potential for influencing partners / other entities to advocate on the topic			
5.5	Is likely to affect decision(s)			
6	The Islands Trust Council is advocating on topics that require reasonable effort, time and resources			
6.1	Can be completed within existing work program and budget			
6.2	Can be completed with existing information and expertise			
6.3	Can be completed as a cooperative effort with other entities			

Islands Trust Advocacy Methods / Activities / Products

<i>Ongoing staff services to support political decisions on specific advocacy topics</i>	
1	Monitor proposals for legislative and regulatory changes (BC and federal)
2	Estimate workload implications for staff and trustees
3	Build and maintain good relationships with counterparts at BC and Federal agencies, which can include letters of understanding or protocol agreements
4	Build and maintain good relationships with counterparts at other advocacy groups, local governments and First Nations
5	Research into social, economic and environmental indicators (e.g. Crown Land Profiles)
6	Prepare voting recommendations for Executive Committee AVICC and UBCM resolutions
<i>Methods that staff recommend after the political decision to pursue a specific topic</i>	
7	Assess the risks of taking a given position, or not taking it
8	Research into past Trust Council and Executive Committee decisions and actions
9	Research consistency of proposed positions with the Islands Trust Policy Statement and Official Community Plan policies
10	Research into advocacy done by other local governments, partners and allies (including attending meetings or conference calls)
11	Monitor media for developments on current topics and track impact of Islands Trust communications, storing info in a way that can be searched and retrieved as issues evolve
12	Research into evidence supporting or contradicting the proposed position
13	Assess opportunities for partnerships / alliances
14	Draft letters (sometimes jointly with partners) for a designated spokesperson, usually the Chair
15	Copy letters to other local governments / First Nations / NGOs encouraging them to take similar action
16	Prepare elected officials for media interviews
17	Draft major submissions for legislative / regulatory and environmental assessment consultation processes (e.g. BC Ferries and <i>Water Act</i>)
18	Organize educational workshops and presentations for elected officials and public (eg at AVICC and UBCM)
19	Organize meetings with Ministers (e.g. at UBCM), sometimes with other local governments
20	Draft resolutions and backgrounders for the annual conventions of AVICC and UBCM
21	Prepare agendas and speaking notes for minister meetings and coordinate other participants (e.g. derelict vessels at UBCM)
22	Participate in inter-agency working groups
23	Communicate and report status to partners, public and elected officials

Staff select from among the above methods when providing advice to Executive Committee and Trust Council, and provide analysis of the implications of choosing each method.

AVAILABLE OPTIONS:

1. Recommend changes to the list of objectives for selecting advocacy topics
2. Recommend ways to assign numeric rank or weight to the objectives
3. Recommend changes to the list of advocacy methods
4. Recommend how this information should be shared with the next Executive Committee or Council

FOLLOW-UP: The Director of Trust Area Services will use this information during trustee orientation and while providing advice to future Executive Committees and Trust Council.

Prepared By: Lisa Gordon, Director, Trust Area Services, August 26, 2014

Reviewed By/Date: Executive Committee, August 26, 2014



 Chief Administrative Officer

To: Trust Council

For the Meeting of: September 9-11, 2014

From: Executive Committee

Date: August 28, 2014

SUBJECT: ADVOCACY PROGRAM EVALUATION 2011-2014

DESCRIPTION OF ISSUE:

This briefing provides an informal evaluation for the Islands Trust Council on the current term's advocacy program. Trust Council's Advocacy Policy 6.10.iii states that, "In the last year of every Islands Trust Council term the Executive Committee will review and evaluate the effectiveness of the advocacy work undertaken during the term, considering the general policies in section E."

This briefing focuses on the advocacy work done at the Trust-wide level, and not on advocacy arising from Official Community Plan advocacy policies at the local level.

BACKGROUND:

'Advocacy' is the act of influencing and/or seeking cooperation with other agencies and decision-makers about laws, regulations, policies, programs, budgets, priorities, and other decisions relevant to the Islands Trust mandate. Advocacy could focus on any level of government and could be in support of any aspect of the mandate: the social, economic and natural environment and amenities of the Islands Trust Area.

Advocacy has become a much bigger focus for Trust Council over the last decade, as government funding has been dropping for regulatory functions and services such as BC Ferries and Coast Guard while resource extraction and shipping from Canada's west coast has been increasing. There has been no increase in the number of letters or delegations requesting advocacy, but there appears to be a greater willingness for Trust Council to pass resolutions triggering advocacy actions in response to those requests.

Policy and Legislative Framework

The direction for this work comes from Sections 8 and 9 of the *Islands Trust Act*, from the Islands Trust Policy Statement and from Trust Council Policy 6.10.ii (Advocacy Policy). Trust Council's approval of the Advocacy Policy was a significant milestone for the program in this term, and has already aided decision-making and created greater consistency and clarity in staff and trustee roles.

Evaluating Trust Council's 2011-2014 Advocacy Program

Measuring Outputs / Outcomes / Progress / Success

It is relatively easy to measure the outputs or efforts expended in support of the advocacy program – whether it be represented by time spent (staff and trustees) or letters sent. Outcomes and impacts are much more difficult to measure, and are tied to how Trust Council defines the original goal / objective of an advocacy project. If the goal is to represent the Islands Trust's Object to a regulatory agency, we can measure the number of letters, meetings, media coverage or UBCM resolutions resulting on a given issue. In contrast, if the goal is to change legislation, it may be a decade before results

are seen and any credit for an outcome would have to be shared with all the other parties advocating for the same thing. For specific detail on this term's advocacy activities and outcomes please see advocacy tracking table attached.

Advocacy methods

Depending on the issue, advocacy requires a balance of proactive and reactive approaches requiring short-term and long-term commitments. Typical trustee activities include reviewing staff research and reports, suggesting agenda items, voting on whether to approve proposed activities, approving draft letters, attending meetings with other decision-makers and speaking to the media. Typical staff activities include research, reporting to Council and its committees, providing input into consultation opportunities, participating in working groups, drafting Chair correspondence, news releases or speaking notes, and working directly with staff from other agencies. For more detail on the pros and cons of the various methods and products, please see September 2014 Trust Council Briefing 5.7 on advocacy decision-making framework.

Measuring compliance with Advocacy Policy Section E

Trust Council's Advocacy Policy 6.10.iii requires the end-of-term program evaluation to assess the level of compliance with the general policies in Section E, displayed in the table below.

	Advocacy Policy 6.10.iii Section E - General Policies	Compliance measure: • always • usually • sometimes • rarely • never
1.	From Communications Policy 6.10.ii: "In all communications, staff and trustees should identify whether they are representing a Local Trust Committee, the Executive Committee, Trust Council, or the Trust Fund Board" or speaking as an independent elected official or private citizen."	Usually
2.	Islands Trust bodies will conduct their advocacy activities in a manner that enhances Islands Trust's reputation as an organization that works proactively, constructively and collaboratively to advance the Object in an informed, organized, respectful, and transparent way.	Usually
3.	Islands Trust bodies will ensure that their advocacy positions are consistent with the <i>Islands Trust Act</i> , the Object and established policy and are supported by a resolution of Trust Council, Executive Committee, Trust Fund Board or local trust committee.	Always
4.	Islands Trust bodies will ensure that their advocacy positions consider the roles and needs of all other bodies of the Islands Trust. When practical, Islands Trust bodies will coordinate their advocacy efforts through the Executive Committee so that related issues can be advanced strategically, in the context of Trust Council's Strategic Plan.	Usually
5.	When making decisions about new advocacy positions and actions, Islands Trust bodies will base those decisions on research, such as: a) a review of related past Trust Council and Executive Committee decisions and actions; b) consistency with the Islands Trust Policy Statement; c) consistency with Official Community Plan policies; d) relevant evidence; e) contextual information; f) an assessment of partnership opportunities; g) implications of proceeding or not proceeding with certain courses of	Usually

	action; and h) potential workload implications for staff and trustees.	
6.	When practical, Islands Trust bodies will proactively monitor the legislation and policy development activities of other levels of government so that advocacy actions can be undertaken early in the policy development process when they might be most effective.	Usually
7.	When developing an advocacy position, or substantially changing an advocacy position, Islands Trust bodies will consult other Islands Trust bodies that could be affected. The consulted body will consider adding the item to its next public agenda and convey through a resolution whether or not there are any concerns, the nature of the concern and, if appropriate measures that would resolve or address the concern. In the case of an urgent matter, an Islands Trust body may wish to comment through a resolution without meeting process.	Usually
8.	Islands Trust bodies will adapt their advocacy strategies in response to changing political and economic contexts and new information.	Always
9.	Islands Trust bodies will consider the impact on existing work programs when considering advocacy positions.	Usually
10.	Islands Trust bodies will ensure their advocacy positions and strategies: a) respect the roles and needs of other stakeholders, and demonstrate a sincere attempt to build lasting relationships, even during conflict; b) are non-partisan; and c) respect the public policy process by targeting requests to decision-making bodies with the mandate to act on the request and; demonstrate adequate knowledge and expertise, using scientific knowledge where appropriate.	Always
11.	Advocacy letters from Islands Trust bodies to elected officials should be signed by an elected official and be grounded in a resolution made at a public meeting.	Always
12.	Before announcing an advocacy position, Islands Trust bodies will prepare a strategic communications plan, and prepare for media attention and comment from constituents, stakeholders or partners. Community outreach may be considered before and/or after taking a position.	Rarely
13.	When entering partnerships for the purpose of advocacy Islands Trust bodies will consider broader implications such as: a) conflicts may arise between the requirements of statutes such as the <i>Community Charter</i> or <i>Local Government Act</i> and the practices of non-governmental groups; b) partnerships may require employees to receive confidential information requiring prior authorization by Trust Council or the Executive Committee consistent with Trust Council Policy 7.1.vii Receipt of Confidential Information from External Government Organizations and Agencies; and c) partners may expect commitments for a longer duration than a one-year budget cycle or three-year election cycle.	Always
14.	Islands Trust bodies will ensure that advocacy strategies involving partnerships, especially those using the Islands Trust logo, include agreement among all partners on the provisions in E.12, the roles and responsibilities within the partnership and the decision-making processes.	Always

Opportunity Cost

Trust Council's increasing interest in advocacy has led to an increase in demand on the Policy Advisor's time from less than 10% in 2004, to 40% in 2010, to 60% of the Policy Advisor's time in 2014. In June 2014, Trust Council supported Executive Committee's recommendation that staff maintain a 60% focus on advocacy until December 2014.

This increased level of service has been enabled in part by reinstating the Director of Trust Area Services (TAS) position in September 2007 and creating the Legislative Services Manager position in October 2010, but also by side-tracking other duties and opportunities. Staff continue to recommend reducing the focus on advocacy back to 30-40% in order to allow the TAS Policy Advisor and the TAS Director to better implement existing legislation, Trust Council policies and cooperation agreements.

Other opportunities that would advance the Islands Trust object include:

- communications,
- the indicators program,
- amending the Policy Statement,
- improving relations with First Nations,
- updating or entering new protocol agreements,
- updating or creating new operational policies, and
- completing the Crown Land profiles for Gambier, Keats, Anvil and Bowen Islands.

The issue of local trust committees assigning local planning staff to provide advocacy is beyond the scope of this evaluation, but it can be assumed that such assignments detract from land use planning services.

ATTACHMENT: Advocacy tracking table 2011-2014

AVAILABLE OPTIONS:

- a) Recommend changes to the advocacy program.
- b) Recommend revisions to Policy 6.10.iii for more specific evaluation measures.
- c) Recommend continuation of end-of-term evaluation adhering to the minimum standard defined in policy 6.10.iii.
- d) Recommend future program evaluation include island public feedback.
- e) Recommend future program evaluation be done by a contract specialist.
- f) Recommend budget for additional Local Planning Services resources to provide policy advice and advocacy on land use planning issues.
- g) Recommend that the public consultation process for the next term's strategic plan include questions specifically about the advocacy program (e.g. what topics to focus on and what level of investment should be allocated to it compared with other functions).

FOLLOW-UP:

Director of Trust Area Services will use sections of this report during trustee orientation and ensure staff recommendations on advocacy initiatives comply with Advocacy Policy 6.10.iii.

Prepared By: Lisa Gordon, Director of Trust Area Services

Reviewed By/Date: Executive Committee – August 26, 2014



Chief Administrative Officer

Summary of Islands Trust Council Advocacy Activities, Aug 21, 2014

Activities Directed through the Islands Trust Council's 2011-2014 Strategic Plan

Topic	Strategic Plan section	Activities	Outcome (if known)
Advocacy Policy	N/A	2013: TC adopted Advocacy Policy 2013: TC session - Advocacy 2014: TC voted to directed 60% of policy staff time to advocacy (informed by 6-page briefing)	New Advocacy Policy – greater consistency, role clarity and a requirement for end-of-term program evaluation.
Policy Statement Goal A: Ecosystem Preservation and Protection			
Southern Strait of Georgia National Marine Conservation Area Reserve (NMCA)	2.2.1	2012: TC voted to support NMCA and made recommendations (informed by 7-page briefing) 2013: 1 Chair letter	
	2.2.2	2012: EC members attended 2 Parks Canada workshops 2012: Staff attended an NGO workshop	
Oil spill prevention and response regime	2.3.1	2011: 7 Chair letters 2012: 3 Chair letters 2012: Organized session at AVICC on local government involvement in oil spill response (offered twice) 2012: UBCM resolution and 3 page backgrounder (not selected for debate but another endorsed resolution amended to include our key message). 2012: Proposed session to UBCM (not accepted) 2012: TC session – Oil Spill Response (Sept. TC meeting) 2013: 2 Chair letters and 1 joint letter with San Juan County Chair 2013: Chair participated in the Port Metro Vancouver's Liquid Bulk Handling Informational Tour to Norway	• Raised awareness • Improved relationships • Federal studies on behaviour of diluted bitumen • Provincial consultation re industry funding for oil spills • Federal plan to work collaboratively to develop and implement tailored oil spill response plans in our region • Changes to liability and compensation regime

Topic	Strategic Plan section	Activities	Outcome (if known)
		2014: 2 Chair letters 2014: Chair, Vice-Chair and staff interviewed by Pacific Pilotage Authority	
Oil tanker traffic increase	2.3.2	2011: 1 Joint mayors/Chair letter 2012: Chair and staff met with National Energy Board staff 2012: 2 Chair letters 2012: News release re TC opposition to expansion of oil exports by barge and tanker and distribution of 2013: EC met with President of Kinder Morgan Canada 2013: TC session - Kinder-Morgan Presentation (June TC meeting) 2013: Staff supported Kinder Morgan staff re island consultations 2014: TC decided to request commenter status to National Energy Board (informed by 9-page briefing) 2013: Staff attended Kinder Morgan stakeholder consultation meeting 2014: Chair attended Tsartlip First Nation community meeting and provides a package of information on Island Trust's tanker and shipping advocacy work	• Raised awareness • National Energy Board accepted application to provide letter of comment
	2.3.3	2012: Chair spoke in oral hearings related to oil tanker traffic increase and provided written submission	• Raised awareness • Federal government approved Enbridge Northern Gateway project with 209 conditions
	2.3.4	2012: Chair presentation at AVICC Convention 2013: Chair presentation to Regional District Nanaimo Board, San Juan County marine managers	• Raised awareness

Topic	Strategic Plan section	Activities	Outcome (if known)
		workshop and Gabriola Island and Lasqueti Island communities 2013: TC session – Oil Spill and Shipping Advocacy 2014: Chair presentation to Pender Island community/Mayne Island community/ Capital Regional District sub-committee	
	2.3.5	2012: 2 trustees and staff attended 1,000 tonne mock oil spill exercise 2012: 5 trustees attended 10,000 tonne oil spill exercise 2014: Staff attended transboundary oil spill exercise	- Increased understanding by responders of Trust Area community needs - Improved relationships
Derelict vessels, docks	2.3.6	2011: 1 Chair letter 2012: 1 Chair letter 2013: 4 Chair letters 2013: UBCM: organized resolution (endorsed), clinic (well-attended) and meeting with Minister (16 local governments represented) 2013 and 2014: Trustees, staff and communities contribute to federal inventory 2014: 2 Chair letters 2011-2014: Ongoing-Islands Trust participation on derelict vessel working group.	- Increased profile of problem - Better documentation / understanding of problem - Provincial information document to be produced
Howe Sound Management Plan	2.3.9	2013: 1 Chair letter 2013: UBCM: Participated in a minister meeting 2013: Chair and staff attended Howe Sound Community Forum meeting 2014: GMLTC hosted Cumulative Impact Framework webinar	
	2.3.10	2014: Mapping provided to partners and project proponents	
Effective	2.4	2012: 1 Chair letter	Raised awareness

Topic	Strategic Plan section	Activities	Outcome (if known)
regulation of aquaculture		2013: 1 Chair letter 2013: Staff meetings held with provincial staff 2014: Successfully proposed AVICC aquaculture session (attended by IT staff and trustees) 2014: Staff attended Senate aquaculture hearing 2014: 1 Chair letter with maps 2014: Staff provided 9-page briefing to TC 2014: TC session - Aquaculture Resource Management (June TC meeting)	Improved relationships
Effective regulation of marine sewage	2.5	2014: Staff participated in stakeholders' meeting re Saanich Inlet 2014: Research and mapping completed. 2014: 1 Chair letter	- Improved relationships - Improved understanding of regulatory impact
Environmental Assessment processes (BC and federal)			
Raven Underground Coal Mine (marine impacts)	2.3.7	2012: 2 Chair letters	May/13 BC EAO rejected proposal as submitted
BURNCO Aggregate Project (marine impacts)	2.3.8	2013: 1 LPS staff letter 2013: 1 Chair letter 2014: Ongoing LPS staff participation in Environmental Assessment Office working group.	- Project description revisions include requested marine components - Application expected in Fall 2014
Roberts Bank Terminal 2 project (Container vessel traffic increase)	Dec 2013 TC (related to SP. 2.3.1)	2013: 1 Chair letter	Jan 2014: Minister referred project for an environmental assessment by an independent review panel.
Policy Statement Goal B: Stewardship of Island Resources			
Water Act reform	3.2	2013: 2 Chair letters and 11 page submission	- Water Sustainability Act received Royal Assent May 29, 2014 - Comes into force after April 2015.
Policy Statement Goal C: Sustain Island Character and Healthy Communities			

Topic	Strategic Plan section	Activities	Outcome (if known)
BC Ferries	4.2.1	2014: 2 Freedom of Information requests	
	4.2.2	2012: 8 page submission with letter and news releases (100+ printed copies distributed widely) 2012: Regional District/Islands Trust Chairs meeting Ferry Commissioner 2012: Regional District/Islands Trust Chairs meeting with Minister of Transportation 2013: News release 2013: 3 letters 2013: Regional District/Islands Trust Chairs meeting with Minister of Transportation/Premier 2014: 4 Chair letters 2014: Chair opinion-editorial in Vancouver Sun 2014: News release 2014: Chair participating in UBCM sub-committee.	• Raised awareness

Advocacy actions not on the Islands Trust Council's 2011-2014 Strategic Plan

Topic	Strategic Plan section	Activities	Outcome (if known)
Agricultural Land Reserve	TC - Dec 2013 in response to a trustee RFD	2013: 1 Chair letter 2014: 2 Chair letters	
Department of Peace	TC - Sept. 2012 in response to a delegation (Resolution TC 184/12)	2012: 2 Chair letters	
Proposed sinking of former HMCS Annapolis in Halkett Bay	EC - July 29, 2014 (Resolution EC -2014-126) in response to trustee correspondence	2014: 1 Chair letter	• 2014: Federal government paid \$860,000 to remove PCB's from the non-profit-owned vessel
Seaweed harvesting permits	EC - Aug 20, 2013 in response to NGO correspondence	2013: 1 CAO letter 2013: UBCM - attended meeting with Minister	• 2013 and 2014: Permits issued with conditions
Fraser Surrey	TC - June 2013	2013: 1 Chair letter	• August 2014: Project

Docks' Application for a Direct Transfer Coal Facility (marine impacts)	resolution resulting from trustee briefing	2012: signed existing joint open letter	approved
Mining in the Trust Area	EC - Jan.23-24 2013 in response to trustee correspondence (Resolution EC 107-2013)	2013: 1 Chair letter	2013: Gold Commissioner denied request for a new reserve
Smart Meters	TC - Sept. 2012 in response to a delegation (Resolution TC 183/12)	2012: 1 Chair letter	2013: Province announced Smart Meter program opt-out option
Cycling Infrastructure in Rural Communities	TC - March 2012 in response to a delegation (Resolution TC 102/12)	2012: 1 Chair letter	
Woodfibre LNG project environmental assessment process (marine impacts)	TC - June 2014 EC - July 2, 2014 (Resolution EC-2014-108) (in response to BCEAO invitation to comment)	2014: 1 Chair letter 2014: Sensitive ecosystem, and eelgrass mapping products provided to Woodfibre LNG	- Comments being considered - Islands Trust invited to join working group (decision pending) - Application expected in Fall 2014

New Islands Trust Council agreements

Coastal Douglas-fir and Associated Ecosystems Conservation Partnership (CDFCP)	2013: TC endorsed Terms of Reference 2013: Chair signed Statement of Cooperation 2014: Coastal Douglas-fir and Associated Ecosystems Conservation Action Plan session (June TC meeting)
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Acronyms:

AVICC: Association of Vancouver Island and Coastal Communities;
 BCEAO: BC Environmental Assessment Office;
 EC: Islands Trust Executive Committee;
 GMLTC: Gambier Island Local Trust Committee;
 LPS: Local Planning Services;
 TC: Islands Trust Council;
 UBCM: Union of BC Municipalities

Marine Advocacy Tracking Chart

This chart tracks marine advocacy decisions and activities since January 1, 2010, and outstanding items from 2009.

Topic	Assigned Task	Islands Trust Activities	Updates
Shipping safety/ oil spills	June 2009 TC Dec. 2009 TC <i>Direct staff to provide a report that identifies options for effectively addressing the issue of freighter traffic and anchoring within the Southern Gulf Islands area.</i> April 27, 2010 EC <i>Approve funds for presenter travel costs for Oonagh O'Connor and Rick Steiner to address Trust Council at its June meeting, and as required for discussion panel participants from Transport Canada, Ministry of Environment and BC Chamber of Shipping.</i>	June 16, 2010: Trust Council hosted a Marine Shipping Safety information session to provide trustees with an overview of shipping in the region and oil spill risk prevention and response measures.	Sept. 15, 2010 Pacific Pilotage Authority issued <i>Interim Operating Rules for Loaded Crude Oil Tankers in Excess of 40,000 DWT</i> for Boundary Pass and Haro Strait with a number of important new safety requirements.
	June 2010 TC <i>Request the EC and TPC to develop, implement and report on an advocacy program to address shipping safety issues in the Trust Area.</i> Aug. 2010 TPC <i>Direct staff to complete a more comprehensive marine advocacy strategy to: coordinate the approach to approved tasks; assess the capacity for new tasks; and identify key allies, funding requirements, other resources, and a timeline for the work</i>	Sept. 2010 Trust Council received a briefing on a marine strategy. Sept. 2010 Trust Council amended the 2008-2011 Strategic Plan to place a high priority on marine advocacy. March 2011 Staff presenting revised strategy to Trust Council.	
	Aug. 2010 TPC <i>Direct staff to monitor the release of reports from the Province; Federal Auditor General, the Pacific States/British Columbia Oil Spill Task Force, as well as the passage of the United States Coast Guard Reauthorization Act and develop responses for Executive Committee.</i>	Dec. 16, 2010 Joint letter from the San Juan County and Islands Trust Chairs sent to Canadian and US federal governments re cross border cooperative review of maritime safety standards Planned: Feb 28, 2011 Staff will speak at San Juan Marine Managers meeting	Dec. 7, 2010 Report of the Commissioner of the Environment and Sustainable Development Dec. 7, 2010 Draft of the Pacific States/BC Oil Spill Task Force report. Nov. 2010 Cdn. Coast Guard internal audit. Sept. 15, 2010 Pacific Pilotage Authority <i>Interim Operating Rules for Loaded Crude Oil Tankers in Excess of 40,000 DWT</i> for Boundary Pass and Haro Strait. Dec. 7, 2010 Federal court ruling that

Topic	Assigned Task	Islands Trust Activities	Updates
Shipping safety/ oil spills			DFO has failed to adequately protect the critical habitat of BC's resident killer whales.
	Aug. 31, 2010 EC <i>Direct staff to research what, if any, restrictions on shipping and anchoring would be imposed by a Southern Strait of Georgia National Marine Conservation Area Reserve,</i>	Dec. 2010: In partnership with Georgia Strait Alliance and Canadian Parks and Wilderness Society staff successfully requested UVic Environmental Law Centre to research the extent to which a NMCA can be used to restrict or prohibit marine navigation or anchoring, and if there are Canadian examples of other regulatory constraints that can be placed on marine navigation and anchoring to protect ecosystems or species	
	Aug. 31, 2010 EC <i>Direct staff to research the value of pursuing designation by the International Maritime Organization (IMO) of the Salish Sea as a 'Special Area' or a 'Particularly Sensitive Sea Area' to enable more restrictions on ship routing and practices. This would require a petition by the federal governments of Canada and the United States.</i>	Dec. 2010 The UVic Environment Law Centre project above also included a request to determine if there is value in encouraging Canada to pursue designation by the IMO of the Salish Sea as a 'Special Area' or a 'Particularly Sensitive Sea Area' to enable more restrictions on ship routing and practices to protect ecological values.	
	Aug. 31, 2010 EC <i>Partner with San Juan County to jointly request public release of the BP Vessel Transit Risk Assessment and subsequent expansion of the study's scope to the Islands Trust Area using the same model.</i>	Staff awaiting planned public release of this risk assessment in spring 2011 and researching advocacy options for after its release.	
	Aug. 2010 EC <i>Direct staff to provide the Living Oceans Society's Major Marine Vessel Casualty Risk and Response Preparedness in British Columbia 2008 report to Executive Committee members for them to read.</i>	Jan. 2010 EC provided the Executive Summary of this report to the Hon. Murray Coell, Minister of Environment.	Feb 15, 2011 Minister Coell letter says the province is assessing the adequacy of its staffing and resources and considering legislative changes to strengthen oil spill prevention and preparedness and ensure a true polluter pay system is in place.
	Aug. 2010 EC <i>Direct staff to write a letter for the Chair's signature to the Prime Minister and the BC Premier to jointly convene a West Coast Oil and Hazardous Material Spill Prevention, Preparedness, Response and Recovery Summit in conjunction with key stakeholders</i>	No activity yet on this topic, but related activity: Dec. 7, 2010 Letter from the Chair to Minister Coell highlighted need for an expanded spill response program and need for additional provincial resources for oil spill planning and response.	See above.
Plumper Sound anchorage		Jan. 5, 2010 Letter from the Chair to Minister Baird expressing concerns re	

Topic	Assigned Task	Islands Trust Activities	Updates
		shipping and anchoring in the Gulf Islands and Plumper Sound	
		Jan. 2010 Staff relayed residents' request for action on Plumper Sound anchorage light and noise issues to our contacts at Transport Canada, Pacific Pilotage Authority, Port Metro Vancouver and the Chamber of Shipping.	Feb 3, 2011 The Pacific Pilotage Authority and the Chamber of Shipping responded quickly with a memo to the masters of vessels using Plumper Sound anchorages.
Proposed vessel testing in Plumper Sound	April 27, 2010 EC Request staff to prepare a letter for the Chair's signature to Golder Associates Ltd. relaying local concerns regarding the trial in Plumper Sound with copies to Transport Canada, Canadian Coast Guard and Fisheries and Oceans Canada.	May 31, 2010 Letter from the Chair to Golder and Assoc. relayed concern about the project.	Project cancelled
Derelict Vessels	Feb 9, 2010 EC It was Moved and Seconded that staff finalize and forward the NMCA and Derelict Vessels resolutions to the Association of Vancouver Island Coastal Communities for consideration by members at the April 2010 convention.	Sept. 2010 UBCM resolution re derelict vessels - endorsed	UBCM resolution endorsed Joint Working Group for Removal of Derelict Vessels in BC established with Islands Trust staff participation
		Sept. 29, 2010 Meeting with Minister Bell at UBCM	
		Sept. 30, 2010 Organized UBCM derelict vessels workshop –included presentation from IT Chair	
	Oct. 19, 2010 EC Staff directed to prepare letters for the Chair's signature to the following Ministers as followup to meeting held at the UBCM Convention:	Dec. 10, 2010 Letter from the Chair to Minister Bell	
	Oct. 19, 2010 EC Staff directed to prepare letters for the Chair's signature to the following Ministers as followup to meeting held at the UBCM Convention.	Dec. 10, 2010 Letter from the Chair to Minister Thomson	
		Jan 18, 2011 Derelict vessel issue discussed at EC meeting with Minister Coell	Feb 15, 2011 Letter from Minister Coell mentions that the Premier and the Governors of Washington, California and Oregon have created a coast-wide marine debris alliance and will be developing a detailed marine debris strategic plan that will include derelict

Topic	Assigned Task	Islands Trust Activities	Updates
			vessels, barges and docks.
		Jan. 2010 Staff provided briefing re derelict vessels to Gambier trustees for the Howe Sound Community Forum	
Lightstation De-staffing	September 2009 EC <i>Directed staff to prepare a letter for the Chair's signature to the federal Minister of Fisheries and Oceans requesting that funds be dedicated for staffing lighthouses in the Trust Area.</i>	Nov. 17, 2010 The Chair presented to the Senate Standing Committee on Fisheries and Oceans to support light keepers in Lightstations	Dec. 2010 , the Senate Standing Committee on Fisheries and Oceans report asked Ottawa to cancel its lighthouse de-staffing plan and make future decisions on a case-by-case basis.
NMCA	Feb 9, 2010 EC <i>Directed staff to finalize and forward the NMCA and Derelict Vessels resolutions to the Association of Vancouver Island Coastal Communities for consideration by members at the April 2010 convention.</i>	Sept. 2010 UBCM resolution re NMCA - endorsed	
		Sept. 29, 2010 Meeting with Minister Penner at UBCM	
	Oct. 19, 2010 EC Directed staff to prepare letters for the Chair's signature to the following Ministers as followup to meeting held at the UBCM Convention:	Dec. 7, 2010 Letter from the Chair to Minister Coell encouraging approval of NMCA Jan. 18, 2011 NMCA discussed at EC meeting with Minister Coell	Feb 15, 2011 Letter from Minister Coell mentions that the governments of BC and Canada are now focused on engaging with First Nations to inform the NMCA feasibility study. The Minister mentions that is not certain that the feasibility study will be complete by May 2011.
BC Ocean and Coastal Strategy		Feb. 18, 2010 Staff provided submission to Ministry of Environment staff. March 2010 Staff provided briefing to Trust Council Staff monitoring for release of strategy	
Glass Sponge Reef Protection	Aug 31, 2010 EC <i>Direct staff to draft a letter for the Chair's signature to the appropriate federal and provincial authorities to advocate for the protection of glass sponge reefs in the Islands Trust Area.</i>	Oct. 20, 2010 Letter from the Chair to Minister Shea requesting federal protection of the glass sponge reefs in the Strait of Georgia.	
Small craft sewage	June 2009 TC <i>Request staff to provide a briefing on the status of federal and provincial regulations with respect</i>	Sept 2009 Staff provided a briefing to Trust Council describing the complexity of the issue. Trust Council	

Topic	Assigned Task	Islands Trust Activities	Updates
Small craft sewage	<i>to vessel discharge and how Trust Council, local trust committees and island municipalities might go about having marine no discharge zones established within the Trust Area.</i> Sept 2009 Trust Council Request Executive Committee write to Transport Canada requesting amendments to the current legislation to prohibit boats traveling in narrow channels from discharging raw sewage less than three nautical miles from shore and developing a plan for enough pump-out stations in the Trust Area that sewage discharge would be prohibited or alternatively establish the Trust Area as a no discharge zone. Sept 2009 Trust Council Recommend that Local Trust Committees consider adding a policy to their Official Community Plans requiring all marinas applying for rezoning or a development permit to provide pump out facilities; Sept 2009 Trust Council Recommend that Local Trust Committees consider adding an advocacy policy to their Official Community Plans encouraging neighbouring local governments to require that marinas servicing vessels traveling within the Trust Area install pump-out facilities when applying for rezoning on a development permit.	decided to advise all LTCs and IMs to adding an advocacy policy to their OCPs encouraging neighbouring local governments to require that marinas serving vessels travelling within the Trust Area install pump-out facilities when applying for rezoning or a development permit. This letter has been postponed in favour of corresponding with Transport Canada regarding oil spill risks from commercial shipping. Staff relayed request to all LTCs and BIM Staff relayed request to all LTCs and BIM	
Harbour Management	Oct 19, 2010 EC Reviewed a briefing about a referral from the Salt Spring LTC on a letter they received about harbour management options such as Gibsons' proposed Water Regulation Bylaw and an Integrated Land Management Bureau water lease. EC requested that staff add Harbour Management Options to the Marine Advocacy topic list for possible follow-up.		

Acronyms: BIM- Bowen Island Municipality; EC- Executive Committee; LTC- Local Trust Committee; IMO –International Maritime Organization; NMCA – National Marine Conservation Area; TC –Trust Council or Islands Trust Council; TPC – Trust Programs Committee; UBCM –Union of British Columbia Municipalities; UVIC – University of Victoria.

6.10.iii Policy & Procedure

ADVOCACY POLICY

Trust Council: September 12, 2012

Amended: September 30, 2013

A. PURPOSE:

1. To provide guidelines for advocacy activities in the context of legislation and policy.
2. To define policies and procedures for effective advocacy.
3. To ensure that advocacy positions are credible and supported by public process.
4. To clarify roles and responsibilities for implementing this policy, for the benefit of Islands Trust as well as the public and agencies involved in advocacy in the Islands Trust area.

B. BACKGROUND:

1. The *Islands Trust Act* establishes that the Object of the Islands Trust is to preserve and protect the Trust Area and its unique amenities and environment in cooperation with others. Based on this legislated mandate, Trust Council encourages cooperation by all levels of government, First Nations, industry, business, not-for-profit and community groups to act in ways that advance the Object, using a variety of strategies, such as protocol agreements, letters of understanding and advocacy. All levels of government, First Nations, non-profit agencies, businesses, property owners, residents and visitors share responsibility for the preservation and protection of the unique environment and amenities of the Trust Area.

C. REFERENCES:

1. The *Islands Trust Act* defines the Islands Trust's purpose, referred to in the legislation as its "object" and defines Trust Council's advocacy roles in section 8 and 9. Trust Council may, by bylaw, delegate its advocacy role to another party.
2. Islands Trust Policy Statement, section on Roles and Responsibilities

The Islands Trust Council cannot effectively implement the Policy Statement without the support of all stakeholders. Assistance, cooperation and collaboration are required from local trust committees, island municipalities, the Trust Fund Board, the Provincial Government, other government agencies, non-government organizations, communities, First Nations, property owners, residents and visitors. In the spirit of the legislated object of the Islands Trust, it is expected that all corporate entities of the Islands Trust will consult with other agencies on matters involving potential conflict between the legislated object of the Trust and the legislated mandate of other agencies.

3. Islands Trust Policy Statement, Part 1: Purpose and implementation of the Trust Policy Statement, Roles and Responsibilities, Role of Other Government and Non-Government Organizations.

Government agencies and non-government organizations can contribute greatly to the preservation and protection of the environment and amenities of the Trust Area through cooperative actions based on the Policy Statement. Cooperative actions such as protocols and mutually supportive strategies and action plans are necessary for the sustainability of the Trust Area.

4. Islands Trust Policy Statement, Part II - The Islands Trust object and its meaning

to achieve its object, the Islands Trust must be an educator, coordinator, and initiator, guiding individuals, organizations and other agencies in support of the object. While the Islands Trust can provide the necessary leadership, responsibility for stewardship of the Trust Area rests with many. Individuals, other government agencies, organizations, and the Province itself all have important roles to play. Cooperative actions are required of other agencies, organizations and individuals to ensure that activities are carried out in a manner that is sensitive to the needs of Trust Area ecosystems and island communities.

5. Islands Trust Policy Statement, Part II - The Islands Trust object and its meaning, Guiding Principles:

- *The primary responsibility of the Islands Trust Council is to provide leadership for the preservation, protection, and stewardship of the Trust Area's amenities, environment, and resources.*
- *When making decisions and exercising judgment, Trust Council will place priority on preserving and protecting the integrity of the environment and amenities in the Trust Area.*
- *Trust Council will seek information from a broad range of sources in its decision-making processes, recognizing the importance of local knowledge in this regard.*
- *Trust Council believes that open, consultative public participation is vital to effective decision making for the Trust Area.*
- *Trust Council will implement a plan for the advancement of the Policy Statement as part of its annual budget process, and the Executive Committee of Trust Council will report to Council on progress in achieving the goals of the Policy Statement.*

6. Islands Trust Policy Statement, Part III Ecosystem Preservation and Protection, Policy 3.1.9

Trust Council encourages actions and programs of other government agencies which:

- *place priority on the side of protection for Trust Area ecosystems when judgment must be exercised,*
- *protect the diversity of native species and habitats in the Trust Area, and*

- *prevent pollution of the air, land and fresh and marine waters of the Trust Area.*

7. Trust Council Policy 1.3.i Policy Statement Implementation Policy
8. Trust Council Policy 2.1.i Statutory Rules of Conduct
9. Trust Council Policy 2.1.ii Standards of Conduct
10. Trust Council Policy 2.4.i Executive Committee Terms of Reference
11. Trust Council Policy 2.4.iv Trust Programs Committee Terms of Reference
12. Trust Council Policy 3.2.ix Islands Trust/Trust Fund Board Communications
13. Trust Council Policy 5.4.ii Procedural Fairness in Rezoning
14. Trust Council Policy 6.3.i Budget Process
15. Trust Council Policy 6.10.i Annual Report
16. Trust Council Policy 6.10.ii Communications
17. Trust Council Policy 6.12.ii UBCM/AVICC Membership and Resolutions
18. Trust Council Policy 7.1.iii Use of Local Trustee letterhead
19. Trust Council Policy 7.1.vii. Receipt of Confidential Information from External Governmental Organizations and Agencies
20. Trust Council Policy 7.1.iv & vi Use of Islands Trust letterhead and logo
21. Trust Council Policy 7.1.vii Receipt of Confidential Information from External Government Organizations and Agencies
22. Trust Council Strategic Plan
23. Local Trust Committee Official Community Plans
24. Trust Fund Board Policy 03008 Consulting Trust Council, Local Trust Committees, Island Municipalities, and Local Trustees on Trust Fund Board Matters
25. Trust Fund Board Policy 96009 Roles and Responsibilities
26. Trust Fund Board Policy 03006 Relationships with External Groups
27. Trust Fund Board Policy 03008 Consulting Trust Council, Local Trust Committees, Island Municipalities, and Local Trustees on Trust Fund Board Matters
28. Best Election Practices for Staff and Trustees - Guidelines

D. DEFINITIONS:

In this policy,

1. **“Advocacy”** is the act of influencing and/or seeking cooperation with other agencies and decision-makers about laws, regulations, policies, programs, budgets, priorities, and other decisions relevant to the Islands Trust mandate.
2. **“Islands Trust bodies”** are the legal entities within the organizational structure of the Islands Trust, including Trust Council, local trust committees, council committees and the Trust Fund Board.
3. **“Consultation”** is the act of seeking comment on a proposed position or program, or other decision and then considering input received.

E. GENERAL POLICIES:

1. From Communications Policy 6.10.ii: “In all communications, staff and trustees should identify whether they are representing a Local Trust Committee, the Executive Committee, Trust Council, or the Trust Fund Board” or speaking as an independent elected official or private citizen.”
2. Islands Trust bodies will conduct their advocacy activities in a manner that enhances Islands Trust’s reputation as an organization that works proactively, constructively and collaboratively to advance the Object in an informed, organized, respectful, and transparent way.
3. Islands Trust bodies will ensure that their advocacy positions are consistent with the *Islands Trust Act*, the Object and established policy and are supported by a resolution of Trust Council, Executive Committee, Trust Fund Board or local trust committee.
4. Islands Trust bodies will ensure that their advocacy positions consider the roles and needs of all other bodies of the Islands Trust. When practical, Islands Trust bodies will coordinate their advocacy efforts through the Executive Committee so that related issues can be advanced strategically, in the context of Trust Council’s Strategic Plan.
5. When making decisions about new advocacy positions and actions, Islands Trust bodies will base those decisions on research, such as: a) a review of related past Trust Council and Executive Committee decisions and actions; b) consistency with the Islands Trust Policy Statement; c) consistency with Official Community Plan policies; d) relevant evidence; e) contextual information; f) an assessment of partnership opportunities; g) implications of proceeding or not proceeding with certain courses of action; and h) potential workload implications for staff and trustees.
6. When practical, Islands Trust bodies will proactively monitor the legislation and policy development activities of other levels of government so that advocacy actions can be undertaken early in the policy development process when they might be most effective.

7. When developing an advocacy position, or substantially changing an advocacy position, Islands Trust bodies will consult other Islands Trust bodies that could be affected. The consulted body will consider adding the item to its next public agenda and convey through a resolution whether or not there are any concerns, the nature of the concern and, if appropriate measures that would resolve or address the concern. In the case of an urgent matter, an Islands Trust body may wish to comment through a resolution without meeting process.
8. Islands Trust bodies will adapt their advocacy strategies in response to changing political and economic contexts and new information.
9. Islands Trust bodies will consider the impact on existing work programs when considering advocacy positions.
10. Islands Trust bodies will ensure their advocacy positions and strategies:
 - respect the roles and needs of other stakeholders, and demonstrate a sincere attempt to build lasting relationships, even during conflict;
 - are non-partisan;
 - respect the public policy process by targeting requests to decision-making bodies with the mandate to act on the request and; demonstrate adequate knowledge and expertise, using scientific knowledge where appropriate.
11. Advocacy letters from Islands Trust bodies to elected officials should be signed by an elected official and be grounded in a resolution made at a public meeting.
12. Before announcing an advocacy position, Islands Trust bodies will prepare a strategic communications plan, and prepare for media attention and comment from constituents, stakeholders or partners. Community outreach may be considered before and/or after taking a position.
13. When entering partnerships for the purpose of advocacy Islands Trust bodies will consider broader implications such as:
 - conflicts may arise between the requirements of statutes such as the *Community Charter* or *Local Government Act* and the practices of non-governmental groups;
 - partnerships may require employees to receive confidential information requiring prior authorization by Trust Council or the Executive Committee consistent with Trust Council Policy 7.1.vii Receipt of Confidential Information from External Government Organizations and Agencies; and
 - partners may expect commitments for a longer duration than a one-year budget cycle or three-year election cycle.
14. Islands Trust bodies will ensure that advocacy strategies involving partnerships, especially those using the Islands Trust logo, include agreement among all partners on the provisions in E.12, the roles and responsibilities within the partnership and the decision-making processes.

F. ROLES AND RESPONSIBILITIES:

Trust Council

1. The Islands Trust Council establishes overall advocacy direction through the Islands Trust Policy Statement, sets priorities through its strategic plan and takes advocacy positions by resolution.

Executive Committee

2. The Executive Committee coordinates Trust Council's advocacy direction.
3. Executive Committee members encourage a coordinated approach to advocacy and external liaison as part of their appointment to local trust committees and the Trust Fund Board.
4. The Executive Committee appointee will notify Executive Committee when a local trust committee or the Trust Fund Board passes a resolution related to advocacy.
5. The Executive Committee directs individual advocacy actions in accordance with the advocacy direction set by Trust Council through resolutions and the strategic plan.
6. The Executive Committee may assist local trust committees, island municipalities and the Trust Fund Board with advocacy if a request for support is referred to the Executive Committee by resolution of those bodies.
7. The Executive Committee will seek a resolution of support from a local trust committee before engaging in advocacy on a local trust area issue.
8. The Executive Committee will include a report on advocacy activities in its quarterly report to Trust Council.
9. The Executive Committee will use their annual joint meeting with the Trust Fund Board and Bowen Island Municipality to discuss current and emerging advocacy topics of mutual interest.

Local Trust Committees

10. Local trust committees conduct advocacy based on the Islands Trust Object, the Islands Trust Policy Statement and their Official Community Plan(s).
11. Local trust committees may, by resolution, undertake advocacy on land use issues specific to their local trust area and consistent with the official community plan after considering whether the position may fetter their discretion on current or future land use planning decisions.
12. Where the Islands Trust Council has adopted a bylaw pursuant to Section 10 of the *Islands Trust Act* that delegates powers under Section 8(2)(b),(c), (d) or (e) of the *Islands Trust Act* to a local trust committee, the local trust committee may, by

resolution, undertake related advocacy, subject to any restrictions or conditions specified in the bylaw.

13. The duties of elected office to make unbiased decisions about land use planning will take precedence when an advocacy topic overlaps with those duties.
14. When a local trust committee adopts an advocacy position, it will inform the Executive Committee, and will consider how the item relates to the staff work program.
15. If a local trust committee wishes to advocate on an issue not related to land use planning or not consistent with its Official Community Plan, the local trust committee Chair will seek approval from the Executive Committee to allocate staff time to the project.
16. If a local trust committee wishes to advocate on an issue overlapping with the jurisdiction of another Islands Trust body or island municipality, it will consult with the affected body. After considering the advice from that body it may take an independent position that is consistent with the object of the Islands Trust and the Islands Trust Policy Statement, and will inform that body of the position.

Trust Fund Board

17. Trust Fund Board advocacy is governed by Trust Fund Board policies TFB 96009 Trust Fund - Roles and Responsibilities, TFB 03006 Relationships with External Groups and TFB 03008 Consulting Trust Council, Local Trust Committees, Island Municipalities, and Local Trustees on Trust Fund Board Matters. If the Trust Fund Board wishes to advocate on an issue overlapping with the jurisdiction of another Islands Trust body or island municipality, it may consult with the affected body as described in those policies. After considering the advice of that body it may take an independent position consistent with the object of the Islands Trust, and will inform the affected body of the position.

Individual trustees

18. Only the Chair of Trust Council may represent Trust Council advocacy positions to the media unless the Chair designates this role to a trustee.
19. Individual trustees may advance advocacy positions that are established by local trust committee policy, resolution or bylaw.
20. Trustees will comply with policies on communications, letterhead and logo when communicating about advocacy or other topics.
21. Local trustees are encouraged to notify the Executive Committee of any upcoming meetings with provincial or federal ministers to ask if there is an opportunity to promote the broader interests of the Islands Trust. The likelihood of success increases when positions are sponsored by the broader organization, and are consistent with other positions being advocated to that same minister.

22. Before advancing an advocacy position as a private individual, a trustee must ensure he or she is taking into account the principles of administrative fairness and he or she is acting in accordance with Trust Council Guidelines on Statutory Rules of Conduct and section 103 of the *Community Charter* which imposes restrictions regarding conflict of interest and outside influence.
23. Municipal trustees will be responsible for liaison between Trust Council and the municipality on advocacy issues in between the annual joint meeting between the municipality and Executive Committee.

Staff

24. The Chief Administrative Officer will be responsible for the Islands Trust's advocacy policies and procedures.
25. Staff who become aware of emerging legislative or other issues relevant to the Islands Trust mandate will notify their Director, who will raise the topic at the subsequent team meeting. If the issue warrants further action, the request will be forwarded to the Trust Area Services Director for discussion at Executive Committee.
26. Trust Area Services staff are responsible to alert the Executive Committee to new issues that directly affect Islands Trust operations or mandate and to seek political direction before investing staff time exploring the issue.
27. When a local trust committee passes a resolution related to advocacy, Local Planning Services staff will notify the Director of Local Planning, who will then notify the Director of Trust Area Services.
28. Local Planning Services staff are responsible for research on issues identified by local trust committees relating to land use planning, the official community plan and any advocacy topics that are related to additional powers delegated to the local trust committee by Trust Council.
29. When a local trust committee considers an advocacy issue that is relevant to the whole Trust Area, including Bowen Island Municipality, the Director of Local Planning Services may ask Executive Committee for support from Trust Area Services. Executive Committee will consider the requests for service and the advice of the CAO, and decide on staff support to carry out the local trust committee direction as time allows.
30. When researching background about a potential advocacy position, staff will convey to contacts that the inquiry is for research purposes only.
31. When researching advocacy positions, staff will work with external contacts at the staff-to staff level, and will communicate with non-Islands Trust elected officials only with the permission of the appropriate Chair and/or the Chief Administrative Officer.
32. When participating in advocacy partnerships that involve the receipt of confidential information, staff will comply with the Trust Council Policy 7.1.vii Receipt of

Confidential Information from External Governmental Organizations and Agencies (See E12).

33. When Trust Area Services staff are involved in advocacy work related to Trust Fund Board activities or interests, they will notify the Trust Fund Board Manager, and as appropriate, work with Trust Fund Board staff to prepare briefing and decision documents for the Trust Fund Board.

G. SPOKESPEOPLE:

1. Communications Policy 6.10.ii. will guide decisions about spokespeople.
2. As the official representative of the Islands Trust Council, the Chair of the Islands Trust Council may independently and immediately state advocacy positions that are consistent with the Object, the Policy Statement or previous resolutions of Islands Trust bodies.
3. Spokespeople should keep their comments as concise as possible, limit their comments to their own scope of knowledge and, when practical, should indicate that their statements are in support of the Object, Policy Statement policies or resolutions of an Islands Trust body. Where additional technical detail is desired, a staff or consultant report or comment can support the spokesperson.
4. Spokespeople should advance advocacy positions in a manner that is consistent with Trust Council's policy on standards of conduct.
5. Spokespeople should notify the Chief Administrative Officer (CAO) and Executive Committee of public statements made on an advocacy topic as soon as possible, and provide copies of any printed materials used to the directors of units with a relevant work program.

H. REPORTING:

1. The Director of Trust Area Services will prepare a summary of advocacy activities for inclusion in the Islands Trust annual report.
2. The Executive Committee will report advocacy activities to each quarterly Trust Council meeting and seek updates from other Islands Trust bodies involved in advocacy.
3. Annually, the Executive Committee will report to the Trust Council on advocacy actions and highlights from conventions of the Association of Vancouver Island and Coastal Communities and Union of British Columbia Municipalities.

I. BUDGET:

1. Funding for advocacy activities will be considered in accordance with the Islands Trust Council's policy on budget process.

J. EVALUATION:

1. Islands Trust bodies are encouraged to celebrate positive results by thanking or congratulating key decision-makers.
2. In the last year of every Islands Trust Council term the Executive Committee will review and evaluate the effectiveness of the advocacy work undertaken during the term, considering the general policies in section E.

Water conservation advocacy and education, phase 1

DRAFT Project Charter v 1.0

Purpose Phase 1: to build organizational capacity (knowledge and time) related to advocacy and education re water conservation tools, such as through rainwater catchment and greywater recycling.
Phase 2: deliver water conservation advocacy and education on behalf of Trust Council

Background The Strategic Plan has the strategy 4.3 “Advocate for and educate about water conservation tools (e.g. rainwater catchment and greywater recycling). In order to support informed and effective advocacy and education on water conservation tools in 2016/2017, Trust Area Services staff need to first learn about water conservation tools and current regulatory environments that hinder or support their use.

Objectives

Increase staff time available for and expertise about:

- regulations applying to water in the trust area
- conservation practices such as rainwater catchment, greywater recycling, composting toilets
- existing and upcoming initiatives within island jurisdictions
- develop a network of resource people

In Scope

- Understand water needs for structures in the trust area
- Understand BC Building Code
- Liaise with other jurisdictions with authority over water (eg province, health authorities, regional districts and SSIWPA) about their initiatives
- Explore solutions and educational materials from other jurisdictions
- Attend workshops/conferences

Out of Scope

- Agricultural water use
- First Nations liaison
- Advocacy advice
- Climate change
- Saltwater intrusion
- New educational methods and materials
- Web content updates
- Land use planning tools

Workplan Overview

Deliverable/Milestone	Date
Staff learn about water conservation issues and projects within the Trust Area and catalogue	Nov 2015 to Feb 2016
Staff have developed a network of at least 15 strong resource people	Nov 2015 to Feb 2016
Staff complete phase 1 and report to TPC	February 29, 2016
Staff develop phase 2 project charter, deliver to TPC and seek direction to proceed, using existing 2016/17 budget. Print publications would require additional budget.	May 16, 2016

Project Team

TPC	Project Sponsor
Lisa Gordon	Project Manager
Clare Frater	Researcher
Pamela Hafey	Researcher

Approved by:

Lisa Gordon

Date: Nov 6, 2015

Endorsement:

Resolution #:

Date:

Budget 2015/16

Budget Source: Existing TAS budget

Item	Cost
Travel to workshops	\$2,000
Purchase of publications	\$500
Total	2,500

To: Trust Programs Committee

For the Meeting of: November 16, 2015

From: Clare Frater, Policy Advisor

Date prepared: November 6, 2015

SUBJECT: DRAFT CHANGES TO POLICIES REGARDING THE POLICY STATEMENT

DESCRIPTION OF ISSUE:

In September 2015, Trust Council approved the Trust Programs Committee work program with amendment of Trust Council policies 1.2.i, 1.3.i and 1.3.ii as one task of the second priority "Islands Trust Policy Statement Update".

BACKGROUND:

In March 2010, the Islands Trust Council established a task force, as a subcommittee of the Trust Programs Committee, to conduct a preliminary assessment of the Islands Trust Policy Statement and make recommendations regarding further actions. The Policy Statement Task Force recommended in 2011 that Trust Council review the three policies related to the Policy Statement and consider, in particular, whether the timing of the schedule of regular reviews and reporting of monitoring activities set out in those policies needs to be modified to reflect the reality. The task force also recommended that the next Trust Council consider any changes to the three policies in conjunction with the Policy Statement review. The task force provided a compilation of suggested changes to the policies in Appendix C of its Final Report.

There are three policies that support the implementation, amendment and review of the Policy Statement. The purpose of each policy is set out in the policies:

a. Policy Statement Amendment Policy (1.2.i)

To outline the required steps for Trust Council to amend the Policy Statement Bylaw.

This policy has not been updated since 1998 and does not reflect current public engagement practices as identified by the task force.

b. Policy Statement Implementation (1.3.i)

To establish policy and procedures for statutory bylaw referrals and other implementation strategies in connection with the Islands Trust Policy Statement Bylaw No.17.

Staff recommend re-focusing this policy on implementation only and delete references to further development the Islands Trust Policy Statement.

c. Policy Statement Topic Review Framework (1.3.ii)

To provide a framework to maintain an inventory of Policy Statement topic areas for review and to determine the priority topic areas for attention through Trust Council. This policy has not been amended since 2005.

Staff recommend combining this policy with 1.2.i as they contain significant overlap.

Staff have drafted changes to the Policy Statement Amendment Policy (1.2.i.). Staff considered the information in the task force report, as well as Trust Council and Trust Programs Committee current practices and policies. Before returning to Trust Council for consideration of approval, staff intend to get advice on the proposed changes from staff at the Ministry responsible for local government.

Staff also propose that Trust Council make substantive changes to the Policy Statement Amendment Policy, consequential amendments to the Policy Statement Implementation Policy (1.3.i) and eliminate the Policy Statement Topic Review Framework Policy (1.3.ii).

ATTACHMENT(S):

1. Draft Amendments to Policy Statement Amendment Policy (1.2.i.)
2. Table tracking changes to Policy Statement Amendment Policy (1.2.i.)
3. Table tracking proposed deletions to Policy Statement Implementation (1.3.i)
4. Table tracking the merging of Policy Statement Topic Review Framework (1.3.ii) with 1.2.i.

AVAILABLE OPTIONS:

- 1) Ask staff to include proposed amendments as part of the continuous learning session about the Policy Statement at December Trust Council.
- 2) Ask staff to return to TPC's Feb 29, 2016 meeting with further amendments (specify).
- 3) Recommend to Trust Council the proposed or additional changes to draft Amendments to Policy Statement Amendment Policy (1.2.i.) at its March 2016 meeting.

FOLLOW-UP:

Staff will collaborate with staff at the Ministry responsible for local government about the status of proposed policy changes and proceed as directed by Trust Council.

Prepared By: Clare Frater, Policy Advisor

Reviewed By/Date: Lisa Gordon, Director, Trust Area Services, Nov. 6, 2015

1.2.i. Policy**DRAFT POLICY STATEMENT AMENDMENT POLICY**

Trust Council: December, 1995

(Amended: March 6, 1998, March X, 2016)

A: PURPOSE:

1. To outline the required steps for Trust Council to review and amend the Policy Statement Bylaw.

B: REFERENCES:

1. *Islands Trust Act*: Sections 15, 16, 22 and 27
2. Policy Statement Bylaw (No. 17)
3. Policy and Procedures Manual:
 - a) Policy Statement Implementation (1.3.i.)
 - b) Coordination Agreements Process (2.1.4)
 - c) Meeting Procedures Bylaw 101 (2.2.iv)
 - d) Priority Setting/Review Guidelines (6.2.1)
 - e) Budget Process Policy (6.3.i)
4. Protocol Agreements (*Generic or list needed?*)
 - a) Islands Trust Council – Bowen Island Municipality Protocol Agreement
 - b) Islands Trust Council – Snuneymuxw First Nation Protocol Agreement
 - c) Islands Trust Council – Lyackson First Nation Protocol Agreement

C: DEFINITIONS

1. “Islands Trust bodies” are the legal entities within the organizational structure of the Islands Trust, including Trust Council, local trust committees, council committees and the Trust Fund Board.
2. “Engagement Plan” is a plan for engaging First Nations and stakeholders that is consistent with any protocol agreements in place (see B.4) and contains at least the following sections:
 - a. Context
 - b. Objectives
 - c. List of interested parties
 - d. Key messages
 - e. Engagement activities

- f. Timing
- g. Risks and mitigations
- h. Resources

and considers the following audiences:

- i. Trust Area electors
- ii. local trust committees/island municipalities
- iii. First Nations
- iv. regional districts operating with the trust area
- v. school district boards, ~~greater boards~~ and improvement district boards,
- vi. the provincial and federal governments and their agencies; and
- vii. other persons, organizations and authorities with interests the Islands Trust Council considers will be affected.

3. “Policy Statement Topic Review Inventory” is a document that compiles, at a minimum, suggestions for Policy Statement topics needing clarification or expansion and suggested new Policy Statement topics.

D. POLICY:

1. REQUIREMENTS

- 1.1. The Policy Statement Bylaw may be amended by Trust Council with the approval of the Minister responsible for local government.
- 1.2. Each term, Trust Council will identify Policy Statement review and/or amendment tasks.
- 1.3. Trust Council will assign the Executive Committee, Trust Programs Committee or a select committee (delegated body) to coordinate the Policy Statement amendment process.
- 1.4. Adoption of Policy Statement amendments will only occur once Trust Council has undertaken a first, second and third reading and received approval of the Minister responsible for local government. Only second and third reading may occur at the same meeting.
- 1.5. Islands Trust will provide the Policy Statement (and any future amendments) to all First Nations having Reserves or other interests within the Trust Area and to any Treaty Group or other organization with which such a First Nation is affiliated, and to all Provincial agencies.

2. TOPIC REVIEW INVENTORY

- 2.1. Upon request, Trust Council will consider suggestions for Policy Statement topic reviews and, by resolution, will direct inclusion in a Topic Review Inventory document.

3. TOPIC REVIEW PROCESS

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- 3.1. If a newly elected Trust Council has undertaken public consultation to set its priorities for the current term, (e.g through a strategic planning process) Trust Council may use the results of the consultation to inform selection of Policy Statement topic review priorities. If no public consultation on priorities for the current term has occurred, Trust Council will engage with those identified in C.2 before selecting Policy Statement topic review priorities for the term.
- 3.2. Once Trust Council has selected topics for review, Trust Council will assign review of the selected priority Policy Statement topics to its delegated body and request recommendations regarding possible amendments to the Policy Statement Bylaw.
- 3.3. As part of its annual budget cycle, Trust Council will allocate resources required to review the selected topics.
- 3.4. Trust Council may establish or adjust Policy Statement topic review priorities at any time.
- 3.5. Once Trust Council has selected topics for review, Trust Council's delegated body will inform the Ministry responsible for local government and invite First Nations in the Trust Area to participate in the next steps.

4. AMENDMENT PROCESS

- 4.1. The Executive Committee will guide agency referrals, public engagement, internal processing, and Policy Statement Bylaw amendment requirements, in accordance with its Terms of Reference.
- 4.2. As soon as practicable after the initiation of a Policy Statement amendment process, the Executive Committee must adopt an engagement plan per Section C.2., and must consider whether the opportunities for engagement with one or more of the persons, organizations and authorities listed in the plan should be early and ongoing.
- 4.3. After first reading of the Policy Statement Amendment bylaw, Trust Council will request that the amendments be referred to First Nations, municipalities, regional districts and provincial and federal government agencies or departments having jurisdiction in the Trust Area. The minimum referral period to other agencies will be 30 days.
- 4.4. The Executive Committee, prior to 3rd reading by Trust Council may provide for public input to Trust Council through correspondence, delegations or petitions in accordance with the Meeting Procedures Bylaw.
- 4.5. Trust Council, prior to 3rd reading, will review input received from Islands Trust bodies trustees or staff of the Islands Trust, First Nations, referral agencies and the public, and all input received through the engagement plan adopted in accordance with section 4.2.

4.6 After Trust Council has adopted an amendment to the Policy Statement the Executive Committee will advise all consulted First Nations and referral agencies in accordance with the adopted engagement plan.

4.7 If Trust Council adopts an amendment to the Policy Statement that changes directive policies, Trust Council will advise local trust committees and island municipalities on resulting updates to official community plans.

5. COMMUNICATIONS

5.1 The Executive Committee will monitor and report on the implementation of this policy to Council on an annual basis for inclusion in the Islands Trust Annual Report.

6. POLICY STATEMENT REVIEW

6.1 The Islands Trust Council may, from time to time, initiate a public review of the entire Policy Statement.

1.2.i. Policy**POLICY STATEMENT AMENDMENT POLICY**

Trust Council: December, 1995

Former Policy Content	How Content is Managed in Proposed Policy
A: PURPOSE: 1. To outline the required steps for Trust Council to amend the Policy Statement Bylaw.	New purpose statement: To outline the required steps for Trust Council to review and amend the Policy Statement Bylaw.
B: REFERENCES: 1. <i>Islands Trust Act</i> : Sections 15, 16, 22 and 27 2. Policy Statement Bylaw (No. 17) 3. <u>Policy Manual</u> : Policy Statement Implementation (1.3.i.)	Add protocol agreements
C: POLICY: 1. REQUIREMENTS 1.1. The Policy Statement Bylaw may be amended by the Islands Trust Council with the approval of the Minister of Municipal Affairs.	See 1.2 Amend to refer to “Minister responsible for local government”
1.2. Policy Statement Amendments will generally be processed over 2 regular Trust Council meetings unless a waiver of this requirement is approved by at least 2/3 of Trust Council members present at a meeting at which the vote and adoption takes place.	Replaced with additional steps including public consultation necessary.
1.3. The Executive Committee is responsible for maintaining the Policy Statement Implementation Work Program.	See 1.3 Same.
1.4. The Executive Committee is responsible for preparing Policy Statement amendments at the direction of Trust Council.	Created options for Trust Council to delegate.
2. PROPOSED AMENDMENTS 2.1. Trust Council through its quarterly review of the Policy Statement Implementation work program, will establish priority areas for Policy Statement topic reviews.	In a new section 3. Similar authority, but “upon request” instead of quarterly.
2.2. Trust Council upon reviewing the outcomes of a Policy Statement topic review may, by resolution, request that proposed policies be prepared for consideration as amendments to the Policy Statement Bylaw.	See new section 3, tying to public consultation on term priorities.

3. AMENDMENT PROCESS	Now in section 4.
3.1. Trust Council may establish a Trust Council meeting date to consolidate proposed policies to amend the Policy Statement Bylaw.	Redundant
3.2. Trust Council, unless otherwise determined in accordance with clause 1.2., will give first reading to an Amendment Bylaw at one meeting; second and third reading at a subsequent meeting; and 4th reading at further regular meeting of Trust Council or by way of a resolution without meeting following approval by the Minister of Municipal Affairs.	See 4.3 and 4.4 Deleted “unless otherwise determined in accordance with clause 1.2.” Updated reference to Minister
3.3. Trust Council after first reading of the amendment bylaw will, by resolution, request that the amendments be referred to municipalities, regional districts, Provincial Government agencies or departments and Government of Canada agencies or departments having jurisdiction in the Trust Area.	See 4.5 Same but agencies listed as: municipalities, regional districts, provincial and federal government agencies or departments having jurisdiction in the Trust Area, and First Nations.
3.4. Trust Council after first reading of the amendment bylaw will, by resolution, request that a public brief be prepared to enhance public awareness of the amendments through the media and local trust committees.	Superseded by engagement plan proposed in 4.2.
3.5. Trust Council, prior to 2nd and 3rd reading, will provide trustees with an opportunity to review input received from the corporate entities, trustees or staff of the Islands Trust, referral agencies and the public. The minimum referral period to other agencies will be 30 days unless otherwise waived by Trust Council (as per Clause 1.2.).	Superseded by engagement plan proposed in 4.2.
3.6. The Executive Committee or Trust Council may provide for persons or agencies, having input to the amendments to address Trust Council directly in accordance with the Meeting Procedures Bylaw of Trust Council.	Superseded by engagement plan proposed in 4.2.

1.3.i. Policy

POLICY STATEMENT IMPLEMENTATION

Trust Council: June 11, 1994

Amended: March 11, 1995; December 8, 2000; and June 16, 2005

Proposed Deletions	How Content is Managed in Proposed Amendments to Policy 1.2.i
A: PURPOSE: 2. To establish policy to implement and further develop the Islands Trust Policy Statement.	This policy should focus on implementation only. Staff recommend moving all references to Policy Statement amendment to the Amendment policy 1.2.i.
3. MAINTENANCE AND FURTHER DEVELOPMENT 3.1 Local trustees and staff may request Trust Area Services staff to clarify areas of understanding particular components of the Policy Statement. Requests for clarification will be reviewed by staff and may be in the annual Trust Programs Committee Topic Review Inventory for Council consideration.	Redundant.
Amendments 3.2 Amendment of the Policy Statement is subject to the same procedural requirements, including approval of the Minister, as the original adoption of the Policy Statement. Trust Council will establish a work program to amend the Policy Statement on a periodic basis	1.1 The Policy Statement Bylaw may be amended by Trust Council with the approval of the Minister responsible for local government. 1.4 Adoption of Policy Statement amendments will only occur once Trust Council has undertaken a first, second and third reading and received approval of the Minister responsible for local government. Only second and third reading may occur at the same meeting. 3.1. If a newly elected Trust Council has undertaken public consultation to set its priorities for the current term, (e.g through a strategic planning process) Trust Council may use the results of the consultation to inform selection of Policy Statement topic review priorities. If no public consultation on priorities for the current term has occurred, Trust Council will engage with those identified in C.2 before selecting Policy Statement topic review priorities for the term.
3.3 Each local trust committee and the Trust	2.1. Upon request, Trust Council will consider

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Fund Board may propose in writing specific amendments to the Policy Statement, for consideration by the Trust Council.	suggestions for Policy Statement topic reviews and, by resolution, will direct inclusion in a Topic Review Inventory document.
3.4 — All suggestions for amendment from all sources will be compiled for review by the Trust Programs Committee to recommend areas for amendments to Council via the Executive Committee.	2.1. Upon request, Trust Council will consider suggestions for Policy Statement topic reviews and, by resolution, will direct inclusion in a Topic Review Inventory document.
Five Year Review 3.5 — It is the objective of Trust Council to subject the Policy Statement to a periodic review every five years.	6.1 The Islands Trust Council may, from time to time, initiate a public review of the entire Policy Statement.
3.6. — For the purposes of the review, Trust Council will consult with particular government agencies having jurisdiction over or interests in the Trust Area, and with members of the public throughout the Trust Area.	3.1. If a newly elected Trust Council has undertaken public consultation to set its priorities for the current term, (e.g through a strategic planning process) Trust Council may use the results of the consultation to inform selection of Policy Statement topic review priorities. If no public consultation on priorities for the current term has occurred, Trust Council will engage with those identified in C.2 before selecting Policy Statement topic review priorities for the term. 4.2 As soon as practicable after the initiation of a Policy Statement amendment process, the Executive Committee must adopt an engagement plan per Section C.2., and must consider whether the opportunities for engagement with one or more of the persons, organizations and authorities listed in the plan should be early and ongoing. 4.5 Trust Council, prior to 3rd reading, will review input received from Islands Trust bodies trustees or staff of the Islands Trust, First Nations, referral agencies and the public, and all input received through the engagement plan adopted in accordance with section 4.2.

1.3.ii. Procedure

POLICY STATEMENT TOPIC REVIEW FRAMEWORK

Trust Council: June 11, 1994

Amended: September 15, 1995; March 10, 2005

Existing Policy Statement Topic Review Framework Policy 1.3.ii	Where staff propose merging with Policy Statement Amendment Policy 1.2.i
A: PURPOSE: 1. To provide a framework to maintain an inventory of Policy Statement topic areas for review and to determine the priority topic areas for attention through Trust Council.	New purpose statement within 1.2.i: To outline the required steps for Trust Council to review and amend the Policy Statement Bylaw.
B: REFERENCES: 1. <i>Islands Trust Act</i> : Section 15 2. Policy Statement Bylaw (No. 17) 1993 3. <u>Policy Manual</u> : 3.1. Policy Statement Implementation (1.3.i.) 3.2. Policy Statement Bylaw (1.2.)	B: REFERENCES: 1. <i>Islands Trust Act</i> : Sections 15, 16, 22 and 27 2. Policy Statement Bylaw (No. 17) 3. <u>Policy and Procedures Manual</u> : a) Policy Statement Implementation (1.3.i.) b) Coordination Agreements Process (2.1.4) c) Meeting Procedures Bylaw 101 (2.2.iv) d) Priority Setting/Review Guidelines (6.2.1) e) Budget Process Policy (6.3.i) 4. Protocol Agreements (<i>Generic or list needed?</i>) a) Islands Trust Council – Bowen Island Municipality Protocol Agreement b) Islands Trust Council – Snuneymuxw First Nation Protocol Agreement c) Islands Trust Council – Lyackson First Nation Protocol Agreement
C: BACKGROUND: 1. The Trust Programs Committee (TPC) will complete an Annual Policy Statement Report that includes a Policy Statement Topic Review Inventory.	5.1 The Executive Committee will monitor and report on the implementation of this policy to Council on an annual basis for inclusion in the Islands Trust Annual Report.

2. The Trust Programs Committee will maintain a Policy Statement Topic Review Inventory that will include the review topics, brief descriptions, and the source of the suggested topics.	2.1. Upon request, Trust Council will consider suggestions for Policy Statement topic reviews and, by resolution, will direct inclusion in a Topic Review Inventory document.
D: PROCEDURE: 1. MAINTAINING THE INVENTORY 1.1. The Trust Programs Committee will maintain an inventory of suggested policy statement topics for review as identified through the following: i. requests from external agencies or the public, ii. other policy or legislative initiatives of the Islands Trust, the province or other government agencies, and iii. requests from staff, trust bodies, or trustees of the Islands Trust.	2.1. Upon request, Trust Council will consider suggestions for Policy Statement topic reviews and, by resolution, will direct inclusion in a Topic Review Inventory document.
2. TRUST PROGRAMS COMMITTEE RECOMMENDATIONS 2.1. The Trust Programs Committee will prepare a Policy Statement Topic Review Inventory by September of each year.	Obsolete due to 2.1
2.2. The Trust Programs Committee will make suggestions for policy statement topics review to Trust Council, the Trust Fund Board, local trust committees, and staff by October of each year.	Obsolete due to 2.1
2.3. The Trust Programs Committee will make priority topic recommendations to Trust Council from the Topic Review Inventory in November of each year.	3.1. If a newly elected Trust Council has undertaken public consultation to set its priorities for the current term, (e.g through a strategic planning process) Trust Council may use the results of the consultation to inform selection of Policy Statement topic review priorities. If no public consultation on priorities for the current term has occurred, Trust Council will engage with those identified in C.2 before selecting Policy Statement topic review priorities for the term.

	3.2 Once Trust Council has selected topics for review, Trust Council will assign review of the selected priority Policy Statement topics to its delegated body and request recommendations regarding possible amendments to the Policy Statement Bylaw.
3. TRUST COUNCIL CONSIDERATION 3.1. Trust Council will establish the annual priority of the specific topics for review by resolution in December of each year.	3.1. If a newly elected Trust Council has undertaken public consultation to set its priorities for the current term, (e.g through a strategic planning process) Trust Council may use the results of the consultation to inform selection of Policy Statement topic review priorities. If no public consultation on priorities for the current term has occurred, Trust Council will engage with those identified in C.2 before selecting Policy Statement topic review priorities for the term.
3.2. The priority Policy Statement review topics will be those items approved by Trust Council as part of Trust Council's work program or the work program of a trust body	3.2 Once Trust Council has selected topics for review, Trust Council will assign review of the selected priority Policy Statement topics to its delegated body and request recommendations regarding possible amendments to the Policy Statement Bylaw. 3.3 As part of its annual budget cycle, Trust Council will allocate resources required to review the selected topics. 3.4 Trust Council may establish or adjust Policy Statement topic review priorities at any time.
4. REVIEW TOPIC IMPLEMENTATION 4.1. The Trust Programs Committee will forward resource requirements requests, as required, for all priority Policy Statement review topics to Trust Council within the annual budget process.	3.3 As part of its annual budget cycle, Trust Council will allocate resources required to review the selected topics.
4.2. The Trust Programs Committee will recommend adjustments to the priority Policy Statement review topics as required based on resource allocations from the annual budget, emerging issues and topic review completions.	3.4 Trust Council may establish or adjust Policy Statement topic review priorities at any time.
4.3. The Trust Programs Committee will provide guidelines for priority Policy Statement topic reviews relative to agency referral, internal processing, and Policy Statement Bylaw amendment requirements.	3.5 Once Trust Council has selected topics for review, Trust Council's delegated body will inform the Ministry responsible for local government and invite First Nations in the Trust Area to participate in the next steps.

	3. AMENDMENT PROCESS 4.1 The Executive Committee will guide agency referrals, public engagement, internal processing, and Policy Statement Bylaw amendment requirements, in accordance with its Terms of Reference. 4.2 As soon as practicable after the initiation of a Policy Statement amendment process, the Executive Committee must adopt an engagement plan per Section C.2., and must consider whether the opportunities for engagement with one or more of the persons, organizations and authorities listed in the plan should be early and ongoing.
5. ANNUAL POLICY STATEMENT REPORT 5.1. The Trust Programs Committee will forward an Annual Policy Statement Report that includes the recommended priority review topics from the Topic Review Inventory to Trust Council in December of each year.	3.1. If a newly elected Trust Council has undertaken public consultation to set its priorities for the current term, (e.g through a strategic planning process) Trust Council may use the results of the consultation to inform selection of Policy Statement topic review priorities. If no public consultation on priorities for the current term has occurred, Trust Council will engage with those identified in C.2 before selecting Policy Statement topic review priorities for the term. 5.1 The Executive Committee will monitor and report on the implementation of this policy to Council on an annual basis for inclusion in the Islands Trust Annual Report.

REQUEST FOR DECISION

To: Trust Programs Committee

For the Meeting of: November 16, 2015

From: Clare Frater, Policy Advisor

Date: November 12, 2015

SUBJECT: POLICY STATEMENT UPDATE AND VISIONING

RECOMMENDATION:

- 1) Recommend that Trust Council amend the Strategic Plan to enable a phased approach to the Policy Statement targeted topic update, as follows:
 - a) a state of the islands report (2016),
 - b) 2050 community visioning process / topic selection process (2017), and
 - c) targeted topic update (2017/18)
 - d) amend Policy Statement (2018/19).
- 2) Recommend that Financial Planning Committee include in its draft 2016/17 budget to Trust Council a request for \$85,000 for a “state of the islands” report and to conduct an engagement process for visioning and topic selection.

SENIOR STAFF COMMENTS:

In August 2015, the Trust Programs Committee (TPC) requested staff to provide the committee with a briefing regarding process, options, costs and implications associated with a targeted update of the Policy Statement, including a focus on topics in the Strategic Plan. In preparation for this Request for Decision (RFD), the Director of Trust Area Service has spoken with the Islands Trust’s Chief Administrative Officer, the Director of Local Planning and staff from the Ministry of Community, Sport and Cultural Development. As a result of these conversations, and internal staff-to-staff conversations about concurrent challenges at the Islands Trust (e.g. new CAO and uncertainty about the outcome of the Salt Spring governance review), this RFD recommends changing the sequence of community visioning and targeted updates.

If Trust Council agrees to staff’s recommendations to begin with a 2050 visioning process, Council can simultaneously advance numerous Strategic Plan objectives such as:

- Strengthen relations with First Nations
- Improve cooperation and integration with other levels of government
- Improve community and agency understanding and support of the Islands Trust
- Improve community engagement and participation in Islands Trust work

Undertaking a community visioning process in advance of seeking public input on potential topic amendments will better prepare stakeholders and First Nations to engage in subsequent efforts to amend the Policy Statement. This will increase the likelihood of success of the more ambitious and politically sensitive project.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

There are organization-wide implications to undertaking a community visioning and Policy Statement update process.

Executive Committee:

Trust Council's policies identify the Executive Committee as the body with ultimate responsibility for review of its Policy Statement. Other work of the Executive Committee would be displaced to some degree, as support staff, particularly those within the Trust Area Services unit, would be occupied with the visioning and targeted update processes. For example, community and First Nations engagement on the Policy Statement, without the addition of new resources, would significantly reduce the capacity of staff for the current range of advocacy work.

Council committees:

Demand for senior staff time during the community visioning and targeted update consultation process could limit the scope of Trust Programs Committee and/or Local Planning Committee work programs during this term. The Financial Planning Committee would also need to participate in the amendment process, particularly during the annual budget process when the Executive Committee identifies on-going funding needs. The Trust Programs Committee may need to schedule additional meetings at an approximate cost of \$900 per meeting.

Local trust committees:

Local trust committee work programs may be displaced to some degree if local planning staff provide support to the process, and when public consultation events occur within each local trust area.

Bowen Island Municipality:

The degree and nature of Bowen Island Municipality's participation would be determined in consultation with Bowen Island Municipal Council. The Islands Trust Council has a protocol agreement with Bowen Island Municipality that indicates the Islands Trust will provide the municipality with 30 days notice of intent for Policy Statement Bylaw Amendments and 30 days to respond to a referral. In practice, these notice periods may not be sufficient, particularly if several topics were under consideration.

Local and municipal trustees:

Impacts on individual trustees would be largely dependent upon the degree to which they choose to participate in the visioning and topic amendment processes. When public consultation events occur within each local trust area and island municipality, the local/municipal trustees for that area would be encouraged to attend and to introduce the process to their community. Trustee time and training will also be required as First Nations engagement typically requires multiple face-to-face meetings between elected officials (potentially with 31 nations).

Staff

A trust-wide public engagement process will have implications for all departments, from clerical staff who collate hundreds of public records to the CAO who manages the shifting workload and strategic issues that arise.

If the work is to be done with existing resources, one or more planners from the Local Planning Services Unit would need to be assigned to this project, reducing the capacity for undertaking local trust committee work. Alternatively, Trust Council could approve a budget sufficient to hire one or more auxiliary planners with experience in projects of a similar scale, such as the

development of a regional growth strategy, to undertake this work. In this case, some existing staff time would still be required for supervision and support.

FINANCIAL:

Staff estimate that the proposed activities would cost as follows:

Fiscal year	Activities	Estimated cost
2016/17	• State of the Islands report • Planning for engagement on visioning, topic selection • Engagement on visioning	\$85,000
2017/18	Engagement on amendments to selected topics and reporting to Council/Ministry	\$100,000+ if no reduction to planning services

Staff suggests that TPC propose a \$85K program budget for the 2016/17 year. FPC has already included \$50K for this project in its draft budget for review at the December Trust Council meeting, and additional budget room has since become available from a reduction in funds requested by LPC from \$50K to \$15K. Either way, auxiliary staff or a contract person could begin project work in September, 2016. The project manager would develop a Trust-wide engagement plan, liaise with the Ministry about the project design and timeframe, and possibly begin implementation in January 2017.

POLICY:

The Policy Statement amendment process is currently guided by Trust Council's Policy Statement Amendment Policy (1.2.i), as noted above, and the Topic Review Framework (1.3.ii) as well as a few guiding policies included at end of the Policy Statement Implementation Policy (1.3.ii). Staff are recommending that Trust Council combine Policies 1.2.i and 1.3.ii into one new Policy Statement Amendment Policy. Under this new policy, Trust Council and the Executive Committee would administer Policy Statement amendment processes as routine, ongoing business, embedded in the Strategic Planning consultation and implementation processes. Staff is currently working with Ministry staff to ensure that the proposed amendment process would meet the Ministry's requirements.

IMPLEMENTATION/COMMUNICATIONS:

Staff advise that it would be prudent for Trust Council to delay any public consultations associated with reviewing the Policy Statement, including the topic selection process, until after the Salt Spring Island Incorporation study process and/or referendum (if held) are complete. Should Salt Spring Island vote to incorporate in mid-2016, staff anticipate that the resulting internal and external focus on the Islands Trust's initial adaptation would hinder efforts through the rest of 2016, and possibly longer, to make meaningful progress on Policy Statement public and First Nations engagement.

Additional concurrent initiatives to consider in determining the optimal timing for a Policy Statement review include:

- New Chief Administrative Officer – starting January 2016, followed by at 6-month orientation/probation period
- Victoria office location review and possible office move
- Strategic Plan implementation
- 2016/17 development of a project charter and budget requests regarding creation of a vision statement
- 2017/18 community engagement regarding creation of a vision statement

The next Provincial election is in May 2017. Election dates for First Nations within the Islands Trust Area should also be identified and evaluated in regards to engagement opportunities.

Ideally, Trust Council will adopt Policy Statement amendments through fourth reading before September 2018, in advance of the October 20, 2018 local government election. This would require that third reading of the Policy Statement amendment bylaw occur in March 2018 to give the Minister six months to consider the amendments.

Proposed timeline:

The timeline above is ambitious and only possible with the addition of new resources and possible curtailment of planned Strategic Plan activities.

Nov 2015	Trust Programs Committee confirms interest in proceeding with public engagement in a targeted topic update and/or vision • TPC recommends criteria and process for prioritizing and selecting topics/policies for review and/or amendment		
December 2015	Trust Council session • Orientation to Policy Statement function and amendment process • Introductions to Draft amendments to three policies • Consider TPC's recommendations re strategic plan / topic selection / visioning options • Consider budget and resource implications for 2016/17		
February 2016	TPC adopts project charters for visioning and/or topic review		
March 2016	TC makes final budget decision for 2016/17, including resource needs for Policy Statement work		
March 2016	TC considers approval of new PS amendment policy		
April 2016	Recruit a contractor or backfill for current staff to draft a State of the Islands document		
May-August 2016	Research and drafting of "State of the Islands" (Trust-wide community profile) and Islands Trust role in getting here / staying here.		
June 2016			
Salt Spring Island referendum (anticipated – to be confirmed)			
YES vote 		NO Vote 	
July / Aug 2016			
Staff recommendations to FPC re staff resources and budget for 2017/18			
TPC/EC preliminary budget request to FPC re 2017/18			
Advertise project manager position (hiring subject to Sept 2016 TC decision to continue)			
September 2016	TC reviews state of islands report, and considers staff advice about capacity to implement the Strategic Plan as planned	Sept.2016	TC reviews state of islands report, approves visioning engagement process and decides whether to proceed with topic updates and how to select topics
Post-September	Dependent on Trust Council decisions about organizational capacity	Mid-Sept. 2016	Project Manager begins by engaging all referral agencies (e.g. provincial agencies, regional districts, First Nations, etc.) to alert them to the potential for Policy Statement amendments and to ask them to consider their interests in and objectives for the process.
		Sept.	Project planning, collect visions from

		2016 – Dec.2016	existing OCPs, design engagement materials prep, meeting/travel scheduling, hall bookings, FN meetings planned.
		Jan-Feb 2017	Visioning and topic selection consultation and engagement
		March 2017	Special Trust Council session to determine the vision, select the topics and set the budget for the 2017-18 topic update process
		June 2017	Staff propose draft bylaw to amend or add selected topics, 1st and 2nd readings, etc (topics and/or visioning).
		April 2017- Feb 2018	Public consultation and engagement (includes above parties plus public), to update topics
		March 2018	3rd reading and send to Minister for approval (6 months minimum)
		Pre-election Oct 2018	Minister approves amended Policy Statement and Trust Council considers 4th reading ¹

OTHER: N/A

BACKGROUND

The Trust Council's 2014-2018 Strategic Plan directs TPC and EC as follows:

Before March 2016:

1. amend policies administering the Islands Trust Policy Statement (T.9.1.1)
2. develop a project charter re a targeted update of the Policy Statement (T.9.1.2),
3. develop a budget request re a targeted update of the Policy Statement (T.9.1.2).

By March 31, 2017:

1. to develop a project charter and budget requests regarding creation of a vision statement for the Islands Trust Area and to undertake community engagement in 2017/18.

By March 31, 2018:

1. implement the project charters regarding the targeted update and the creation of a vision statement.

Islands Trust Policy Statement

The Islands Trust Policy Statement is fundamental to the operations of the Islands Trust, guiding the development of regulatory bylaws and land use planning of local trust committees and Bowen Island Municipality as well as Trust Council's strategic plan and advocacy program. The Policy Statement articulates Trust Council's provincial mandate to preserve and protect the environment and unique amenities of the Islands Trust Area. While Trust Council's policies indicate it should review its Policy Statement every five years, the last substantive review took

¹ By 2018, Trust Council may have a different meeting schedule to align with the new October election timing. (e.g. Feb, May, Aug, Nov).

place in 1998. While it has considered the topic, Trust Council has not undertaken reviews since, due to lack of funds, staff capacity, and competing priorities.

Trustees, islanders and staff have regularly identified concerns with the content and function of the Policy Statement. Ambiguities have occasionally led to alternative interpretations and time-consuming debates during the bylaw development and approval process. Since the Policy Statement was adopted, communities have changed and new issues and challenges have emerged which are not addressed in the document. Some islanders have questioned how the balance between environmental, social and economic values could be clarified. In 2010, Trust Council struck a Policy Statement Assessment Task Force to provide advice about future amendments. As noted in the Task Force's final report in 2011: "The Policy Statement requires review and amendment from time to time for the simple reason that issues pertinent to the object of the Islands Trust shift in character and importance over time, and new issues may emerge that previously were unforeseen."

The *Islands Trust Act* is silent on the type of engagement required during a Policy Statement update process, with the exception of requiring consultation with regional districts between first and second readings (s.15). In 1995, Trust Council adopted [Policy 1.2.i](#) to guide the Policy Statement amendment process. While the policy describes a process that may have been reasonable at the time, it was created prior to 'open meeting' legislation, wide-spread internet usage, email and social media, all of which have increased public expectations about consultation and engagement in land use planning processes². The policy also predates current requirements for First Nations engagement and no longer reflects the extent to which other agencies would expect consultation during the review of such a significant document.

In the absence of other direction, staff recommend using the same process that is used for local trust committee OCPs, in which the province requires early and ongoing consultation with a range of stakeholders. Staff recommend that, when the Islands Trust Council undertakes a review of its Policy Statement, that it engage all Trust Area First Nations, all relevant provincial and federal agencies, the seven regional districts, school district boards, improvement district boards, Bowen Island Municipality, and Trust Area residents, as well as other parties with an interest in the selected topic(s).

Proposed next steps

Staff recommend Trust Council take a phased approach to amending the Policy Statement targeted topic update, as follows:

- a) a state of the islands report (2016),
- b) 2050 community visioning process/topic selection process (2017), and
- c) targeted topic update (2017/18)
- d) amend Policy Statement (2018/19)

1. State of the islands report (2016)

A state of the islands report could describe the Trust Area's physical environment, population and demographics, income and labour, infrastructure, and community services. This report would inform community discussions about visions for the Trust Area.

2. Visioning process and topic selection (2017)

Visioning

² For example, in 1995, local trust committees made most land use decisions in private, few public meetings were held, and the Islands Trust did not use email or have an internet presence.

While the Policy Statement implies a vision for the future through its stated goals, it does not contain a defined vision statement to unite the policies it contains. Working with island communities and First Nations to create a vision for a sustainable future (e.g. 2050) for the Islands Trust Area will encourage community ownership of the Policy Statement and contribute to long-term support for the “preserve and protect” mandate. The engagement processes associated with the visioning process could be used to generate more understanding of the purpose and function of the Policy Statement, and to spark positive conversations about the Trust’s role in sustaining island environment, communities and culture into the future. This greater understanding could enable more productive conversations about the need for Policy Statement amendments.

It is possible that Trust Council could choose to establish the resulting vision statement as a standalone document, rather than integrate the vision into the Policy Statement. This would preclude the need for Ministerial approval.

Topic Selection considerations

During the topic selection process, Trust Council will need to consider that the public, First Nations and senior government agencies have high expectations for input into any amendments to the Islands Trust Policy Statement. For context, such amendments could be seen as having an impact similar to amending all Official Community Plans within the Islands Trust Area at the same time.

It is possible that members of the public and referral agencies with strong interests in certain topics might lobby the Minister to withhold approval on any Policy Statement amendments until Trust Council addresses their topic of choice. In this situation, Trust Council will need to be able to clearly defend its rationale for the selection (and exclusion) of topics. While Trust Council is engaging communities in a visioning process, it could concurrently seek input on public and First Nation priorities.

Ministry staff has suggested that during deliberations about topic selection, Trust Council may wish to consider the purposes and required content of Regional Growth Strategies in Part 25 of the LGA while selecting topics. (see attachment 3). Trust Council may also wish to consider the Policy Statement Task Force report (2011).

Number of review topics

Once Trust Council has agreed on the number and types of Policy Statement topics to update, staff can better assess the resources required. Undertaking review of more than one topic at a time offers administrative efficiencies. It also offers the opportunity of postponing a topic that becomes mired in controversy while continuing the process with the remaining topics. Staff suggest that no more than three to five Policy Statement topics be reviewed at once during a targeted update process.

Types of topics / policies

Recognizing the varying roles and responsibilities of the many stakeholders and the jurisdiction of the different Islands Trust bodies, Trust Council has included three types of policies in the Policy Statement :

1. Policies that **Direct** Local Trust Committees and Island Municipalities (Directive Policies)

These policies direct local trust committees and island municipalities to address³ certain matters in their official community plans and regulatory bylaws. Where a policy requires a local trust committee or island municipality to address a particular matter, the official community plans must contain policies that implement the policy stated by Trust Council, unless the plan sets out explicitly the reasons and justifications for local policies that do not implement that policy.

Changes to directive policies are likely to provoke strong levels of engagement from stakeholders, as it is these policies that must be implemented locally through official community plans (OCPs) and land use bylaws (LUBs) of local trust committees and island municipalities. Upon adoption of new or different directive policies, some existing OCPs and LUBs may require 'consequential' amendments.

In order to provide certainty for stakeholders, and to inform future work program and budget planning for LTCs and Island Municipalities, Trust Council should define the process for consequential amendments to OCPs and LUBs early in the Policy Statement review / amendment process. As part of the amendment process, Trust Council may choose to develop a multi-year plan to assist local trust committees and island municipalities to make consequential amendments to official community plans. Council could choose to encourage local trust committees and island municipalities to make amendments by a specified date or that the amendments be incorporated when the bylaws are being amended for other reasons. Trust Council would also need to decide on some transitional arrangements to manage in-stream bylaws while the Policy Statement amendment process is underway (e.g. Council could decide that bylaws already under development would be considered against the Policy Statement as it was worded when the bylaw received first reading). Further legal advice would be required to confirm the most appropriate approach.

Any review of directive policies could renew debate about the utility and interpretation of the word 'address' in directive policies. In 2011, the Policy Statement Assessment Task Force recommended:

That the next Trust Council consider inclusion of a rationale for any directive policies, either in the body of the Policy Statement or as an appendix, and remove the use of the word "address" from the Policy Statement in cases where Trust Council wants the policy to be more directive.

In its 2011 report (p. 33) the Task Force noted:

A November 23, 2000 legal opinion considered the use of more mandatory language in directive policies. The opinion argued that changing directive policies to require that local trust committees and island municipalities include certain matters in their official community plans and regulatory bylaws, rather than "address" certain matters in their plans and regulatory bylaws would make them more consistent with the Islands Trust Act than the current, more neutral language.

2. **Commitments** of Trust Council

These policies state the position or philosophy of Trust Council on various matters. Some include statements opposing specific activities in the Trust Area (e.g. destination gaming facilities, artificial reefs, extraction of peat, metals, minerals, coal or petroleum resources, fin fish farms, etc.).

³ Address - direct attention to matters in a way that implements the policy of Trust Council.

3. **Recommendations** to Other Government Agencies, Non-Government Organizations, Property Owners, Residents and Visitors

These policies serve as recommendations from Trust Council to others regarding decisions or actions that they might undertake in support of the Policy Statement and the Islands Trust object, and specify principles of guidance for protocol agreements. These recommendations are made in recognition of the limited jurisdiction of Islands Trust bodies to regulate some potential activities in the Islands Trust Area.

To minimize the scope and complexity of a targeted update process, Trust Council could choose to review only those policies that represent Council's commitments or recommendations to others. Staff anticipate that, if Trust Council proposes amendments to topics outside the Islands Trust's jurisdiction, Ministerial approval of the proposed amendments may require considerable discussion and negotiation and could even be at risk, due to provincial agencies' objections to current policies that are not in line with provincial positions or interests (e.g. derelict and abandoned vessels, Crown land protection, First Nations aquaculture and potential impacts on the Trust Area from projects sited outside the Trust boundaries (LNG), etc.)

Nature of policies

The resources required to support a review and amendment process will depend upon the nature of the topics selected. Policy Statement changes that could result in changes that affect the use of private land or reduce local trust committee or island municipality autonomy are likely to spark passionate local debate, as will topics that intersect with high-profile senior government or business initiatives. This will be particularly true if such discussion intersects with discussions on Salt Spring Island about potential incorporation.

Past topic selection work

There has been some prior work that could be used as a starting place for topic selection. In its 2011 report (p.4), Policy Statement Task Force members ranked the following Policy Statement sections as the top four of 22 priorities for amendment:

Forests (stewardship) (4.2)	Freshwater resources (4.4),
Density limits (5.2.5)	Sustainable communities (Part V)

Recently, Trust Council selected the following topics as priorities in the 2014-2018 Strategic Plan, following public consultation. The topics in the strategic plan's strategies are sorted below into those that could be directive policies and those that could only be recommendation/commitment policies:

Topics within LTC and IM jurisdiction that are suitable for <u>directive</u> policies:	Topics outside LTC jurisdiction (some may be inside IM jurisdiction) that are not suitable for directive policies:
Riparian areas protection	Working with other agencies to promote economic sustainability
Coastal Douglas-fir and associated ecosystems protection	Voluntary stewardship of the natural environment
Shoreline protection	Voluntary stewardship of nearshore ecosystems
Supporting Integrated Community Sustainability Plans	Oil spill prevention and response
Efficient and sustainable transportation	Prevention of inter-islands bridges

Topics within LTC and IM jurisdiction that are suitable for <u>directive</u> policies:	Topics outside LTC jurisdiction (some may be inside IM jurisdiction) that are not suitable for directive policies:
systems and infrastructure development	
Water quality and quantity protection	Management of derelict and abandoned vessels
Availability of affordable, accessible, appropriate housing	Exploration of intra and inter-island transportation routes
Economic sustainability	Negative impacts of shellfish aquaculture practices
Challenges of an aging population	Reducing impacts of other industrial marine activities (e.g anchorages)
Engagement with First Nations	
Archaeological and First Nations cultural resources protection	

Policy Statement Amendment Process

There are essentially two ways to amend the Policy Statement bylaw:

- A comprehensive review of the document in its entirety, or
- A ‘targeted’ update of existing policies, or addition of new policies or text.

Role of Minister of Community, Sport and Cultural Development

Any amendments to the Policy Statement must be approved by the Minister of Community, Sport and Cultural Development (the Ministry) prior to adoption through fourth reading by Trust Council. The Ministry’s purpose in the approval role is to ensure that there are no conflicts with Provincial and First Nations interests and also that the duty to consult with First Nations has been fulfilled. Islands Trust staff have confirmed the Minister’s requirements for considering approval of any amendments to the Policy Statement. Requirements include documentation of Trust Council’s engagement/consultation processes and outcomes prior to Ministerial consideration of any proposed amendments. The Ministry has asked Islands Trust staff to maintain an ongoing dialogue with Ministry staff to ensure an efficient, cooperative process, that will optimize the likelihood of achieving ministerial approval.

Provincial Agency Consultation

The province will rely on the consultation efforts of the Islands Trust to ensure that the interests of provincial agencies are reflected in any amendments to the Policy Statement. As with the development of Official Community Plans, this process can require considerable negotiation and discussion, before mutually-acceptable language can be developed.

Depending upon the nature of the topics identified for review, agencies within the following ministries would likely be consulted:

- Ministry of Environment
- Ministry of Agriculture
- Ministry of Forests, Lands and Natural Resource Operations
- Ministry of Transportation and Infrastructure
- Aboriginal Relations and Reconciliation
- Jobs, Tourism and Skills Training

First Nations Engagement

While the Province of BC is responsible for consultation with First Nations about the Policy Statement, the Province will rely on engagement efforts undertaken by the Islands Trust to fulfilling the duty. This process enables the Islands Trust to work with First Nations to discuss areas of concern and mutually-acceptable wording, well in advance of the ministerial approval process. Before approving any Policy Statement amendments, the Ministry must consider whether any First Nations interests may be adversely affected and determine whether the Crown's duty to consult has been triggered. When submitting the amending bylaw to the Minister for approval, Islands Trust Council will need to provide a report and supporting documents that provide details on its engagement efforts with all 31 First Nations in the Trust Area. This documentation will help the Province determine whether Trust Council's engagement efforts were sufficient or whether further engagement and/or provincial consultation with First Nations is required. Because there are 31 First Nations in the Islands Trust Area, the provincial and Islands Trust resources required to undertake meaningful and productive engagement and consultation could be substantial.

REPORT/DOCUMENT:

- 1) Draft TPC Program Budget Request for public consultation for visioning and Policy Statement topic identification
- 2) History of Policy Statement review and amendments
- 3) Sections 849 and 850 of Local Government Act on purpose and content of Regional Growth Strategies

KEY ISSUE(S)/CONCEPT(S): Organizational capacity to update topics in the Islands Trust Policy Statement according to current practices of engagement with First Nations, referral agencies and public.

RELEVANT POLICY:

- Policy Statement Amendment Policy s.1.2.i
- Policy Statement Implementation Policy s.1.3.i
- Policy Statement Topic Review Framework 1.3.ii

DESIRED OUTCOME: Public, First Nations and Agency support for a renewed vision for the Trust Area and updates to the Policy Statement.

RESPONSE OPTIONS

Recommended:

- 1) Recommend that Trust Council amend the Strategic Plan to enable a phased approach to the Policy Statement targeted topic update, as follows:
 - a) a state of the islands report (2016),
 - b) 2050 community visioning process / topic selection process (2017), and
 - c) targeted topic update (2017/18)
 - d) amend Policy Statement (2018/19).

Recommend that Financial Planning Committee include in its draft 2016/17 budget to Trust Council a request for \$85,000 for a “state of the islands” report and to conduct an engagement process for visioning and topic selection.

Alternative:

- 1) Maintain the existing course established in the strategic plan and ask staff to return to the February 2016 TPC meeting with a detailed project charter(s)/ project management plan and detailed costing for a targeted update to begin in 2016 without further public engagement on topic selection.
- 2) Recommend that Executive Committee include topics in Trust Council’s December 2015 continuous learning session on the Policy Statement to support the process ahead.

Prepared By: Clare Frater, Policy Advisor

Reviewed By/Date: Lisa Gordon, Director, Trust Area Services, Nov. 12, 2015

**ISLANDS TRUST
2016/17 BUDGET**

PROGRAM BUDGET REQUEST

Operational Unit: Trust Area Services / Trust Programs Committee

Budget Responsibility (Name): Lisa Gordon

Approved by CAO (Name): Linda Adams

Program Title	Description and Rationale – including budget breakdown	Total Cost Estimate
Public consultation for visioning and Policy Statement Topic Identification	Rationale Trust Council's strategic plan directs Trust Programs Committee to develop a project charter by April 2016 for a targeted update of the Policy Statement. The Strategic Plan also directs the Executive Committee to implement the project charter regarding the targeted update of the Policy Statement in 2016/17 and 2017/18. Staff propose first completing a "State of the Islands" baseline of important indicators. This baseline would be an essential resource for a public visioning process for 2050 for the Islands Trust area. The same process could be used to consult the public, First Nations and referral agencies on amendments and additions to Policy Statement topics / policies. Description Staff propose that \$85,000 be provided in 2016/17 to hire auxiliary staff and/or qualified contractor to assist with drafting a "State of the Islands" report and conduct public consultation and agency engagement during the visioning and topic-identification process. \$85,000 consists of \$50K already approved at FPC on Oct 21 and \$35K pending LPC decision on Nov 12 to reduce scope of housing needs assessment project. Staff will draft a more detailed budget description after TPC confirms the scope and timing of work it will support.	\$85K



History of the Islands Trust Policy Statement - Reviews and Amendments

1989

The *Islands Trust Act* was amended to require the Islands Trust Council to adopt a Policy Statement.

1993-1996 Trust Council term:

After an extensive consultation program and receipt of 400 public submissions, Trust Council gave three readings to the first Islands Trust Policy Statement in October 1993. After it had received ministerial approval, Trust Council gave the Policy Statement a fourth reading and adopted it in June 1994.

Trust Council established the Trust Policy Committee, a standing committee to review the Policy Statement on an on-going basis and to provide recommendations on amendments.

During this term, Trust Council amended the Policy Statement with respect to environmentally sensitive areas, agriculture, coastal zone management, roads, local government structure and information to support land use planning.

1996-1999 Trust Council term:

Trust Council merged its Trust Policy Committee with its Environmental Planning Committee to form the Trust Programs Committee which took over some responsibilities for addressing the Policy Statement. Trust Council left the Executive Committee with overall responsibility for bringing forward proposals for amendments to the Policy Statement.

During this term, Trust Council made amendments to the Policy Statement with respect to forests, in conjunction with the Trust Program Committee's overall work on that topic. It also made amendments with respect to gaming facilities, road system impacts on agricultural land, wetlands and the Islands Trust object.

1999-2002 Trust Council term:

The Chair of Trust Council appointed a Policy Statement Task Force from the members of Trust Council. This Task Force brought suggestions to Council for strengthening the wording of the Policy Statement, but Council did not support this approach. The Task Force then provided recommendations for changes to the text of the Policy Statement to provide more clarity without changing intent.

Trust Council gave three readings to a bylaw to amend the Policy Statement to incorporate these changes and adopted the changes at the first meeting of the following term.

2002-2005 Trust Council term:

The Trust Programs Committee, acting upon a referral from Trust Council, prepared a recommendation to amend policy 4.4.2 (which addresses water supply) to provide more flexibility. The recommendation was rejected by Trust Council.

The only change made to the Policy Statement during this term was the inclusion of an interpretation note with respect to artificial reefs. The [2003 consolidated version](#) is the current Policy Statement.

2005-2008 Trust Council term:

At its September 2006 meeting Trust Council reviewed its Strategic Plan and unanimously resolved to direct staff *“not to proceed with amendments to the Policy Statement at this time due to fiscal constraints and other significant Council initiatives such as the governance review.”*

Later that term, for the first time in Islands Trust history, a local trust committee sought Trust Council’s consideration of approval of a proposed bylaw that had been returned by the Executive Committee. Consideration of approval included discussion of the intent and applicability of Policy Statement policies, particularly policy 5.3.5 (which addresses the impact of road location, design, construction and systems). The local trust committee had spent a considerable amount of time and resources developing bylaws that local trustees, staff and Islands Trust legal counsel understood to be consistent with the Policy Statement. The Executive Committee and Trust Council ultimately decided the bylaws did not conform with the Policy Statement.

2008-2011 Trust Council term:

March 2010: Trust Council established a task force to conduct a preliminary assessment of the Policy Statement and make recommendations regarding further actions.

June 2010 and May 2011: The [Policy Statement Assessment Task Force](#) met 13 times and developed a 45 page final report with nine recommendations.

March 2011: Trust Council endorsed in principle a document outlining two Policy Statement review options to be advanced in a Gas Tax funding application and requested the Executive Committee to oversee the funding application.

April 2011: Executive Committee endorsed a Gas Tax Fund Application to enable a review of the Policy Statement using Integrated Sustainability Planning principles.

June 2011: Trust Council received the Task Force’s report [“Review and Amendment of the Islands Trust Policy Statement: A Preliminary Assessment”](#) and directed staff to distribute it to the new Trust Council in December 2011 and to report on Policy Statement review options and implications in time for Trust Council’s next strategic planning session. The Task Force consulted with Islands Trust and Bowen Municipality staff and trustees and thoroughly assessed the need for a review of the Policy Statement. In their final report, the task force recommended that “the next Trust Council review the Policy Statement and its accompanying policies.”

November 2011: Executive Committee decided not to overload new trustees with the full report of the Policy Statement Assessment Task Force. It directed staff to instead provide a short briefing about Policy Statement review activities in December and distribute the full task force report to trustees in early 2012 for consideration at the March 2012 Trust Council meeting.

2011-2014 Trust Council term:

December 2011: Trust Council received a briefing about Policy Statement Assessment Task Force final report and the Islands Trust request for \$250,000 in Gas Tax funding to support a process to review and update the Policy Statement.

January, 2012: Financial Planning Committee passed a resolution requesting staff to ensure budget communications discuss the Islands Trust Policy Statement Review in a manner that indicates that the Financial Planning Committee does not recommend a tax increase if Trust Council proceeds with the review.

January, 2012: Canada’s Gas Tax fund partners announce that Trust Council will be offered up to [\\$250,000 from the Gas Tax Innovations Fund](#) to undertake a public review of its Policy Statement.

March 2012: Trust Council receives a 124 page Request for Decision document about a proposed Policy Statement review process and votes to:

- not proceed with a comprehensive review of the Policy Statement in the 2011-14 term,
- not accept the offer of funding from Canada's Gas Tax Fund, and
- request the Executive Committee and Trust Programs Committee to prepare options for consideration at Trust Council's June 2012 meeting for implementing existing Council policies 1.2.i, 1.3.i and 1.3.ii relating to the Policy Statement within the Strategic Plan for the current term.

June 2012: Trust Council directs the Trust Programs Committee to review Trust Council policies 1.2.i (amendment), 1.3.i (implementation) and 1.3.ii (topic review) and recommend amendments to Trust Council (per recommendation #7 in the 2011 Policy Statement Assessment Task Force final report) and to consider addressing Council Policy 1.3.i as a priority. (TPC never undertook this work).

September 2012: Trust Council adds 'the preservation and protection of the seabed' and 'policies to address potential impacts on the Trust Area from projects sited outside the Trust boundaries' to the Topic Review Inventory.

2014-2018 Trust Council term (as of October 2015):

March 2015: Trust Council requests the Trust Programs Committee to include the topic of "The Public Trust Doctrine" (as described in a presentation provided by the Gulf Island Alliance at the March 2015 Trust Council Meeting) in the Topic Review Inventory. (staff added the topic directly to Topic Review Inventory).

August 2015: Trust Programs Committee adds the Right to a Healthy Environment topic to the Islands Trust Council's Policy Statement Topic Review Inventory, and requests that staff add a notation in the Topic Review Inventory that the Executive Committee should seek early legal advice prior to adding the principles of the Blue Dot movement (right to a healthy environment) to the Islands Trust Council's Policy Statement.

September 2015: Trust Council adopts its 2014-2018 Strategic Plan with the strategy of reviewing the Policy Statement through the following activities:

- Amend policies administering the Islands Trust Policy Statement (2015/16) (T.9.1.1)
- Develop a project charter and budget request regarding a targeted update of the Islands Trust Policy Statement (2015/16) (T.9.1.2)
- Implement project charter regarding the targeted update of the Policy Statement (subject to funding in 2017/18) (T.9.1.3)
- Develop a project charter and budget requests regarding creation of a vision statement for the Islands Trust Area through community engagement (2016/17) (T.9.1.4)
- Implement project charter for development of a vision statement for the Islands Trust Area, through community engagement (subject to funding in 2017/18) (T.9.1.5)
- Adopt a vision statement for the Islands Trust Area (2017/18) (T.9.1.6)

"regional matter" means a matter that involves coordination between or affects more than one municipality, more than one electoral area, or at least one of each, in a regional district.

Division 1 — Application and Content of Regional Growth Strategy

Purpose of regional growth strategy

849 (1) The purpose of a regional growth strategy is to promote human settlement that is socially, economically and environmentally healthy and that makes efficient use of public facilities and services, land and other resources.

(2) Without limiting subsection (1), to the extent that a regional growth strategy deals with these matters, it should work towards but not be limited to the following:

- (a) avoiding urban sprawl and ensuring that development takes place where adequate facilities exist or can be provided in a timely, economic and efficient manner;
- (b) settlement patterns that minimize the use of automobiles and encourage walking, bicycling and the efficient use of public transit;
- (c) the efficient movement of goods and people while making effective use of transportation and utility corridors;
- (d) protecting environmentally sensitive areas;
- (e) maintaining the integrity of a secure and productive resource base, including the agricultural land reserve;
- (f) economic development that supports the unique character of communities;
- (g) reducing and preventing air, land and water pollution;
- (h) adequate, affordable and appropriate housing;
- (i) adequate inventories of suitable land and resources for future settlement;
- (j) protecting the quality and quantity of ground water and surface water;
- (k) settlement patterns that minimize the risks associated with natural hazards;
- (l) preserving, creating and linking urban and rural open space including parks and recreation areas;

- (m) planning for energy supply and promoting efficient use, conservation and alternative forms of energy;
- (n) good stewardship of land, sites and structures with cultural heritage value.

Content of regional growth strategy

850 (1) A board may adopt a regional growth strategy for the purpose of guiding decisions on growth, change and development within its regional district.

(2) A regional growth strategy must cover a period of at least 20 years from the time of its initiation and must include the following:

- (a) a comprehensive statement on the future of the region, including the social, economic and environmental objectives of the board in relation to the regional district;
- (b) population and employment projections for the period covered by the regional growth strategy;
- (c) to the extent that these are regional matters, actions proposed for the regional district to provide for the needs of the projected population in relation to
 - (i) housing,
 - (ii) transportation,
 - (iii) regional district services,
 - (iv) parks and natural areas, and
 - (v) economic development;
- (d) to the extent that these are regional matters, targets for the reduction of greenhouse gas emissions in the regional district, and policies and actions proposed for the regional district with respect to achieving those targets.

(3) In addition to the requirements of subsection (2), a regional growth strategy may deal with any other regional matter.

(4) A regional growth strategy may include any information, maps, illustrations or other material.

Area to which regional growth strategy applies

851 (1) Unless authorized under subsection (2) or required under section 852, a regional growth strategy must apply to all of the regional district for which it is adopted.

A Vision for the Islands Trust?

(Discussion Paper prepared by Trustee Tony Law)

One possible vision:

“The Islands Trust Council’s vision for Canada’s islands in the Salish Sea is an area that is valued by residents and the people of British Columbia for its unique natural amenities and environment, where ecosystems are healthy and productive, where resources (especially water) are managed through stewardship principles and where thriving rural communities are characterized by their diversity and locally-based initiatives. This vision is being achieved through on-going co-operation among governments, First Nations, organizations, businesses and individuals and by public participation in decision-making.”

Value of a vision

A vision statement, a mission statement and goals are the high level components of a strategic approach to conducting business. (Flowing from these, objectives, strategies and actions provide more precise descriptions of how goals will be reached in pursuit of the mission to achieve the vision).

- A vision statement articulates aspirations for future conditions.
- A mission statement summarizes what an organizational will do and why and how.
- Goals specify desired outcomes.

While a mission and goals give solid direction for an organization’s activities, a vision statement has value for inspiring those within the organization and for communicating a clear, simple message about its purpose outside the organization.

A vision statement is usually short and concise. It can be one short phrase or composed of several sentences.

The Islands Trust: Does it have a vision? (Does it need a vision?)

The Islands Trust has a very clear mission statement in its legislated object:

What: to preserve and protect the Trust Area and its unique amenities and environment;

Why: for the benefit of the residents of the Trust Area and of British Columbia generally;

How: in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia.

The Islands Trust has very clear goals in its legislated Policy Statement:

- To foster preservation and protection of the Trust Area’s ecosystems (“ecosystem preservation and protection”)
- To ensure that human activity and the scale rate and type of development in the Trust Area are compatible with the maintenance of the integrity of Trust Area ecosystems (“stewardship of resources”)
- To sustain island character and healthy communities (“sustainable communities”)

The Islands Trust does not have an explicit vision statement. It does have an implicit vision in that the Policy Statement says: *The purpose of the Policy Statement is to establish a vision for the future of the Islands Trust Area that reflects the values of residents of the Trust Area and of the Province generally.* Thus the Policy Statement in its entirety can be considered the Islands Trust's vision. However a statement of this size does not readily provide the inspiration nor the ready communication of purpose that can be conveyed by a vision statement.

A vision statement usually describes changed conditions in the future that an organization is trying to create. It could perhaps be argued that the Island Trust does not need a vision statement because the organization is not so much focused on creating change as upon preserving and protecting existing valued conditions (unique amenities and environment). It could also be argued that it is hard to layer an over-riding vision on top of a firmly established mission and goals (unless there is an intent to undertake the major task of reviewing the mission and goals).

On the other hand, as people move forward with their lives they like to look to the future and how it will evolve; a "preserve and protect" mandate can be perceived as rooted in the past, static or defensive rather than inspiring, visionary and proactive.

While a vision would need to be congruent with the object/mission and goals, it can take key imperatives from the Policy Statement and transform them into a conceptualization of a positive future.

Whose vision?

A vision for the Trust Area would require a full process to achieve a degree of buy-in from "stakeholders": that is: the fifteen corporate entities that make up the Islands Trust (twelve local trust committees, Bowen Island Municipality, the Trust Fund Board and Islands Trust Council) and the legislated intended beneficiaries of the Islands Trust (the residents of the Trust Area and the residents of British Columbia generally). This would involve significant challenges:

- a costly time-and-resource- consuming project which would inhibit the Islands Trust from conducting more productive activities towards achieving goals;
- the reality that a resulting vision would have to be congruent with the legislated object and the existing goals (unless an even larger process is undertaken to review these).

A vision for the Islands Trust would require buy-in from the fifteen corporate entities.

While the vision statements (or equivalent such as Preamble, Community Goals, Broad Community Objectives, Island Issues and Concerns, Statement of Principle, General Policies or Guiding Principles) in OCPs show some degree of consistency, there are some very specific priorities that seem important to particular islands and none others (Lasqueti: privacy and freedom; Gabriola: safety; Saturna: capping density). There may be a reaction to a unified vision being imposed upon the whole trust area rather than each LTA and Island Municipality shaping their own vision based on local values/priorities.

There is also the question of where the resulting vision would "reside"; for it to be incorporated into the Policy Statement there would be requirement for public process with some of the same challenges involved in creating a "Trust Area" vision.

A vision for the Islands Trust Council might be more manageable as it would only involve one entity (though the others would be consulted) and the resulting vision could "reside" in Council's Strategic Plan.

Creating a Vision – starting point

The starting point for creating a vision could be to draw upon key parts of the Policy Statement (including object/mission and goals) and re-work them into forward-looking statements.

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

GOAL: TO FOSTER PRESERVATION AND PROTECTION OF THE TRUST AREA’S ECOSYSTEMS

As humans occupy and modify the Trust Area, ecosystems are subject to various pressures. Protection of these ecosystems is essential if they are to remain healthy and productive for the benefit of future generations.

The principle of sustainability must be upheld. Protective measures are varied and can include actions ranging from preservation of natural areas in the form of parks and ecological reserves, to increasing public awareness and understanding of the need for sustainable use⁸ and stewardship⁹ by all landowners.

The task of protecting the Trust Area is particularly challenging because ecosystems do not stop at political boundaries. Cooperative management programs are required to coordinate the actions of all stakeholders. Government, property owners, residents and visitors share responsibility for the preservation and protection of the Trust Area ecosystems.

GOAL: 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.

With responsible management, the natural resources of the Trust Area can be used long into the future. In the long term, it is less costly to use resources sustainably than to have to replace or rehabilitate them once they are depleted. Indiscriminate use or development of natural resources can threaten the island lifestyles and environments that are valued by the people who live in and visit the Trust Area.

GOAL: TO SUSTAIN ISLAND CHARACTER AND HEALTHY COMMUNITIES

Communities within the Trust Area are predominantly rural in character and contrast markedly with surrounding urban areas. Each island community has developed somewhat independently of other communities. Residents of all island communities value the safe and supportive nature of their island and their quality of life. Most feel strongly that people of differing age groups and income levels should continue to have the opportunity to reside in island communities.

The health of a community is influenced by numerous factors such as economic security, education, social support systems, the cleanliness and safety of the environment, and the availability of such necessities as educational and social services, transportation, affordable food and housing. Public involvement in decisions that affect a community is also critical to the health of that community. Participation in the decision-making process influences whether an individual or group is able to realize aspirations, satisfy needs or cope with change.

A review of most frequently used words in the vision and equivalent statements in Official Community Plans (other than the obvious ones of “preserve”, “protect”, “conservation”, “environment”, “sustainable”, “community” and “ecological”) showed that the following words appeared in most OCPs:

“natural”

“rural”

“local”

“diversity”

“water”

Perhaps these words should be worked into a vision statement.

Here is one possible starting point:

The Island Trust Council's Vision

"The Islands Trust Council's vision for Canada's islands in the Salish Sea is an area that is valued by residents and the people of British Columbia for its unique natural amenities and environment, where ecosystems are healthy and productive, where resources (especially water) are managed through stewardship principles and where thriving rural communities are characterized by their diversity and locally-based initiatives. This vision is being achieved through on-going co-operation among governments, First Nations, organizations, businesses and individuals and by public participation in decision-making."

Vision Statements of other Comparable Entities

Niagara Escarpment Commission

Vision:

"The NEC supports the Purpose and Objectives of the NEPDA and the NEP that remain unchanged and increasingly relevant in Ontario's growing urban environment.

- The Purpose of the NEPDA is:

To provide for the maintenance of the Niagara Escarpment and land in its vicinity substantially as a continuous natural environment, and to ensure only such development occurs as is compatible with that natural environment.

- The Vision Statement of the NEC is:

Through excellent public service, support the Purpose of the NEPDA by maintaining and enhancing the natural environment and cultural landscape of the Niagara Escarpment for today's and future generations."

(NEPDA = Niagara Escarpment Planning and Development Act; NEP = Niagara Escarpment Plan)

Mission Statement:

"Preserve, Protect and Promote the Niagara Escarpment, and uphold its UNESCO World Biosphere Reserve designation."

Lake District National Park Partnership

Vision

"The Lake District National Park will be an inspirational example of sustainable development in action. A place where its prosperous economy, world class visitor experiences and vibrant communities come together to sustain the spectacular landscape, its wildlife and cultural heritage. Local people, visitors, and the many organisations working in the National Park or have a contribution to make to it, must be united in achieving this."

"What will it actually look like?

- The 4 key elements of the Vision will act as one and we will see:

A prosperous economy – Businesses will locate in the National Park because they value the quality of opportunity, environment and lifestyle it offers – many will draw on a strong connection to the landscape. Entrepreneurial spirit will be nurtured across all sectors and traditional industries maintained to ensure a diverse economy.

World class visitor experiences – High quality and unique experiences for visitors within a stunning and globally significant landscape. Experiences that compete with the best in the international market.

Vibrant communities – People successfully living, working and relaxing within upland, valley and lakeside places where distinctive local character is maintained and celebrated.

A spectacular landscape, its wildlife and cultural heritage – A landscape which provides an irreplaceable source of inspiration, whose benefits to people and wildlife are valued and improved. A landscape whose natural and cultural resources are assets to be managed and used wisely for future generations.”

Comox Valley Regional District

- Comox Valley Sustainability Strategy

VISION:

“The Comox Valley is a region of distinct, well-connected and well-designed urban and rural communities with a high quality of life, a vibrant entrepreneurial local economy, and a healthy and sustainable bio-region. Local governments, agencies and residents work cooperatively and collaboratively as stewards to protect and enhance the region’s spectacular natural landscapes and marine areas. Development is integrated with the natural environment and decision-making is driven by the shared goals of conserving land, water and energy resources. Residents enjoy efficient and affordable services and infrastructure that support community health and well-being, the long-term prosperity of the region, and accommodate evolving demographics and economic opportunities. A range of urban and rural housing types, tenures and costs are provided to meet the needs of the regions’ diverse population.”

Capital Regional District

- Draft Regional Sustainability Strategy

Vision:

By 2038: We contribute to a healthier planet and create a thriving, sustainable economy that optimizes individual and community wellbeing. Direct, innovative action by the CRD and cooperation with others achieves transformational change by boldly: shifting to affordable, low carbon, energy-efficient lifestyles; expanding the local food supply; stewarding renewable resources; and achieving greater social equity.

Vision (and similar) Statements of Islands Trust Entities

Islands Trust Entities with Vision Statements:

- Islands Trust Fund

Our Vision

The islands and waters of Canada's Salish Sea will be a vibrant tapestry of culture and ecology where humans live and work in harmony with the natural world. A network of protected areas will preserve in perpetuity native species and natural systems of the islands. Engaged residents and conservation partners will work together to protect large natural areas and key wildlife habitat. Viable ecosystems will flourish alongside healthy island communities.

- Bowen Island Municipality - OCP

Vision Statement

“Bowen Island is known and loved as a small, friendly, caring community characterized by:

- A population diverse in income, age and lifestyles.**
- Varied and affordable housing options.**
- Many people active in community life.**
- Well-protected natural ecosystems and green spaces.**
- A vibrant, resilient local economy that enhances social well-being while respecting local, regional and global environment limits.**
- An ethic of self-reliance, which underpins decisions where conserving land, air, water and energy reduces Bowen’s ecological footprint.”**

- Denman Island LTC - OCP

Vision Statement

Denman Island is a small rural island where individuals, the environment, and the community interact in ways that foster mutual health and vitality. We support the mandate of the Islands Trust.

We accept the challenge of adapting to climate change and will alter our lifestyles to live more lightly on the land and to substantially reduce our greenhouse gas emissions. We respect and conserve the natural environment. We will protect the ecosystems and their rich biodiversity, including that of the coastal waters.

We acknowledge that fresh water is critical to all aspects of life on this island. We will conserve the streams, lakes and wetlands, and encourage the collection and storage of rainwater.

We have a long history of farming. We will grow most of our food and encourage small-scale, rural-compatible activities which contribute towards local employment.

Islanders historically have been an independent, diverse and creative people with a long history of volunteering for the benefit of the natural environment and the human community. We will be supportive, cooperative and respectful in our interactions. We will use innovative options to promote a diversity of age and financial means within the carrying capacity of the island.

Polluting vehicles dominate our thoroughfares. Our roads will increasingly be utilized by pedestrians, bicycles, horses and shared, alternately-powered vehicles moving at an appropriate speed. We will create an extensive network of trails for non-motorised use.

We believe that Denman Island can become a model for sustainability and self-sufficiency. All islanders share the privilege and responsibility for realizing this vision.

- South Pender Island LTC - OCP

Vision Statement

Our South Pender community is committed to preserve the rural nature and natural diversity of our island environment for future generations.

- Gabriola Island LTC - OCP

Vision Statement: For the Future

Gabriola is a peaceful, diverse, safe, rural community in harmony with a protected, natural environment. The local economy is resilient, we walk and cycle the island, and the land and sea provide bountiful harvests for all inhabitants. Island and marine wildlife, here long before human populations, continue to flourish.

- Salt Spring Island LTC - OCP

VISION

We live in a place of extraordinary beauty, great environmental significance, and rare biological diversity. We appreciate and accept our responsibility to be the stewards of our island home, to honour its past, care for its present, and protect its future. We know that it is more important to leave a legacy than to leave an impact.

We also respect our island's human heritage – the First Nations peoples who lived in harmony with the land and sea, and whose traditional territory we inhabit, and the early Hawaiian, black and Japanese pioneers who landed on these shores with little more than their cultures and their determination and turned them into a way of life. And we acknowledge the old island families, with their diverse origins, whose generations have served our community and moulded past into present.

Today, we know that our island and its people face many challenges. Some of these are global, such as climate change and diminishing fossil fuel supplies, both of which pose particular problems for island communities. Others are more local, like our aging population and the loss of socioeconomic diversity. The availability of housing to meet a wide variety of needs, and the supply of safe, potable water are also issues that must be addressed. There are many others.

With our Official Community Plan, we lay out a vision focussed on a set of objectives and based on a commitment to honour the natural integrity of the island, while striving to meet the basic needs of its inhabitants. We commit ourselves to leave the next generation with an environment and with opportunities at least as secure as those that we ourselves have enjoyed.

We understand that social and economic development must be in harmony with our mandate. We accept that there are limits to growth, limits to resources, and limits to the ability of our environment to absorb continued development. We recognize human impacts and understand that healthy societies depend on healthy ecosystems, and we will work to minimize our impacts and restore the land. Our need to protect the land must also ensure its agricultural future, not only because agriculture is a traditional way of island life, but also because in a changing world it is imperative that we enhance the security of our supply of food.

Islands Trust Entities without Vision Statements

“Preamble”, “Community Goals”, “Broad Community Objectives”, “Island Issues and Concerns”, “Statement of Principle”, “General Policies” or “Guiding Principles”

- Galiano Island LTC - OCP

Preamble

The People of Galiano Island being mindful of the pressures from a growing West Coast population and a demonstrated desire of many to find relief from urban congestion and associated tension through a rural atmosphere, and being aware of the physical limitations of Galiano Island to accept uncontrolled population increase without degradation of the rural way of life and damage to the ecological systems, deem it desirable to create a Community Plan to deal with these issues.

The rural character of the Galiano Island Trust Area must be preserved. The water fronts, beaches and waters surrounding them must be preserved and kept free of pollution for the enjoyment of users and the preservation of marine life. Groundwater supplies must be protected from contamination by effluent of all types. Ground cover and trees must be preserved to the extent necessary to maintain the natural beauty of the island, the ability of the soil to retain moisture and to prevent erosion of soil and

soft rocks. Particular care must be taken to preserve sufficient land and water in their natural state to enable wildlife, plant life and marine life of the island to continue to exist and flourish.

As the present generation inherited these islands in a relatively preserved state so this Plan attempts to perpetuate this state and preserve the unique environment for future generations. Even seemingly small changes can damage or deplete resources, compromise self-sufficiency and distort long term planning. It is a tribute to the continuing vigour, passion and foresight of our community that much of the natural character and resources of Galiano has been maintained.

- Gambier Island LTC - OCP

COMMUNITY GOALS

The community goals of this Plan are:

To fulfill the object of the Islands Trust, which is 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 co-operation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia.

To preserve, protect and enhance the rural character, peacefulness, natural beauty and views of the Gambier Island Planning Area.

To foster preservation and protection of the local trust area's ecosystems so as to create a sustainable community which addresses human, plant, aquatic and terrestrial wildlife needs, including:

i. ensuring that the waterfronts, beaches and waters surrounding them are preserved and kept free of pollution

ii. protecting all freshwater resources from contamination by effluent of any type;

iii. preserving ground cover and trees so the local trust area's soils are able to retain moisture and prevent erosion of soil and soft rocks; and

iv. preserving sufficient land and water areas, including watersheds, in their natural state to enable human activity, wildlife, plant life and aquatic life in the Gambier Island Planning Area to continue to exist and flourish.

To promote the conservation or preservation of sites, buildings or natural areas that have historical or archaeological value.

To maintain a diversified population in terms of age, income and lifestyles and a neighbourly, respectful and tolerant community.

To ensure that services essential to the community's health and safety are provided in any future development of land in such a way that they do not detract from the quality of existing services.

To ensure that development in the Gambier Island Planning Area do not exceed the ability of the foreshore to provide for access and recreational opportunities.

To maintain for the immediate future a water access Gambier Island community with sufficient community docking facilities, limited roads and the absence of a car ferry.

To maintain flexibility, while planning for a water access community, to provide for road and transportation requirements of a more developed Gambier Island community in the longer term.

To encourage the provision of trails and country lanes to connect Gambier Island's dispersed settlement nodes and public recreational areas.

To provide for a variety of quality natural recreational experiences for residents and visitors in a manner that leaves the land in a relatively undisturbed or wilderness condition consistent with maintaining the local trust area's rural tranquility and ecological balance.

To support local trust area residents and visitors desire to maintain a predominantly ecologically uncompromised natural environment by ensuring Gambier Island Planning Area remains characterized by its low density scale of land development.

To manage population growth and development consistent with the goals of this plan.

To encourage opportunities in the Gambier Island Planning Area for employment of island residents.

- Hornby Island LTC - OCP

Broad Community Objectives

The following statements of general objectives express the values that are significant to the people of Hornby Island and together with the specific objectives listed in each topic area sets the direction to be followed when interpreting and implementing the policy statements.

(1) To promote the conservation, preservation or restoration of: a) areas of natural, scenic, historical, archaeological or scientific value, b) watershed and groundwater recharge areas, c) public land and parks, d) areas of significant vegetation, the forests, the wildlife and their habitat, e) land with agricultural potential, f) shoreline, foreshore and the Island's surrounding marine ecosystem, and g) water courses and riparian areas.

(2) To ensure all human activities are carried out in a manner that is sensitive to the protection of fresh water resources and to the fragility and interaction of natural ecosystems, are compatible with activities of surrounding neighbours, and are in keeping with the rural scale of land use on the Island.

(3) To minimize pollution of air and water.

(4) To limit or reduce present and future stresses upon natural and community resources, particularly those generated by increasing seasonal uses.

(5) To encourage a self-reliant rural community based on agriculture, low impact businesses and home occupations that are sustainable and non-polluting.

(6) To ensure changes, growth and development are gradual and support the sustainability of the community.

(7) To maintain the community's sense of unity and to promote a residential development pattern consistent with the rural character of the Island.

(8) To encourage residents and visitors to take an active role in the preservation of natural and social values on the Island.

(9) To encourage consultation with and participation of the public in local government decisions and in the management of Provincial resources by appropriate agencies.

(10) To protect through sound long-range planning policies and strategies, the agricultural potential of lands, foreshore and intertidal areas, forested areas and groundwater recharge areas.

(11) To support community awareness and participation in achieving lifestyles and buildings which ensure energy efficiency.

(12) To preserve the rural character of the Island.

- Lasqueti Island LTC - OCP

Island Concerns and Issues

Lasqueti Island is a rural island community whose philosophy towards its future is keyed to minimizing adverse environmental and social impacts of increased population and development upon the Island and its surrounding waters. There are concerns regarding the:

1. Preservation and maintenance of a rural island community;
2. Maintenance of privacy and freedom of the Island's people;
3. Conservation of agricultural lands, forest lands, fresh water supplies, and foreshore areas;
4. Encouragement of local employment consistent with protection of the community and natural environment.

Relevant land use and development issues centre on the type of land uses, compatibility of land uses, density of development, management of natural resources.

- Mayne Island LTC - OCP

Broad Community Objectives:

- 1) To preserve and protect the natural environment of the Mayne Island Trust Area, the quantity and quality of its surface and groundwater, and the diversity of its flora and fauna.
- 2) To support a rural island community by preserving for resident and visitor enjoyment, the aesthetic, historic, scenic and natural resource values from the forests, farmlands, gardens, waterways, coastline and marine environment of the Mayne Island Trust Area.
- 3) To protect the coastal systems and preserve land areas which are of natural or scenic interest, critical to wildlife, or sensitive to development and contamination.
- 4) To support incentives that will assist in the retention of large parcels of land for reasons of preserving open green space, storing carbon and encouraging sustainable agriculture and silviculture.
- 5) To support a diverse and vital community structure through effective housing policies for affordability, long term rental opportunities and special needs while maintaining flexibility for a range of dwelling types.
- 6) To recognize the important role that varied livelihoods and a vibrant economy play in our community's unique character through the encouragement of economic diversity and a vital local economy.
- 7) To support actions and initiatives that result in sustainable development through the implementation of smart growth principles.

- North Pender Island LTC - OCP

STATEMENT OF PRINCIPLES

The goals, objectives and policies of this plan are based on the principles of ecological integrity, sustainable community, support for heritage and culture, good governance and support for the quality of life. Further, land use decision-making should be based on the precautionary principle that when an

activity raises threats of harm to the natural environment or human health, precautionary measures should be taken even if some cause and effect relationships are not fully established scientifically. These principles are intended to provide a framework for decision-making and community living that recognizes:

- 1) the objectives of the Islands Trust through the development of bylaws that balance the needs of the human and natural environments;
- 2) the limitations of our land and natural environment including an understanding that land is a requirement to sustain life rather than simply a commodity; and,
- 3) the need for residents, guests and visitors to respect the needs and aspirations of our community.

- Saturna Island LTC - OCP

GENERAL POLICIES

- 1 The advantages to the Area, of relative isolation including privacy, space and the aesthetic qualities of rural island life shall be respected.
- 2 The level of services to be provided should be consistent with the rural character of the community, and new or increased services should meet but not create demand.
- 3 From the date of adoption of the Plan, no rezoning, development permit, temporary permits, or other planning tool or device available to the local trust committee should be used to increase the maximum subdivision capacity, or total residential density of any island within the Area.
- 4 Community Density Reserve - To facilitate keeping development in appropriate areas, including changes in density, while maintaining the policy requirements of C.1.3, the Trust Committee will maintain an accounting system for tracking and controlling changes in density that it may approve from time to time in the future. The Reserve may be used to increase density in areas deemed appropriate by the community through the zoning process and to secure “amenities” of value to the community. Each transfer should accomplish some environmental or heritage policy objective of the Plan. Details are described further in Appendix A. This provision will be used to accomplish land conservation objectives. Protection of agricultural land, lands with streams, forest ecosystems, water supply areas, wetlands, heritage sites, shore-lands, bluffs and areas of scenic or recreational significance may be enhanced by removing any existing development potential and transferring it to a more suitable location. This transferability provides property owners with an opportunity to achieve some private objectives while securing the protection of significant lands as “amenities” valued by the community.
- 5 When considering all permits, referrals, applications and bylaw amendments, the Saturna Island Local Trust Committee must refer to all the elements of policy contained in the Plan. To further assist it and the community, a list of related factors for consideration is presented in Appendix B.
- 6 The Plan asserts that the rural character of our community is one of the amenities to be preserved and that small, home based enterprises are an integral and necessary part of our rural community and contribute to its preservation. Home occupations will be encouraged and regulated only so far as is necessary to protect neighbourhoods and the environment from unacceptable impacts.
- 7 The Saturna Island Local Trust Committee should ensure that land use planning and development support reductions in greenhouse gas emissions and efforts to adapt to climate change impacts.

- Thetis Island LTC - OCP

GUIDING PRINCIPLES

1. That development and growth be compatible with the diversity of lifestyles of residents and property owners who comprise the Thetis Island community.
2. That development and growth is guided in a manner that protects sensitive ecosystems, encourages sustainability, and anticipates the potential effects of climate change.
3. Land use planning should build a sense of community by supporting and encouraging engagement, dialogue and communication between and among its residents.

Prepared by Trustee Tony Law 15 March 2015; revised 29 March 2015



DRAFT Trust Programs Committee Toolkit

February, 2015

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Trust Programs Committee Composition

The Trust Programs Committee (TPC) consists of trustees appointed by the Council Chairperson with one Executive Committee member as assigned by the Council Chairperson. TPC members hold their seats until their replacements are elected after the next election. The Trust Council Chairperson is an ex-officio (non-voting) member of the TPC.

TPC members elect their Committee Chairperson and Vice-Chairperson. The Council Chairperson may appoint an interim Council Committee Chairperson when required. The TPC Chairperson will normally chair the Committee meeting. However, the Chairperson may designate the Vice-Chairperson to act as Chairperson. In the absence of the Chairperson and Vice-Chairperson the Committee shall choose a Committee member to act as Chairperson of the meeting.

Trust Programs Committee Responsibilities and Authorities Assigned by Trust Council

Council committee responsibilities are assigned by policy or resolution of the Islands Trust Council. Assignments made by Trust Council resolution are recorded in the minutes and Follow Up Action List and generally relate to short-term tasks. Trust Council uses the policies below to assign longer-term tasks to the TPC.

Trust Council [Policy 2.3.i – Council Committee System](#) sets out that the role of Council committees' is:

- To provide policy advice to Trust Council in response to Council's referrals, Committee initiatives and external requests of the Trust.
- To provide feedback to staff on matters going to Trust Council.
- To implement and maintain a Committee - specific work program.
- To make recommendations to Trust Council on interagency liaison or protocol initiatives.

- To create subcommittees (or task forces) which may be comprised of Trustees, staff or external persons as required for a specific duration to examine a particular Committee matter upon approval by Trust Council.
- To provide input and feedback to the annual budget process.
- To provide input to Trust Council's organizational strategic planning process

TPC TERMS OF REFERENCE

- Trust Council [Policy 2.3.iv – Trust Programs Committee Terms of Reference](#) provides an overview of the TPC's role, as assigned by Trust Council.

ISLANDS TRUST POLICY STATEMENT

Topic Review Inventory

- Trust Council [Procedure 1.3.ii. - Policy Statement Topic Review Framework](#) states that the TPC will complete an Annual Policy Statement Report that includes a Policy Statement Topic Review Inventory, and that it will maintain a Policy Statement Topic Review Inventory that will include the review topics, brief descriptions, and the source of the suggested topics.
- Trust Council [Policy 1.2.i – Policy Statement Amendment Policy](#) assigns TPC the role of compiling all suggestions for amendment to the Policy Statement from all sources for review to recommend areas for amendments to Council via the Executive Committee. [Policy 1.3.i – Policy Statement Implementation](#) states that requests for clarification regarding the Policy Statement will be reviewed by Trust Area Services staff and may be in the annual TPC Topic Review Inventory for Council consideration.

Monitoring Activities

- Trust Council [Policy 1.3.i – Policy Statement Implementation](#) assigns TPC the role of monitoring the implementation of the Policy Statement in a report to Trust Council on a quarterly basis.
- The TPC is also responsible for monitoring and reporting on the implementation of the Policy Statement Implementation Policy to Trust Council on an annual basis for inclusion in the Islands Trust Annual Report.

RELEVANT POLICIES

REQUESTS FOR DECISION

Trust Council [Policy 2.2.i – Requests for Decision](#) establishes a process and format for presenting Requests for Decision to Trust Council..

ADVOCACY

Trust Council [Policy 6.10.iii – Advocacy](#) assigns the Executive Committee and the Chair several responsibilities in coordinating the Islands Trust’s advocacy program, including considering requests from trust bodies for advocacy assistance and management of the related staff resources.

All provincial legislation can be found on the [BC Laws website](#). TPC members may find it useful to refer to a particular section of the *Islands Trust Act*, *Local Government Act*, or other legislation from time to time.

Trust Programs Committee Work Program

Trust Programs Committee (TPC) work is managed through its Work Program, as per Trust Council [Policy 6.7.i. Work Program, Follow-up Action Lists and Priorities Chart](#). There are two general components to the Work Program: the Top Priorities and the Long List.

TOP PRIORITIES

The Trust Programs Committee may identify up to three work priorities.

Projects can be significant and long-term, such as the development of a new policy, or may be relatively minor. At the initiation of a significant project, staff will prepare a “project charter” for TPC endorsement. Project charters are a means of managing projects by identifying the objectives, timeline, budget, roles and responsibilities and deliverables. The staff assigned to the project will use the timeline, milestones and deliverables in the project charter in proceeding with the project. Regular staff reports are provided to the TPC with updates, analysis, options and recommendations as the principle mechanism by which the TPC reviews the progress of the project and makes decisions as needed.

LONG LIST

The TPC's work program 'continuing list' is a record that lists projects the TPC has been assigned by Trust Council or those it may wish to initiate in the future, once current priorities have been addressed. Action does not generally occur until the item is approved and moved to the Priority list, subject to available time and resources.

Work Program points to consider:

- Early in the term, the TPC should identify potential top priorities in consultation with staff.
- Senior staff review potential projects and report back to the TPC on the feasibility of the project including: options, availability of resources, project scope and timeline, budget requirements, consistency with policies, legislation and the Islands Trust Strategic Plan.
- If additional resources are required, the project will need to be included as a budget request.
- Once a project is approved, staff will proceed with the work, reporting quarterly to TPC. The Director of Trust Area Services ensures that there are sufficient resources assigned to the project and that the timeline is being met.

FOLLOW-UP ACTION LIST

The Follow up Action List (FUAL), as per Trust Council [Policy 6.7.i](#), details actions arising from decisions and directions the TPC made at a meeting and is the principle mechanism for ensuring that TPC directions are carried out in a timely manner by the appropriate staff. Follow up action lists are drafted by Trust Area Services staff after a TPC meeting, with target completion dates and tasks assigned to the relevant staff person. Occasionally a member of the TPC will be requested by the TPC to undertake an action and that can be noted on the FUAL. Once an action is done, it is noted as completed on the FUAL. A FUAL report is generated for each TPC meeting agenda.

PROJECT CHARTERS

A "project charter" is a document used by staff to communicate and track the scope, timeline, budget and deliverables of a major project in a short, concise document. A project charter for a TPC project is prepared by staff, approved by the Director, Trust Area Services, and presented to the TPC for review and endorsement at the start of a project. The document is referred to throughout the life of a project to stay on track with the timeline, budget, scope and deliverables. All of these aspects of a project are liable to evolve and change over the life of the project and the charter can be revised accordingly. If a deliberate change is proposed, the impacts of changes should be carefully assessed.

Trust Program Committee Resources – Staff and Budgets

STAFF SUPPORT TO THE TRUST PROGRAMS COMMITTEE

The Trust Area Services Director and Policy Advisor provide the main staff support to the TPC. The TPC shares these staff resources with Executive Committee and Trust Council, and in some instances has limited access to staff time. A brief description of staff support available to the Trust Programs Committee is outlined below.

Staff's primary function to a Committee is to act as in a support/advisory role and as such a Committee may make requests of staff. It is the Chief Administrative Officer's role to manage and direct staff support to the Committees and concerns in this regard should be communicated by the Committee Chairperson to the Chief Administrative Officer. Unresolved matters shall be dealt with by the Executive Committee

TRUST AREA SERVICES UNIT

Director – Trust Area Services (DTAS)

Reporting to the CAO, the Director of Trust Area Services supports the Trust Programs Committee in addition to supporting the Executive Committee and the Trust Fund Board and for supervising Trust Area Services staff. In particular, the DTAS provides advice and implements EC and TPC's decisions that relate to the Islands Trust Policy Statement, Trust Fund Board and Trust Programs Committee liaison, Bowen Island Municipality liaison, legislative changes and requests, annual report, advocacy and communications.

Policy Advisor

Reporting to the DTAS, the Policy Advisor provides support to EC in addition to responsibilities to the Trust Programs Committee. In particular, the Policy Advisor provides advice and assists in implementing Trust Council and EC's decisions related to legislative matters and advocacy.

Communications Specialist

Reporting to the DTAS, the Communications Specialist provides support to the TPC in regards to communications strategies for projects.

Secretary

The Secretary provides administrative and logistical support to Trust Area Services on a half time basis, serving the Chief Administrative Officer and the Executive Committee for the other half.

RESOURCE ALLOCATION

Excluded staff

The Director of Trust Area Services is 'excluded' or outside the BCGEU with significant duties in addition to their support of TPC which must be considered when work is requested.

Overtime

The other Trust Area Services staff that provide support to the TPC are members of the BC Government Employees Union and have a collective agreement with overtime payable outside of regular working hours, including for time spent in travel. These staff include the Policy Advisor, Communications Specialist, and Secretary. Although some overtime is an expectation of the job, employees can decline overtime. Employees can choose to take overtime as either cash or compensatory time off (CTO). While overtime is budgeted for within the overall Islands Trust budget based on historical cost, scheduling meetings outside of regular work hours can impact TPC and Executive Committee work programs: typically employees take the majority of overtime as time off, reducing the hours that would otherwise be available for work. Excessive overtime demands can also impact work-life balance and affect employee recruitment and retention.

TRUST PROGRAMS COMMITTEE BUDGET

Trust Council allocates a meeting expense budget for Council committees, which does not include funding for special projects.

Budget Category	14/15 budget	Comments
Meeting Expense	\$2500	Room rental, travel, meals, teleconference charges, etc.

Special projects (e.g. education/public awareness initiatives) of the TPC require a program request during the annual budget process. Such funding would cover the costs of items such as meetings, travel, contractor time, consultation and communications,

advertising, legal review, and any statutory notifications associated with a project. Staff time, the largest single cost, is not included in these budgets. Project funding requests for an upcoming fiscal period are reviewed by the Financial Planning Committee and recommended projects are forwarded to Trust Council for inclusion in the annual budget. If the TPC wishes to re-allocate a budget amount to a different project once the budget is adopted, this may be approved, along with a briefing to Financial Planning Committee.

Any hiring of contractors for a project or application must be tendered and awarded consistent with Trust Council [purchasing policy](#).

Islands Trust Website

The Islands Trust Website (www.islandstrust.bc.ca) contains webpages for the TPC.

TPC members are encouraged to take a look at the TPC webpages as this will be the main source of information throughout the term. The website contains meeting schedules, agendas, minutes.

The TAS unit manages the Islands Trust website and establishes standards and consistency. The Policy Advisor and Secretary manage TPC web pages.

Trust Programs Committee Meetings

TYPES OF MEETINGS

Trust Council [Policy 2.1.ix Meeting Procedure Guidelines](#) provide some guidance on conduct of TPC meetings.

Open Meetings

There are two types of open meetings, as per Provincial Legislation:

- Regular Business Meetings: are scheduled for a whole calendar year at the start of each year. These meetings may be cancelled or rescheduled throughout the year, if needed.
- Special Meetings: are scheduled on an as needed basis.

Typically, the regular business meetings are where all TPC business is conducted; this includes consideration of briefing and request for decision documents, along with

routine business such as adoption of minutes, and a work program. All meetings are open to the public unless specifically closed. The Trust Programs Committee rarely receives delegations, but has provided an opportunity for them when requested.

Special meetings are scheduled as needed and usually contain one or two business items and usually do not include routine business such as approval of minutes. However, the TPC is not limited as to what business they wish to conduct at a special meeting. As special meetings are primarily used to deal with an urgent matter, and as Council committees do not typically deal with urgent business, special meetings for Council committees are uncommon.

Closed Meetings

The *Community Charter* allows local governments to conduct some business within a closed meeting, where the TPC can choose who can attend (closed meetings are often referred to as 'in-camera') and excludes all others. The *Community Charter* is very specific as to what business can and cannot occur within a closed meeting. The most common reason for the TPC to go 'in-camera' is discussion of Community Stewardship Award nominations.

Electronic Meetings

Committees are encouraged to utilize teleconferencing arranged by staff as a cost efficient means of conducting meetings. A teleconference meeting shall be considered a duly constituted meeting, provided it has been scheduled with at least one week notice and that an agenda package has been distributed for trustees' review.

SCHEDULING TPC MEETINGS

Trust Council [Policy 2.3.i. Council Committee System](#) sets out that Council committees will have four meetings per year and that any further meetings must be planned within the approved Committee's meeting expense account. Any requested changes to the Master Meeting Schedule of regularly scheduled Committee meetings to the Executive Coordinator.

Adoption of the annual regular meeting schedule for a calendar year typically occurs at a regular meeting in the fall of the preceding year. In an election year, this occurs as soon as possible at the beginning of the new term. Meetings are scheduled based of the following factors:

- The TPC members' preferred meeting day (typically the same day of the week), held quarterly,
- Meetings are adjusted for statutory holidays, conflicts with Trust Council, Executive Committee, and LTC meetings.

- Meetings are not scheduled for late in December and early in January due to Christmas office closure and potential weather-related cancellations.
- Meeting start and end times accommodate ferry schedules and regular office hours to reduce overtime.

Arranging and coordinating TPC meetings requires a significant amount of staff resources. Moving, cancelling and postponing regular business meetings will happen, and it is a normal part of business. Staff will accommodate TPC requirements; however, please bear in mind any change to a business meeting date requires a significant amount of 'unseen' staff resources.

The staff time required to prepare and follow up on special meetings may be similar to that of a regular business meeting.

Some factors for TPC members to keep in mind regarding meeting planning:

- consideration of staff resourcing (including staff responsible for putting the agenda together and staff required for meeting attendance), and availability of the all TPC members and minute-takers.
- support staff are responsible for tracking all meetings, producing meeting notices, posting meeting schedule on the website, booking meeting venues, arranging for minute takers, ensuring that minutes are signed and filed, as well as prepare, distribute and file agenda packages.
- meetings are scheduled on a regular basis to provide certainty for all participants, to ensure ongoing business moves forward, and to ensure staff resources are available to prepare for and attend the meeting.
- The annual meeting schedule is adopted by a resolution of the TPC (including by RWM).
- all TPC decisions are conducted in meetings (or the occasional RWM).

MEETING AGENDAS

Agendas are prepared well in advance of all meetings and complete agenda packages are distributed and posted at least 10 full days before the meeting per the Islands Trust Council [Policy 2.3.i. Council Committee System](#). At a minimum, the agenda should include:

- 1) Approval of previous meeting minutes.
- 2) Follow Up Action List.
- 3) Council referral items.

Committee meetings agendas will be prepared by the designated staff in consultation with the Chairperson.

The following is a guide to the timeline used for TPC regular business meeting agenda preparation.

- Days BEFORE the Meeting:

14 days	Deadline for staff and trustees to identify agenda topics
12-13 days	Staff provide the draft agenda to the Committee Chairperson
11 days	Cut-off for approved agenda items to be submitted to Director, Trust Area Services (1 p.m.)
10 days	Agenda Packages are compiled and published in eSCRIBE, circulated to trustees and relevant staff and posted to the website (4:30 p.m.)
1-9 days	Chair is consulted if a late agenda is requested. Late agenda items are discouraged and should be for pressing matters only. Routine or minor additions to existing agenda items may be distributed by email and added at the meeting.
During meeting	Late Items are discouraged; however, with TPC approval at the meeting, late items may be added. These items must be provided to staff, to ensure that the agenda package can be updated with the additions after the meeting.

MOTIONS AND RESOLUTIONS

Resolutions are the official record of TPC decisions and are recorded in the meeting minutes. The importance of a well prepared motion cannot be understated, and the time a trustee spends preparing the wording for a motion will pay off. A clear resolution will allow staff and the public to understand the TPC's direction now and in the future, and an unclear resolution can create confusion, delays, and time spent working on something not intended by the TPC.

Some important guidelines to keep in mind:

- Requests for Decision include wording in the form of a resolution; trustees making motions should use this wording as the basis of the motion, even if it is amended somewhat. Staff reports also contain alternative options, usually worded in the form of a motion.
- Where a TPC resolution is sought, but a Request for Decision document has not been prepared (e.g. for minor items), staff will add 'Agenda Context Notes' that may include a recommended resolution.

- Motions brought to the table by an individual trustee should be written out, prior to the meeting if possible, circulated to the other members of the TPC and provided to the minute taker.
- Motions are moved and seconded. Motions can be seconded for discussion or the Chair can second a motion
- Direction to staff should be in the form of a resolution.
- Discussion should occur after the motion has been moved and seconded.
- All resolutions must be voted on within a business meeting (except RWMs, see below).
- Resolutions must stand alone and be as specific as practical by not referring to ‘attached documents’, although if required, documents should be referenced by title, date, and where appropriate, author.
- The Chair should always ask the minute taker to read-back the motion before voting and ensure the minute taker has the resolution recorded correctly.

MEETING FOLLOW UP

After a TPC meeting, the Secretary updates and completes the TPC Follow Up Action List (FUAL) and emails it to all staff/trustees who have a task assigned to them

SECTION 26 RESOLUTIONS-WITHOUT-MEETING

As described in [Policy 2.2.iii – Trust Council Resolutions without Meeting](#), the *Islands Trust Act* grants Islands Trust bodies a unique authority to make decisions outside of meetings (by phone, email or fax). This power was given in consideration of the relative infrequency of meetings compared to meetings of municipal councils and regional district boards, and the need to make some decisions in a timely manner. Use of resolutions-without-meeting (RWM), rather than making decisions in an open meeting, should be considered only for routine matters.

It is important to keep in mind that trustees cannot discuss or debate RWMs with other members of the TPC as that would violate open meeting rules. RWMs are not conducted in public (though a report of completed RWMs is included in the regular business meeting agenda) and the logistics can take up considerable staff time; for these reasons, RWMs should only be used in situations where the business cannot wait to the next business meeting or a business meeting is not scheduled within a reasonable time period. Some examples where a RWM may be appropriate: a discussion and debate has occurred at a meeting but the decision was deferred; scheduling a special meeting; or adopting minutes.

When minutes are being adopted via RWM, trustees are able to review the draft minutes and reply to the Trust Area Services Secretary with comments. Debating changes to the minutes between two trustees, including by email, is not lawful as it constitutes as quorum. As such, if each trustee has only minor changes, then the minutes will be updated and sent back out for adoption by RWM. If staff receives conflicting, complex or debatable comments back from individual trustees, then the process stops and the unaltered draft minutes will wait until the next TPC meeting for discussion.

‘RESOLUTION WITHOUT MEETING’ PROCEDURE

When a RWM is initiated the following steps should be taken:

1. Staff send the Call for the Vote form to the TPC, asking TPC members to move and second the motion (whoever responds first is the Mover and the other is the Secunder).
2. Once the motion has been moved and seconded, staff advise the Chair and ask for her/him to direct staff to conduct the vote.
3. Staff send the Conduct the Vote form to TPC members and ask them to vote.
4. Once at least a majority of votes have been received the resolution can be signed off by the Secretary.

Note: if all trustees respond before the Secretary has signed off on the RWM, all votes should be recorded on the Conduct the Vote portion.

5. Once the Conduct the Vote has been signed off by the Secretary, a copy will be scanned and emailed to the relevant director, as necessary.
6. Enter the details of the Resolution in the RWM Database and file the original RWM forms in the fire-proof cabinet. If the votes have been received via email, the emails are printed out and attached to the RWM.
7. Generate a RWM report and add it to the next TPC agenda.

Minutes and Minute Taking

As described in [Trust Council Policy 6.13 – Islands Trust Minutes Guidelines](#), all TPC meetings must have an official record, referred to as Minutes. Minutes are intended to be a record of decisions that were made, not a record of everything said at a meeting.

TPC minutes are normally taken by the Secretary, with back up as necessary by the Policy Advisor.

Once draft minutes have been prepared by the Secretary they must be reviewed by the Chair of the Trust body for informal feedback before circulation to members and posting on the Islands Trust website. The Chair may make suggestions to enhance the clarity and accuracy of the minutes, but may not alter the draft minutes to modify decisions with which she or he disagrees. Any substantive changes must be brought to the next meeting for formal amendment by the body.

Once finalized, the draft minutes will be placed on the next TPC meeting agenda for consideration of adoption. Occasionally, the minutes are forwarded to the trustees for comment by email and then adopted by RWM. Please see earlier section: [Section 26 Resolutions-Without-Meeting \(RWM\)](#).

Once the TPC has approved the minutes, the adopted set of minutes are posted to the website and form part of the public record. The adopted minutes will be circulated to the Chair for signature and filing.

Committee Effectiveness

In 2008, the Executive Committee endorsed a set of recommendations for Group and Committee Effectiveness and requested staff to include them in future orientation materials for Executive Committee members. These are included as Appendix 1.

Contact Information (February 2015)

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1. We will focus on achieving good decisions, on reaching them together and within a reasonable amount of time.
2. We will work to ensure that we do not rush our decisions; to that end we will minimize late agenda items and ensure staff have sufficient time to provide professional advice before we consider an important decision or forward a decision request to Trust Council; we will ask all trustees and staff to help us avoid late agenda items, impromptu motions, and rushed decisions at all meetings (except if we believe there is an absolute emergency).
3. We will ensure that, where there are minority opinions on any decision before us, that we provide adequate time and opportunities to listen to such opinions, learn from them, integrate them into our thinking, and reach a decision that is balanced, fair and objective.
4. Once we have reached a decision, even if unanimity has not been possible, we will respect the legitimacy of our collective decision-making process and move on.
5. Although we recognize that re-visiting decisions can erode confidence in the decision-making process, we also recognize that it may occasionally be necessary to do so when significant new information surfaces.
6. We will support our Chair as a facilitator and spokesperson of our shared decision-making. Conversely, the Chair will continue to work to ensure that all his/her actions are consistent with and supportive of collectively made decisions and organizational policies.
7. We will support one another by maintaining an atmosphere of civility and respect in our meetings at all times, making room for all opinions, encouraging each other's strengths, and ensuring that our choice of words, gestures and demeanour does not inhibit the communication and understanding that are necessary for our work. We will carry that support beyond our meetings and refrain from making negative or personal comments about one another (see item 13 about sharing feedback).
8. We recognize and value all members of our staff and will support and expect them to provide us with their best professional advice, recognizing that, after considering that advice we are free to collectively make decisions that differ from staff recommendations.
9. We will direct action by staff through appropriate resolutions based on our collective decisions; we will avoid engaging staff in work related to our individual objectives.
10. We will foster a constructive working environment and organizational culture that supports and encourages staff to achieve excellence. We will avoid undermining staff members by negative or personal remarks about them or their work either in public or in private to other trustees, staff or members of the public. If we believe we have legitimate concerns about staff matters, we will raise them in appropriate venues (usually via our CAO) where they can be considered and addressed in a fair, objective, balanced and constructive manner; we will encourage others within the organization to do the same.
11. We will ensure that we seek a good understanding from staff about the implications of our decisions for work programs, other organizational priorities and the routine but necessary work that staff must complete.
12. We will remain in the political realm, providing vision, leadership and political direction; we will refrain from doing staff work or involving ourselves in organizational management, administration or personnel matters except when explicitly directed to do so by the appropriate decision-making body. Nevertheless, we recognize the value that individual trustees have brought to the Islands Trust through their contributions of knowledge, expertise and energy and will continue to encourage and recognize those contributions.
13. We will regularly evaluate our success in meeting these commitments, both individually and as a committee; we will not withhold our feedback from others and will share it in a constructive and timely manner; conversely, we will welcome feedback (including critical comments) and seek to learn from it and improve our performance.
14. We will recognize our shared responsibility to our collective success, by proactively raising any concerns we may have during meetings.

TRUST PROGRAMS COMMITTEE WORK PROGRAM REPORT

To: Islands Trust Council

Updated: Sept. 2015 Trust Council

WORK PROGRAM

1. AMEND CROWN LAND COOPERATION AGREEMENTS

- Engage Bowen Island Municipality and the Province of B.C. in updating and consolidating six existing agreements into one.

2. ISLANDS TRUST POLICY STATEMENT UPDATE

- Recommend amendments to policies about the Policy Statement
- Consider scope, process, options, costs and implications of a targeted update

3. COMMUNITY STEWARDSHIP AWARDS

- Regular program administration and evaluation

CONTINUING ITEMS

Draft Strategic Plan Objective	Trust Programs Committee Strategy
Reduce community ecological footprints	Support efficient and sustainable systems and activities
Protect quality and quantity of water resources	Advocate for and educate about water conservation measures (e.g. rainwater catchment, greywater recycling)
Enhance (protect / restore) community character, socio-economic diversity and economic sustainability	Work with other agencies to promote economic sustainability
Strengthen relations with First Nations	Improve protection of archaeological and First Nations cultural resources
Improve cooperation and integration with other levels of government	Explore opportunities and benefits of seeking nomination of the Islands Trust area as a UN Biosphere Reserve

Ongoing initiatives not specified in draft strategic plan

- BC Ferries advocacy
- Indicator program
- Vacant crown land profiles – discovery phase

Lisa Gordon
Designate Staff

Derek Masselink
Chair

To: Islands Trust Council

Updated: *Italics for proposed changes to Dec 2015 report*

WORK PROGRAM

1. AMEND CROWN LAND COOPERATION AGREEMENTS

- Engage Bowen Island Municipality and the Province of B.C. in updating and consolidating six existing agreements into one.

2. REVIEW THE ISLANDS TRUST POLICY STATEMENT-UPDATE

- Recommend amendments to policies about the Policy Statement
- Consider scope, process, options, costs and implications of a targeted update

3. PROTECT QUALITY AND QUANTITY OF WATER RESOURCES

Advocate for and educate about water conservation measures (e.g. rainwater catchment, greywater recycling) (2015 -17)

CONTINUING ITEMS

Draft Strategic Plan Objective	Trust Programs Committee Strategy
Reduce community ecological footprints	Support efficient and sustainable systems and activities (2017/18)
4. Protect quality and quantity of water resources	4.3 Advocate for and educate about water conservation measures (e.g. rainwater catchment, greywater recycling) (2015 -17)
5. Enhance (protect / restore) community character, socio-economic diversity and economic sustainability	5.4 Work with other agencies to promote economic sustainability (2016-18) 5.6 Facilitate exploration of intra and inter-island transportation routes (2017-19)
6. Strengthen relations with First Nations	6.2 Improve protection of archaeological and First Nations cultural resources (2017-20)
8. Improve cooperation and integration with other levels of government	8.2 Explore opportunities and benefits of working with UNESCO and the TFB and others in seeking nomination of the Trust Area as a UN Biosphere Reserve (2016-18)
9. Improve community and agency understanding and support of the Islands Trust	9.1 Review the Islands Trust Policy Statement (2015-17)

Ongoing initiatives not specified in 2014-18 Strategic Plan

- Community Stewardship Awards program (2017)
- BC Ferries advocacy
- Indicator program
- Vacant crown land profiles – discovery phase

Islands Trust Strategic Plan – 2014-2018

Trust Programs Committee Assignments

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 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)
- Develop a project charter and budget requests regarding creation of a vision statement for the Islands Trust Area through community engagement (T.9.1.4)

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)
- Implement project charter for development of a vision statement for the Islands Trust Area, through community engagement (T.9.1.5)
- Adopt a vision statement for the Islands Trust Area (T.9.1.6)

2018/19

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

2019/20

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

Activities by Policy Statement Goal:

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 ⁺⁺
4. PROTECT quality and quantity of water resources	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	Due Dec 2015
		<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 4.3.1)	By whether TPC has adopted a project charter for water conservation advocacy and education	Due to start 2016/17, subject to TC decision re budget request (see T.4.3.1)

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	5.4 Work with other agencies to promote economic sustainability	<u>FY 2016/17</u> 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 2015 Not started
		<u>FY 2017/18</u> 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)
	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.

Policy Statement 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	6.2 Improve protection of archaeological and First Nations cultural resources	<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)
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 2015/16 - ?</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.	BIM has supported project. Project charter is complete
	8.2 Explore opportunities and benefits of working with UNESCO and the TFB and others in seeking 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 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	Some work underway
		<u>FY 2015/16</u> T.9.1.2 Develop a project charter and budget request for a targeted update of the Islands Trust Policy Statement	TPC		Funded by base budget	By whether TPC has adopted a project charter and budget request regarding a targeted update of the Islands Trust Policy Statement	Due Dec 2015
		<u>FY 2016/17</u> T.9.1.4 Develop a project charter and budget requests for creation of a vision statement for the Islands Trust Area through community engagement	TPC		Funded by base budget	By whether TPC has adopted a project charter and budget requests regarding creation of a vision statement	Due Dec 2016
		<u>FY 2017/18</u> T.9.1.5 Implement project charter for development of a vision statement for the Islands Trust Area, through community engagement	TPC		Subject to funding in 2017/18 program budget	By whether EC has implemented the project charter regarding creation of a vision statement	Implementation to start in 2016/17, if budget approved

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS ⁺⁺
		<u>FY 2017/18</u> T.9.1.6 Adopt a vision statement for the Islands Trust Area	TPC	Funded by base budget	By whether Trust Council has adopted a vision statement for the Islands Trust Areas	Due after project charter has been implemented (see T.9.1.5)

⁺⁺ Colour Key for Status Column:

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



Trust Programs Committee

2016 Proposed Meeting Schedule

- February 29, 2016, 10 am, Electronic Meeting, Victoria BC
- May 16, 2016, 10:45 am, Ladysmith City Hall
- August 22, 2016, 10:45 am, Ladysmith City Hall
- November 14, 2016, 10:45 am, Victoria BC