



Trust Programs Committee Agenda

Date: Monday, June 1, 2015
Time: 10:00 am - 3:00 pm
Location: Ladysmith City Hall, 410 Esplanade (Hwy 1)

	Pages
1. CALL TO ORDER	
2. APPROVAL OF AGENDA	
3. ADOPTION OF MINUTES/COORDINATION	
3.1 Minutes of Meeting	
3.1.1 February 17, 2015 TPC minutes (5 min)	3 - 8
3.2 Follow Up Action List (5 min)	9 - 10
4. CLOSED MEETING	
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.	
4.1 Community Stewardship Awards (60 min to review 17 nominees)	
5. TRUST COUNCIL BUSINESS	
5.1 Briefing - Community Stewardship Awards	11 - 19
5.2 Terms of Reference/Council Policy (10 min)	20 - 21
5.3 RFD: Draft Annual report section (5 min)	22 - 24
5.4 Preliminary TPC input into Development of Islands Trust Strategic Plan for 2014-2018 (60 min)	25 - 127
5.5 Briefing - BC Ferries Advocacy Key Messages (20 min)	128 - 133
5.6 RFD – Crown Land Protocol Project Charter (10 min)	134 - 138
5.7 Briefing – Updates on Policy Statement and Topic Review Inventory (10 Min)	139 - 174
5.8 Briefing - Blue Dot (20 min)	175 - 179
5.9 RFD - Giant Docks in the Islands Trust Area (10 min)	180 - 188
5.10 Report back re Marine jurisdiction session planned for Council - verbal (5 min)	
5.11 Draft - Trust Programs Committee toolkit (10 min)	189 - 204
6. NEW BUSINESS	
6.1 Trustee Briefing - Integrated island transportation – add Trustee Law attachment (15 min)	205 - 206
7. WORK PROGRAM	
7.1 Trust Programs Committee Work Program Report (10 min)	207 - 207

8. RISE AND REPORT

9. NEXT MEETINGS (Proposed)

Monday Aug 24th in Ladysmith

Monday November 16th - location TBD - maybe Victoria

10. 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: Tuesday, February 17, 2015
Location: Regional District of Nanaimo, 6300 Hammond Bay Road

Members Present: David Critchley, Denman Island Local Trustee
Brian Crumblehulme, Mayne Island Local Trustee
Tony Law, Hornby Island Local Trustee
Peter Luckham, Thetis Island Local Trustee (ex officio)
Derek Masselink, North Pender Island Local Trustee
Bruce McConchie, South Pender Island Local Trustee
Heather Nicholas, Gabriola Island Local Trustee
Dan Rogers, Gambier Island Local Trustee

Regrets: Sue Ellen Fast, Bowen Island Local Trustee
George Grams, Salt Spring Island Local Trustee (EC Rep)

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 12:30 pm.

2. **ROUNDTABLE**

The committee members discussed their interest in serving on Trust Programs Committee and their hopes for the 2014-2018 term.

3. **ELECTIONS**

3.1 **Election of Chair**

The Director of Trust Area Services called for nominations for the position of Chair.

Nominated: Trustee Derek Masselink

Elected by Acclamation: Trustee Derek Masselink

3.2 **Election of Vice Chair**

The Director of Trust Area Services called for nominations for the position of Vice-Chair.

Nominated: Trustee Brian Crumblehulme

Elected by Acclamation: Trustee Brian Crumblehulme

3.3 Appointment of representative to Financial Planning Committee

Trustee Derek Masselink will serve as the Trust Program Committee representative on the Islands Trust Financial Planning Committee for the 2014-2018 term.

4. APPROVAL OF AGENDA

TPC-2015-01

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

That the Trust Programs Committee February 17, 2015 agenda be approved as amended to add item 8.1 Islands Trust bodies (LTCs and Council) jurisdiction over marine areas.

CARRIED

5. ORIENTATION

5.1 Terms of Reference/Council Policy

The Director reviewed the Trust Programs Committee's Terms of Reference and advised the committee that if the committee wishes to amend the committee's Terms of Reference, the committee should seek Trust Council's support to do so through the Work Program report.

5.2 Strategic Plan and the Trust Programs Committee

The Director described that the Trust Programs Committee will have input into the draft Trust Council Strategic Plan in May 2015 and again in August 2015.

5.3 Getting items onto the Trust Programs Committee agenda

The Director described the process for developing the Trust Programs Committee agenda.

5.4 Trust Programs Committee Work Program Format

The Director described the purpose and format of the Trust Programs Committee Work Program report to Trust Council.

5.5 Staff Resources

The Director explained that the Director of Trust Area Services and Policy Advisor are the main support staff to the Committee, and that the Communications Specialist will have a role in community engagement initiatives as needed.

5.6 Draft – Trust Programs Committee toolkit

The Director welcomed comments on the draft toolkit and proposed that Trust Programs Committee could approve the document at the May 2015 meeting.

By consent, the Trust Programs Committee requested staff to include the Trust Programs Committee toolkit review and amendments on the Follow-up Action List as an ongoing item.

5.7 2011 – 2014 TPC Chair Report to the Incoming TPC

The committee discussed the report from the former Trust Programs Committee Chair. Committee members discussed concerns about advocacy capacity and effectiveness and expressed an interest in learning about Policy Statement amendment policies and process options.

By consent, the Trust Programs Committee requested staff to distribute the Policy Statement Assessment Task Force report to committee members for their review and to add the topic to the May 2015 meeting agenda with information about updates since production of the 2011 report.

The Trust Programs Committee discussed whether to approve meeting minutes by Resolution Without Meeting as a method to increase transparency and increase public engagement. Staff advised that approving meetings by Resolution Without Meeting requires increased administrative effort.

TPC-2015-02

It was MOVED and SECONDED,

That the Trust Programs Committee request 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.

CARRIED

The Chair encouraged committee members to circulate the meeting minutes to interested community members.

6. ADOPTION OF MINUTES/COORDINATION

6.1 Resolutions Without Meeting – RWM-01-2014

The Resolution with Meeting was provided for information.

6.2 Minutes of Meeting - August 11, 2014 Minutes

The minutes of August 11, 2014 were provided for information only. The minutes had already been adopted by a Resolution Without Meeting in order to complete this with the original committee members.

6.3 Follow-up Action List

The Follow-Up Action List was provided for information and review. There was no discussion.

7. TRUST COUNCIL BUSINESS ITEMS

7.1 Briefing – Community Stewardship Awards

Staff described the steps to launch the program and explained how the nominees get recognized. Committee members discussed the value, the

competitive nature and the purpose of the awards program. Staff explained that the Trust Programs Committee could review the program at the August meeting.

7.2 Briefing – BC Ferries Advocacy

Staff and committee members described the opportunities for focus on this topic for the next few months. Islands Trust Chair Peter Luckham provided an update on the February 16, 2015 meeting between the BC Ferry Commissioner and the Coastal Regional District Chairs group and a planned meeting with Minister Stone. The committee discussed that the BC Ferry Commissioner's review of BC Ferries management resulted from an Islands Trust request.

The committee discussed that it would be beneficial for the Province to analyze the financial, economic and social impacts of the 2014 service cuts to BC Ferries routes prior to establishing the next performance term contract.

TPC-2015-03

It was MOVED and SECONDED,

That the Trust Programs Committee request the Executive Committee to continue seeking information about the effect of BC Ferries service cuts on ridership and cost savings and consider further advocacy if the service cuts have not achieved the desired goals or had negative consequences.

CARRIED

7.3 RFD – Crown Land Profile Project Charter – Discovery Phase

The Director of Trust Area Services provided an overview of the Crown Land Profile project and the process for updating the Trust Council protocol agreements with the Ministry of Forest, Lands and Natural Resource Operations. The Director suggested that the Crown Land Profile project be paused until the protocol agreements on Crown Land are complete. Committee members agreed about the importance of working constructively with the provincial government, First Nations and local trust committees as they amend their Official Community Plans.

TPC-2015-04

It was MOVED and SECONDED,

That the Trust Programs Committee approve the Crown Land Profiles – Discovery Phase Project Charter, dated February 5, 2015, in principle but defer starting work until Trust Council clarifies its priorities.

CARRIED

7.4 Briefing – Indicator Program

Staff and trustees discussed the range of indicators considered in the past. Staff advised that indicators will ideally relate to topics within the mandate and control of the Islands Trust and rely on existing data rather than generating new data.

8. NEW BUSINESS

8.1 Islands Trust bodies (LTCs and Council) jurisdiction over marine areas

Committee members discussed an interest in learning more about the local trust committee/island municipality and Trust Council jurisdiction over marine areas.

TPC-2015-05

It was MOVED and SECONDED,

That the Trust Programs Committee ask the Executive Committee to host a session at Trust Council to explain marine jurisdiction issues as soon as possible.

CARRIED

9. WORK PROGRAM

9.1 Trust Programs Committee Work Program Report

TPC-2015-06

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. Community Stewardship Awards
2. BC Ferries Advocacy
3. Amending Crown Land Cooperation Agreements

with two continuing items as follows: Vacant Crown Land Profiles (Discovery Phase) and Indicator Program

CARRIED

10. NEXT MEETING

TPC-2015-06

It was MOVED and SECONDED,

That the Trust Programs Committee adopt the following meeting dates for 2015:

June 1, 2015 in Ladysmith

August 24, 2015 in Ladysmith

November 16, 2015 - location to be determined

CARRIED

11. ADJOURNMENT

The Trust Programs Committee meeting was adjourned at 3:55 p.m.

Derek Masselink, Chair

CERTIFIED CORRECT:

Clare Frater, Recorder



Islands Trust

Trust Programs Committee Follow Up Action List

Feb 17, 2015 meeting

No.	Activity	Responsi- bility	Target Date	Status
Acclamation	Update TPC webpage re Chair and Vice Chair and notify Financial Planning Committee of the new representative.	LG	February	Done
By Consent	Regular review and amendment of the Trust Programs Committee toolkit.	LG	Ongoing	Jun-15
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	February	Done
TPC-2015-02	Staff to distribute the Policy Statement Assessment Task Force report to the committee members for their review and to add the topic to the next meeting agenda with information about updates since production of the 2011 report.	LG	May	Jun-15
By Consent	Staff to return to TPC with a review of the administration of the Community Stewardship Awards Program this year.	LG	August	Aug-15
TPC-2015-03	Request the Executive Committee to continue seeking information about the effect of BC Ferries service cuts on ridership and cost savings and consider further advocacy if the service cuts have not achieved the desired goals or had negative consequences.	LG	March	Done
TPC-2015-04	Implement the project described in Crown Land Profiles – Discovery Phase Project Charter, dated February 5, 2015.	LG/CF		On hold pending strategic plan
TPC-2015-05	Ask the Executive Committee to host a session at Trust Council to explain marine jurisdiction issues as soon as possible.	LG	February	Done
TPC -2014-06	That the Trust Programs Committee forward its work program to the Islands Trust Council with the top three items as amended: 1. BC Ferries Advocacy Program 2. Community Stewardship Award Program 3. Vacant Crown land profiles (resources required) With two continuing items as follows: Indicator Program and Legislative Monitoring.	LG	March	Done
TPC -2014-04	Set up 2015 meetings for June 1, 2015 in Ladysmith, August 24 in Ladysmith and November 24 at a location to be determined.	JC/CF	February	Done

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 pending strategic plan

ISLANDS TRUST BRIEFING

DATE: May 20, 2015

TOPIC: ISLANDS TRUST COMMUNITY STEWARDSHIP AWARDS 2015

DIRECTED TO: Trust Programs Committee

CONFIDENTIAL: No

DESCRIPTION OF ISSUE:

This is the fourteenth annual Community Stewardship Awards Program. It provides an opportunity for the Islands Trust to engage island communities in promoting stewardship that advances the Object of the Islands Trust. In a closed meeting on June 1, 2015, Trust Programs Committee will decide which nominees to recommend to Trust Council for an award.

BACKGROUND:

Islands Trust has requested nominations from the public and other agencies through a news release, the Islands Trust website, 'tweets', notices to subscriber, and posters. The deadline for award nominations was April 15, 2016. The Islands Trust Council Chair has sent all nominees a congratulatory letter and announced the names of all nominees in a news release.

ATTACHMENT(S):

Attachment I	Overview of Program and Awards to-date
Attachment II	List of 2015 Nominations
Attachment III	Blank Evaluation Form
Attachment IV	Nominations Package (17 nominations – in camera)
Attachment V	Trustee Comments on Nominations (in camera)

AVAILABLE OPTIONS:

Trust Council's policy 2.1.xi asks the Trust Programs Committee to evaluate and recommend award recipients to Trust Council for up to two awards in each of the individual and organizational categories, and for up to two additional awards in those or other categories while considering:

- a) the confidential comments provided by local trustees; and
- b) the following criteria:
 - relationship of project or work to the Islands Trust Policy Statement,
 - benefits to the community or Trust Area,
 - collaboration with others,
 - innovation; and
 - community support.

Staff have provided a scoring form for committee members to assess the nominees according to those criteria.

FOLLOW-UP:

- In June, Trust Council will consider the nominations and determine the recipients of the Community Stewardship Awards. Islands Trust will then announce the names of award recipients in a news release.
- Trustees may present the awards at Local Trust Committee meetings in late summer or fall of 2015, or at Trust Council meetings where appropriate.

PREPARED BY: Clare Frater
Trust Area Policy Advisor

SUBMITTED BY: _____

REVIEWED BY: Lisa Gordon, Director Trust
Area Services

REVIEWED BY EXECUTIVE COMMITTEE:

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OTHER REVIEW:

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Community Stewardship Award Program Overview

2002-2015

Number of Nominations - Since 2002, there have been 177 nominations with an average of 12 nominations per year. The highest number of nominations (18) occurred in 2012 and the lowest number of nominations (6) occurred in 2010.

Number of Recipients – Since 2002, there have been 69 Community Stewardship Awards recipients. There has been a range in the number of awards given each year from three awards in 2002 to seven awards in 2014.

Nominations per Island	177		Recipients per Island	69
North and South Pender Islands	45		Salt Spring Island	16
Salt Spring Island	31		North and South Pender Islands	14
Hornby Island	19		Bowen Island	4
Denman Island	13		Denman Island	6
Mayne Island	12		Hornby Island	6
Saturna Island	11		Saturna Island	6
Galiano Island	9		Mayne Island	4
Gabriola Island	13		Gabriola Island	3
Lasqueti Island	9		Lasqueti Island	3
Bowen Island + Bowyer/Passage	6		Galiano Island	4
Thetis Island	4		Gambier Island	2
Gambier	3		Thetis Island	1
Trust-wide	2		Trust-wide	1

2002-2015 LIST OF NOMINEES/ISLANDS

- **Bullet and bold font** indicates award recipients

Year	Individual Nominated & Island	Group Nominated & Island	Island Nominees
2015	Richard Bauer, Lasqueti Island Michael Dunn, Mayne Island Andrew Fall, Lasqueti Island Jan Kirkby, North Pender Island Marguerite Lee, Salt Spring Island Leigh Ann Milman, Gabriola Island Grant Scott, Hornby Island Susan Yates, Gabriola Island	Denman Opposes Coal Gabriola Land and Trails Trust Gabriola Rescue of Wildlife Society Island Futures Society, Gabriola Island Keats Island Fire Equipment Group, Gambier Island Mayne Island Agricultural Society Protect Grace Islet Group, Salt Spring Saturna Island Marine Research and Education Society Watercliff Farm, Gabriola Island	Lasqueti (2) Mayne (2) Penders (1) Salt Spring (2) Gabriola (6) Hornby (1) Denman (1) Gambier (1) Saturna (1)
2014	• David Denning, Salt Spring Island • Brian Hollingshead, Saturna Island • Barrie Morrison and Nancy Waxler-Morrison (posthumous) of North Pender Island • Paul and Monica Petrie, Pender Islands • Christa Grace-Warrick, Pender Islands	• Association of Denman Island Marine Stewards • Galiano Conservancy Association	Denman (1) Galiano (1) Penders (3) Salt Spring (1) Saturna (1) Total = 7

Year	Individual Nominated & Island	Group Nominated & Island	Island Nominees
2013	- Richard Blagborne, Saturna Island - Chris and Judith Plant, Gabriola Island - Jan Slakov, Salt Spring - Ana Miriam Leigh (posthumous), Denman Island Dr. Peter Carter and Julie Johnston, North Pender Island Mike Hoebel, Galiano Island Patrick Smith, South Pender Jill Treewater, Salt Spring	- Lasqueti Island Forage Fish Team - Mayne Island Conservancy - Salt Spring Island Water Council Bowen Island Golf Association Denman Island Volunteer Fire Department Salt Spring Island Water Preservation Society	Bowen (1) Denman (2) Gabriola (1) Galiano (1) Lasqueti (1) Mayne (1) Penders (2) Salt Spring (4) Saturna (1) Total = 14
2012	- Stuart Watson, Gambier Island - Margot Venton, North Pender Island - Anne Macey, Salt Spring Island - Dr. Donald Marshall, Bowen Island - Peter Karsten, Denman Island Michael Dunn, Mayne Island Patricia Forbes, Lasqueti Island Lindsay Hamson, South/North Pender Islands Shirley LePers, South/North Pender Islands Ken Millard, Galiano Island Monica and Paul Petrie, South/North Pender Islands Dr. John Sprague, Salt Spring Island Bob Watson, Salt Spring Island John Wiznuk, Saturna Island	- Gabriola Island Health Care Foundation, Society and Auxiliary - Hornby Quilters Group - Saturna Island Ecological Education Centre Denman Island Residents Association's Parks Committee	Bowen (1) Denman (2) Gabriola (1) Galiano (1) Gambier (1) Hornby (1) Lasqueti (1) Mayne (1) Penders (4) Salt Spring (3) Saturna (2) Total = 18
2011	- Sue Ellen Fast, Bowen Island - Barry Mathias, Pender Islands - Sara Steil, Pender Islands - Jane Wolverton, Galiano Island Henning Nielsen, Denman Island Gisele Rudischer, Gabriola Island Nadia Krebs, Galiano Island Wayne Hewitt, Salt Spring Island	- Hornby New Clinic Committee, Hornby Island - Pender Island Fire Rescue Department, Pender Islands	Bowen (1) Denman (1) Gabriola (1) Galiano (2) Hornby (1) Penders (3) Salt Spring (1) Total = 10
2010	- Tekla Deverell, North Pender - Patti Willis, Denman - Jon Guy, Saturna - Sylvia Pincott, North Pender - Dorothy Cutting, Salt Spring Pat Ropars, Saturna	None	Denman (1) Pender (2) Salt Spring (1) Saturna (2) Total = 6
2009	- Kelsey Mech, Salt Spring - Patricia McLaughlin, Denman - Jacqueline Booth, Salt Spring (Posthumous nomination) Andrew Carmichael, Hornby Linda and Peter George, Gabriola Janice Oakley and Martine Paulin, Galiano	- Hornby Island Residents and Ratepayers' Association - Salt Spring Island Conservancy Lasqueti Internet Access Society Mayne Island Early Childhood Society Mayne Island Agricultural Society and Fall Fair Pender Islands Community Service Society Pender Organic Community Garden Society	Denman (1) Galiano (2) Hornby (2) Mayne (2) Lasqueti (1) Pender (2) Salt Spring (3) Total = 13
2008	- Mary Cooper, Mayne - Maureen Moore, Salt Spring - Geri Crooks, Saturna - Alasdair and Nancy Gordon, Lasqueti Peter Askin, Mayne John Arthur Money, Saturna Patricia McLaughlin, Denman Lon Wood, Thetis	- Lasqueti Island Nature Conservancy - Lyall Creek Salmon and Trout Enhancement Project, Saturna Island Saturna Scribbler Volunteers Land Trust Alliance of British Columbia Pender Islands Animal Welfare Society	Denman (2) Galiano (1) Lasqueti (2) Mayne (2) Pender (2) Saturna (4) Salt Spring (1)

Year	Individual Nominated & Island	Group Nominated & Island	Island Nominees
	Grant Gordon, Thetis Patti Willis, Denman Bowie Keefer, Galiano Tekla Deverell, Pender		Thetis (2) All islands (1) Total = 17
2007	• Ursula Poepel - Pender Islands • Karl Hamson - Pender Islands • Jennifer Brown MacLeod - Gabriola Derek Hopzapfel - Pender Islands Sara Steil – Pender Islands David Rae – Pender Islands Beverley Vreeswijk - Thetis	• The Pender Post - Pender Islands • Gambier Island Conservancy • SSI Alternative Gypsy Moth Control Program Pender Islands Conservancy Association	Pender (7) Salt Spring (2) Gambier(1) Gabriola (1) Thetis (1) Total = 12
2006	• Bob Burgess, Thetis • Anne Johnson, Mayne David Manning, Pender Glenna Borsuk, Gabriola Jan Kirby, Pender Michelle Marsden, Pender	• Michelle Marsden and the B.C. Coastal Clean Up Campaign, Pender Islands • Salt Spring Island Conservancy, Mount Erskine Campaign	Pender (4) Salt Spring (1) Thetis (1) Mayne (1) Gabriola (1) Total = 8
2005	• Hilary Brown, Hornby • Katherine Dunster, Bowen Nicholas/Naomi Wilde, North Pender (honourable mention) Christa Grace-Warrick, North Pender Darlene Gage, Hornby Dave and Florence Davidson, North Pender Leigh-Ann Millman, Gabriola Maureen Moore, Salt Spring Newell Smith, North Pender Robert Weeden, Salt Spring Sylvia Pincott, North Pender	• Hornby Water Stewardship Project • Mayne Island Japanese Gardens Denman Conservancy Association (honourable mention) Hornby Island Community Economic Enhancement Corporation	North Pender (5) Hornby(4) Salt Spring (2) Bowen (1) Gabriola (1) Denman (1) Mayne (1) Total = 15
2004	• Kenneth Millard, Galiano • Tom Gossett, Salt Spring Susan Crowe Hornby Island Andrew Carmichael/Dale Chase, Hornby Darlene Gage, Hornby Don Herbert, Mayne David Work, Hornby	• Island Stream and Salmon Enhancement Society, Salt Spring Island • Salt Spring Island Residents for Responsible Land Use	Hornby (4) Salt Spring (3) Galiano (1) Mayne (1) Total = 9
2003	• Jenny Balke, Denman • Tony Quin, Hornby Margaret Taylor, Gabriola Giles Bassett, Hornby Chris Ferris, Lasqueti Pat Forbes, Lasqueti Donald Twohey, Passage Kathy Reimer, Salt Spring	• Bowen Forest & Water Management Society • Islands in the Salish Seas Mapping Project - All Islands Conservancy Hornby Island Hornby Residents & Ratepayers Assn Mayne Agricultural Society and Fall Fair The Pender Islands Museum Society The Pender Islands Parks Commission Whalewych Farm, Pender Island Salt Spring Island Monetary Foundation	Hornby (4) Penders (3) Lasqueti (2) Salt Spring (2) Bowen (1) Denman (1) Gabriola (1) Mayne (1) Passage (1) All Islands (1) Total = 17
2002	• Maureen Milburn, Salt Spring Tony Quin, Hornby David Spalding, South Pender Bev Bullen, Hornby Earl Hastings, Pender Islands Helen Allison, North Pender Island The Late Allan Brooks, South Pender David and Mary Dennis, North Pender	• Community of Trincomali – North Pender Island • Island Wildlife Natural Care Centre - Salt Spring Island Pender Islands Recycling Society Salt Spring Island Monetary Foundation Salt Spring Women – Preserve /Protect Salt Spring Women – Fund raising	Penders (7) Salt Spring (5) Hornby (2) Total = 14

COMMUNITY STEWARDSHIP AWARDS 2015

SUMMARY OF NOMINEES AND PROJECTS

- Islanders nominated a total of 8 eligible individuals and 9 eligible groups for the 2015 Islands Trust Community Stewardship Awards Program.

Individuals

Nominee	Local Trust Area	Title of Project/ Description of Work	Nominator	Previously Nominated?
1. Richard Bauer	Lasqueti	Volunteering for 40 years	Dazy Drake	No
2. Michael Dunn	Mayne	Fostering ecological and community sustainability for 20 years	Executive Committee Mayne Island Conservancy Society	Yes (2012)
3. Andrew Fall	Lasqueti	Facilitating community engagement	Sheila Harrington	No
4. Jan Kirkby	North Pender	Supporting ecosystem conservation for 25 years	Pender Island Trust Protection Society	No
5. Marguerite Lee	Salt Spring	Supporting Farming for 40 Years	Ron Hawkins	No
6. Leigh Ann Milman	Gabriola	Leading Land Protection for 20 years	Joan Cellik, Sheila Malcolmson and John Peirce	No
7. Grant Scott	Hornby	Helping rebuild the Purple Martin population	Conservancy Hornby Island	No
8. Susan Yates	Gabriola	Contributing to literary arts and environmental stewardship for 30 years	Fay Weller and Judith Roux	No

Groups

Nominee	Local Trust Area	Title of Project/ Description of Work	Nominator	Previously Nominated?
1. Denman Opposes Coal	Denman	Advocating against the Raven Coal Mine Project	Perri Gorrara	No
2. Gabriola Land and Trails Trust	Gabriola	Protecting lands and trails for ten years	Judith Graham	No
3. Gabriola Rescue of Wildlife Society (GROWLS)	Gabriola	Protecting wildlife and promoting awareness of wildlife habitat for 23 years.	Liz Ciocea	No
4. Island Futures Society	Gabriola	Gabriola Environmentally Responsible Trans-Isle Express (GERTIE)	Linnet Kartar	No
5. Keats Island Fire Equipment Group	Gambier	Building Community Capacity in Emergency Response	Susan and Graham McLaren	No
6. Mayne Island Agricultural Society	Mayne	Promoting agriculture and the fall fair for fifty-three years	Mayne Island Residents and Ratepayers Association	Yes (2009)
7. Protect Grace Islet Group	Salt Spring	Advocating for the protection of cultural heritage	Salt Spring Island Conservancy	No
8. Saturna Island Marine Research and Education Society	Saturna	Marine research and education	Priscilla Zimmerman	No
9. Watercliff Farm	Gabriola	Promoting sustainable agriculture	Joood Heather	No

COMMUNITY STEWARDSHIP AWARDS – EVALUATION FORM 2015

INDIVIDUAL EVALUATIONS:

Individuals	Relationship to Policy Statement (1-5)	Benefits to the Community or Trust Area (1-5)	Collaboration with others (1-5)	Innovation (1-5)	Level of community support and involvement (1-5)	TOTAL SCORE
1. Richard Bauer						
2. Michael Dunn						
3. Andrew Fall						
4. Jan Kirkby						
5. Marguerite Lee						
6. Leigh Ann Milman						
7. Grant Scott						
8. Susan Yates						

COMMUNITY STEWARDSHIP AWARDS – EVALUATION FORM 2015

GROUP EVALUATIONS:

Groups	Relationship to Policy Statement (1-5)	Benefits to the Community or Trust Area (1-5)	Collaboration with others (1-5)	Innovation (1-5)	Level of community support and involvement (1-5)	TOTAL SCORE
1. Denman Opposes Coal						
2. Gabriola Land and Trails Trust						
3. Gabriola Rescue of Wildlife Society (GROWLS)						
4. Island Futures Society						
5. Keats Island Fire Equipment Group						
6. Mayne Island Agricultural Society						
7. Protect Grace Islet Group						
8. Saturna Island Marine Research and Education Society						
9. Watercliff Farm						

2.3.iv. Policy

TRUST PROGRAMS COMMITTEE TERMS OF REFERENCE

Trust Council: June 11, 1994

(Amended: March 6, 1998, December 8, 2000 and March 7, 2003)

A: PURPOSE:

1. To outline the Trust Programs Committee's role in providing policy and planning advice to Islands Trust Council as one of three standing committees of Trust Council. (see 2.3.i. Attachment 1)

B: REFERENCES:

1. Policy Manual: Council Committee System Policy (2.3.i.)

C: POLICY:

1. **The Trust Programs Committee provides advice to the Islands Trust Council and management by:**
 - 1.1. Identifying and reporting to Council on emerging issues related to the Committee's areas of responsibility for Trust Council direction;
 - 1.2. Maintaining a committee work program to manage committee initiatives and Council referrals for quarterly review by Trust Council;
 - 1.3. Developing guidelines, policies and models for use by staff and local trust committees and/or Trust Council as requested by Trust Council;
 - 1.4. Preparing recommendations for interagency initiatives and feedback on proposed interagency agreements;
 - 1.5. Providing input to the continued development and maintenance of a useful research and information system;

ISLANDS TRUST POLICY MANUAL

K:\Manuals\Policy\Chapter02\23iv TPC Terms of Reference.doc

- 1.6. Providing recommendations for legislation reform initiatives and feedback on proposed legislative amendments and legislation; and
- 1.7. Maintaining a liaison with the Trust Fund Board.
2. **The responsibilities stated apply to the following areas:**
 - 2.1. **Resource Management** - promoting sustainability in the use of natural resources of the Trust Area;
 - 2.2. **Land Conservation** - promoting protection and preservation of ecosystems throughout the Trust Area;
 - 2.3. **Water Management** - promoting protection and preservation of groundwater and surface water supply and quality;
 - 2.4. **Marine Environment** - promoting protection and preservation of coastal, and deep water marine ecosystems;
 - 2.5. **Sustainable Communities** - promoting liveable communities:
 - with sustainable and viable local economies
 - with housing that accommodates socio-economic diversity
 - with regard for the carrying capacity of supporting island environments;
 - 2.6. **Conservation Strategy** - developing strategies beyond regulatory tools to achieve the Islands Trust's object; and
 - 2.7. **Public Awareness/Education** - promote enhanced public awareness of environmental, economic and social sustainability in island communities and opportunities for their improvement.

REQUEST FOR DECISION

To: Trust Programs Committee

For the Meeting of: June 1, 2015

From: Committee Staff

Date Prepared: May 22, 2015

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

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

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Preparation of the Islands Trust Annual Report is undertaken by Trust Area Services Communications staff, reporting to the Executive Committee and consistent with Trust Council's [Annual Report Policy 6.10.i](#). Under Trust Council's Policy, all LTCs and Council committees are expected to review and approve their sections at regular meetings preceding June Trust Council.

FINANCIAL: None

POLICY: No implications for existing policy

IMPLEMENTATION/COMMUNICATIONS: The process for development of the Annual Report is outlined in Trust Council's policy. Upon approval by Trust Council, the Annual Report is sent to the Minister of Community Sport and Cultural Development and circulated as indicated in Trust Council's policy.

OTHER: n/a

BACKGROUND

At its February 25, 2015 meeting, the Executive Committee approved the format and outline of the 2014-2015 Annual Report. Once each committee has approved its section, staff will create a draft Annual Report for review by the Executive Committee and consideration of Trust Council in June.

REPORT/DOCUMENT: Draft Trust Programs Committee section of Annual Report

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

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

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

RESPONSE OPTIONS

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

Alternative: None

Prepared By: Clare Frater, Policy Advisor

Reviewed By/Date: Lisa Gordon, Director, Trust Area Services, May 22, 2015

Trust Programs Committee

Role

The Trust Programs Committee seeks direction from and provides advice to the Islands Trust Council on reviewing, amending and implementing the topics in the Islands Trust Policy Statement.

Members

Members prior to November 2014 Local Government Elections

Paul Brent, Saturna Island (Chair)
George Grams, Salt Spring Island (Vice Chair)
Alex Allen, Hornby Island
Laura Busheikin, Denman Island
Tony Law, Hornby Island
Liz Montague, South Pender Island
Kate-Louise Stamford, Gambier Island
Andrew Stone, Bowen Island Municipality
Ken Hancock, North Pender Island, Executive Committee Representative (2011-2013)
David Graham, Denman Island, Executive Committee Representative (2014)
Sheila Malcolmson, Gabriola Island, Ex Officio Member

Members after November 2014 Local Government Elections

Derek Masselink (Chair)
Brian Crumblehulme (Vice Chair)
David Critchley, Denman Island
Sue Ellen Fast, Bowen Island
Tony Law, Hornby Island
Bruce McConchie, South Pender Island
Heather Nicholas, Gabriola Island Trustee
Dan Rogers, Gambier Island Trustee
George Grams, Salt Spring Island, Executive Committee Representative
Peter Luckham, Thetis Island, Ex Officio Member

2014-2015 Highlights

In support of Trust Council's focus on advocacy about BC Ferries, the Trust Programs Committee made several recommendations in 2014 to the Islands Trust Council regarding advocacy about BC Ferries' fares and service levels (*Strategic Plan 4.1.1*).

The Trust Programs Committee's annual work program included reviewing all the nominations and making recommendations to Trust Council on the recipients of the annual Community Stewardship Awards. The 2014 Community Stewardship Award recipients are reported under the Trust Council Chair's introduction on page X. The Trust Programs Committee also successfully recommended amendments to the Islands Trust Council's Procedure 2.1.xi Administration of Community Stewardship Awards Program.

In addition, the Trust Programs Committee approved a project charter to support research into Crown Land in the Trust Area.

REQUEST FOR DECISION

To: Trust Programs Committee

For the Meeting of: June 1, 2015

From: Linda Adams
Chief Administrative Officer

Date Prepared: April 28, 2015

File No.: Strategic Plan

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

RECOMMENDATION: That the Trust Programs Committee recommends to Trust Council that the potential objectives and strategies in the *Strategic Plan Discussion Draft* for 2014-2018 be amended as follows: *(to be determined by the Trust Programs Committee)*.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

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

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: The task of developing and providing the Trust Programs Committee's recommendations about a Strategic Plan can be accommodated with existing resources.

FINANCIAL:

No external financial implications of providing the Trust Programs Committee's recommendations about a Strategic Plan.

Recommendations for strategies and actions for the 2015-2016 fiscal year should consider the available resources in the current budget.

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

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

IMPLEMENTATION/COMMUNICATIONS:

The Trust Programs Committee may wish to consider the following questions, in developing its input into the *Strategic Plan Discussion Draft*:

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

The Trust Programs Committee should make recommendations by resolution. Resolutions regarding potential additions, deletions or changes to the *Strategic Plan Discussion Draft* should be conveyed to the Acting Executive Coordinator by June 3, for inclusion in the Executive Committee's June 10 meeting agenda package. If this timing is not possible, resolutions should be submitted as soon as practical, for inclusion as late items in the Trust Council meeting agenda package.

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

BACKGROUND

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

- A follow-up survey was conducted to re-ask the questions where survey results from the Trust Council March meeting were inaccurate. The results of that follow-up survey are included in Attachment 4.
- All Islands Trust bodies are asked to submit their priorities for inclusion in a 'Priority Chart' that is included in the [agenda package](#) at each Trust Council meeting (see Item 7.2 for the March 2015 version). This information has also been reviewed during development of the *Strategic Plan Discussion Draft*.
- Trust Council's March 2015 [agenda package](#) was also accessed to review the priorities identified by the Executive Committee (item 3.2), Financial Planning Committee (item 4.2), Trust Programs Committee (item 5.2), Local Planning Committee (item 2.2) and Trust Fund Board (item 5.3).
- At its meeting on April 1, the Executive Committee considered trustee input to date and an early *Strategic Plan Discussion Draft* (Attachment 5). That draft illustrates how new priorities that have been identified by trustees, LTCs, Council Committees, the Trust Fund Board and Bowen Island Municipality could be integrated into the Strategic Plan from 2011-2014, which includes some on-going work of various bodies of the Islands Trust. The *Strategic Plan Discussion Draft* also includes comments that indicate some of the sources of various potential objectives and strategies that have been identified to date.
- In keeping with its adopted process for Strategic Plan development, the Executive Committee agreed to circulate the *Strategic Plan Discussion Draft* to local trust committees, Council Committees, the Trust Fund Board and Bowen Island Municipality for preliminary input. The April 1 version of the *Discussion Draft* was updated on April 8 to include some additional information about the priorities that LTC's had previously identified.
- In response to input from trustees after the March 2015 Trust Council meeting, the Executive Committee has put plans in place to host a more lengthy and facilitated discussion on June 23, 2015 about strategic priorities for the 2014-2018 term. The aim will be to develop materials (for example, a list of strategic objectives and strategies) that could be circulated for public input from June through August.
- Once public input has been received and considered, Trust Council will be asked to consider adoption of an initial Strategic Plan in September that would form the basis for budget development for the next fiscal year. The draft budget that Trust Council considers in December would reflect the adopted Strategic Plan.
- If Strategic Plan items require new funds, and those are not included in Trust Council's budget for the next (or a future) fiscal year, the Strategic Plan would be amended accordingly.
- A diagram and glossary of strategic planning terms is included in Attachment 6.
- At its meeting in March 2015, Trust Council passed the following resolution:
That the Islands Trust Council request Executive Committee to include in its briefing to council committees, local trust committees and Trust Fund Board a request to consider the advancement of Policy Statement policies that support a healthy environment when developing recommendations for objectives, goals and activities in the 2015-2018 Strategic Plan.

REPORT/DOCUMENT:

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

KEY ISSUE(S)/CONCEPT(S):

Preliminary LTC input into the Strategic Plan for 2014-2018

RELEVANT POLICY:

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

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

DESIRED OUTCOME:

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

RESPONSE OPTIONS

Recommended:

That the Trust Programs Committee recommends to Trust Council that the potential objectives and strategies in the *Strategic Plan Discussion Draft* for 2014-2018 be amended as follows: *(to be determined by the Trust Programs Committee)*.

Alternative:

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

That the Trust Programs Committee make comments about other aspects of the *Strategic Plan Discussion Draft*, in addition to the potential objectives and strategies.

Prepared By: Linda Adams, Chief Administrative Officer

Reviewed By/Date: N/A



Linda Adams, Chief Administrative Officer

NOTE: A similar RFD has been prepared for meetings of Local Trust Committees, all Council Committees and the Trust Fund Board. Input will also be invited from Bowen Island Municipality.



Islands Trust

Strategic Planning Process Phases(2014-2018)

Endorsed by EC: Feb 17/15

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

¹ See last page for diagram of phases



Islands Trust

Strategic Planning Process Phases(2014-2018)

Endorsed by EC: Feb 17/15

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



Strategic Planning Process Phases(2014-2018)

Endorsed by EC: Feb 17/15

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

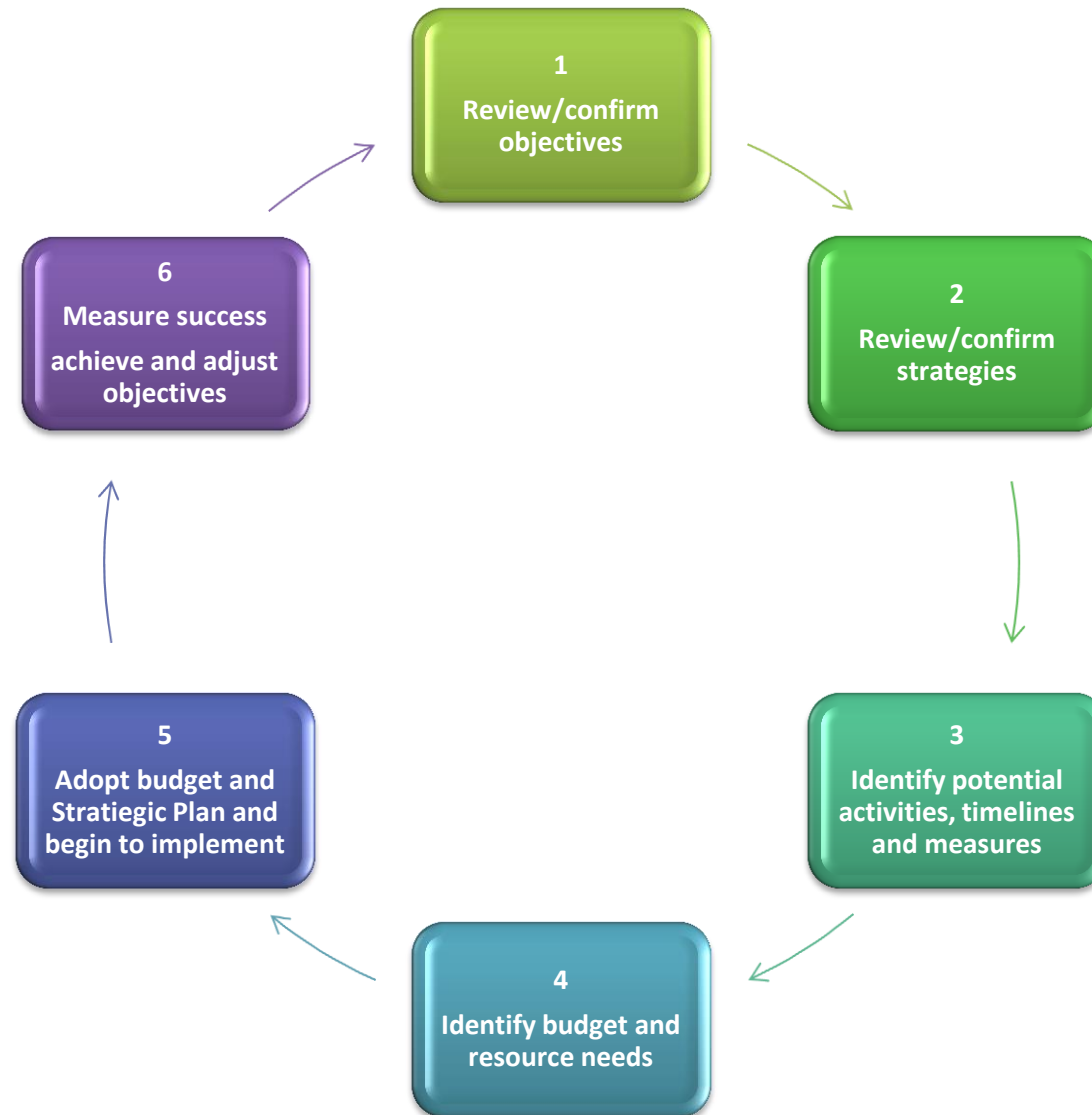
LTC = local trust committee; TFB = Trust Fund Board; BIM = Bowen Island Municipality



Islands Trust

Strategic Planning Process Phases(2014-2018)

Endorsed by EC: Feb 17/15



Summary

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

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

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

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

Trustee Sandy Pottle - Galiano

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

Trustee Brian Crumblehulme - Mayne

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

Trustee Lee Middleton – Saturna

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

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

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

Trustee Wendy Scholefield – South Pender

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

Trustee Kate-Louise Stamford – Gambier

- Concerned with woodlot logging proposal for Gambier Islands Trust

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

Trustee Dan Rogers – Gambier (Keats)

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

Trustee George Grams, Salt Spring

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

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

Trustee Peter Grove, Salt Spring

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

Trustee Peter Luckham ,Thetis

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

Trustee Alex Allen, Hornby

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

Trustee Tony Law, Hornby

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

Trustee Paul Brent, Saturna

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

Trustee Melanie Mamoser, Gabriola²

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

Trustee Heather Nicholas, Gabriola

Very interested in Islands Trust advocacy

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

Trustee Ken Hunter, Thetis

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

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

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

Trustee Susan Morrison, Lasqueti

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

Trustee Alison Morse, Bowen

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

Trustee David Critchley, Denman

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

Trustee Diane Barber, North Pender

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

Trustee Jeanine Dodds, Mayne

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

Trustee Laura Busheikin, Denman

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

Trustee Derek Masselink, North Pender

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

Trustee Bruce McConchie, South Pender

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

Trustee George Harris, Galiano

- Supports community engagement efforts

Trustee Sue Ellen Fast, Bowen

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

Trustee Tim Peterson, Lasqueti

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

TRUST COUNCIL MARCH 2014 SURVEYS – IDENTIFICATION OF PRIORITY OBJECTIVES

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

Islands Trust Council Strategic Planning Session

March 2015
Gabriola Island

What is Strategic Planning?

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



What is a Strategic Plan?

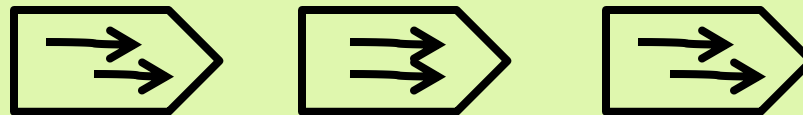
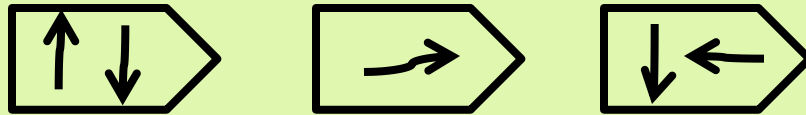
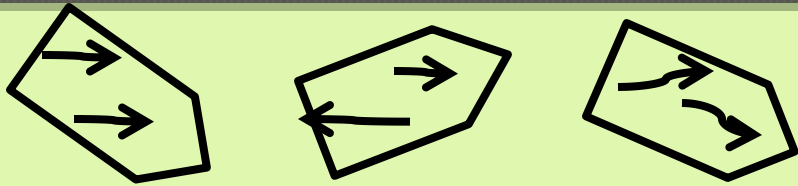
- ◎ A 'high level' plan that outlines your *mission* and key *goals* and *objectives* for the medium to long term, and sets out *strategies* for achieving your *goals* and *objectives*.
- ◎ A plan for at least three-four years.
- ◎ Strategic plans can last for longer than a term of office.
- ◎ Council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

Why do Strategic Planning?



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

What if we don't do it?



Benefits of Strategic Planning

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

General strategic framework



What is a Mission (Object)?



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

Islands Trust Mission (or object)

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

Goal

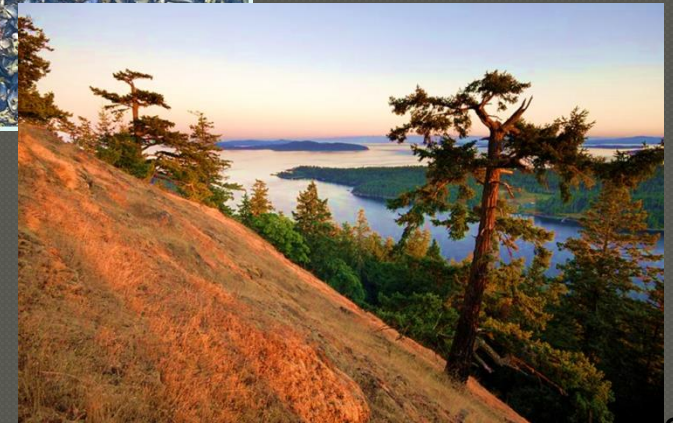
- A general statement of desired results to be achieved over an unspecified period of time.
- The Islands Trust's goals are currently defined in its Policy Statement.
- Missions and goals should stay fairly stable over a long period.



Goal 1 – Ecosystem Preservation and Protection

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

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



Goal 2 – Stewardship of Resources



- ◉ *“To ensure that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems.”*

- *Agricultural land*
- *Forests*
- *Wildlife and vegetation*
- *Freshwater resources*
- *Coastal areas and marine shorelines*
- *Soils and other resources*

Goal 3 – Sustainable Communities

“To sustain island character and healthy communities”

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



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

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



Objective

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

Strategies

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

Activities

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

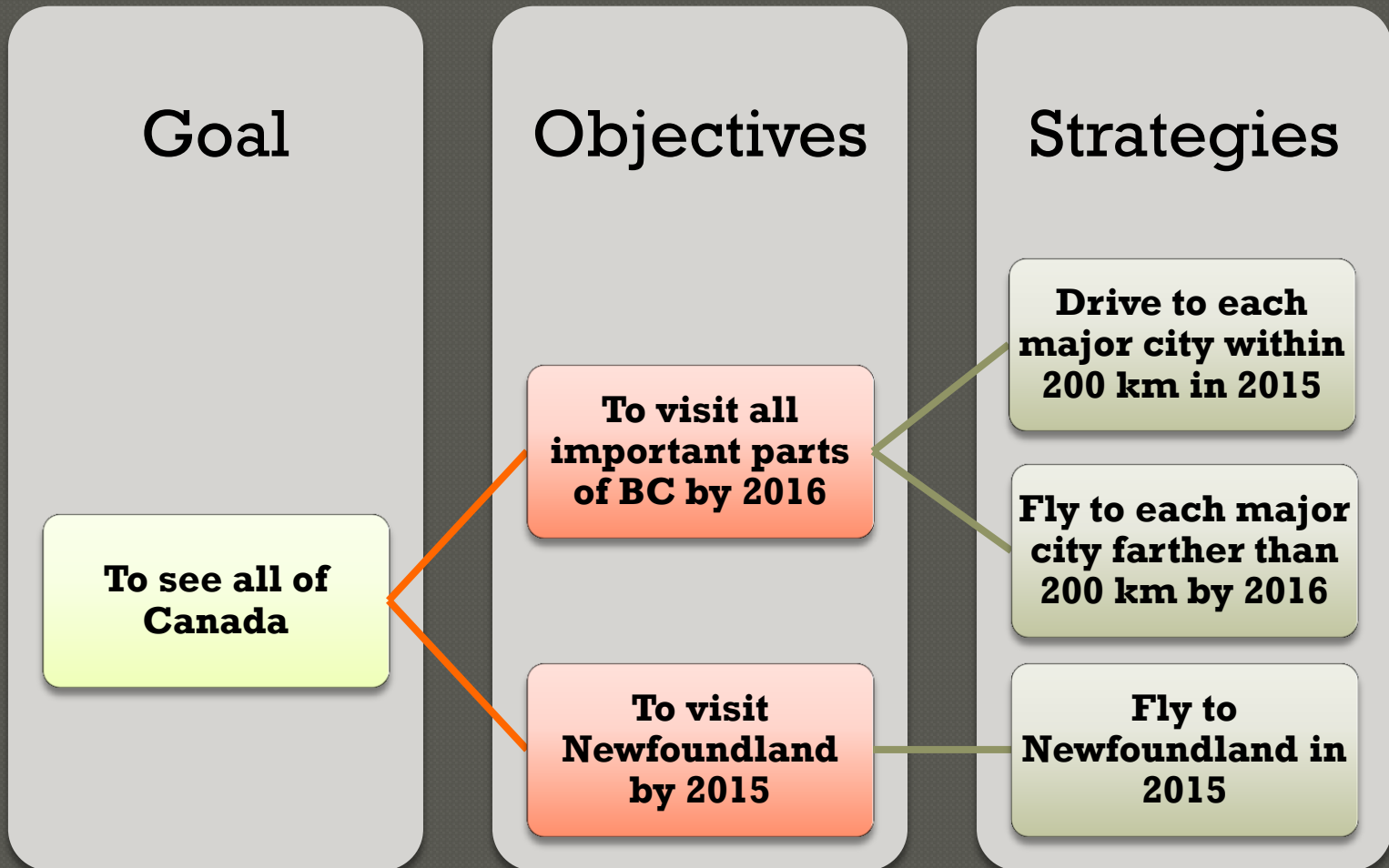


Understanding the Terms

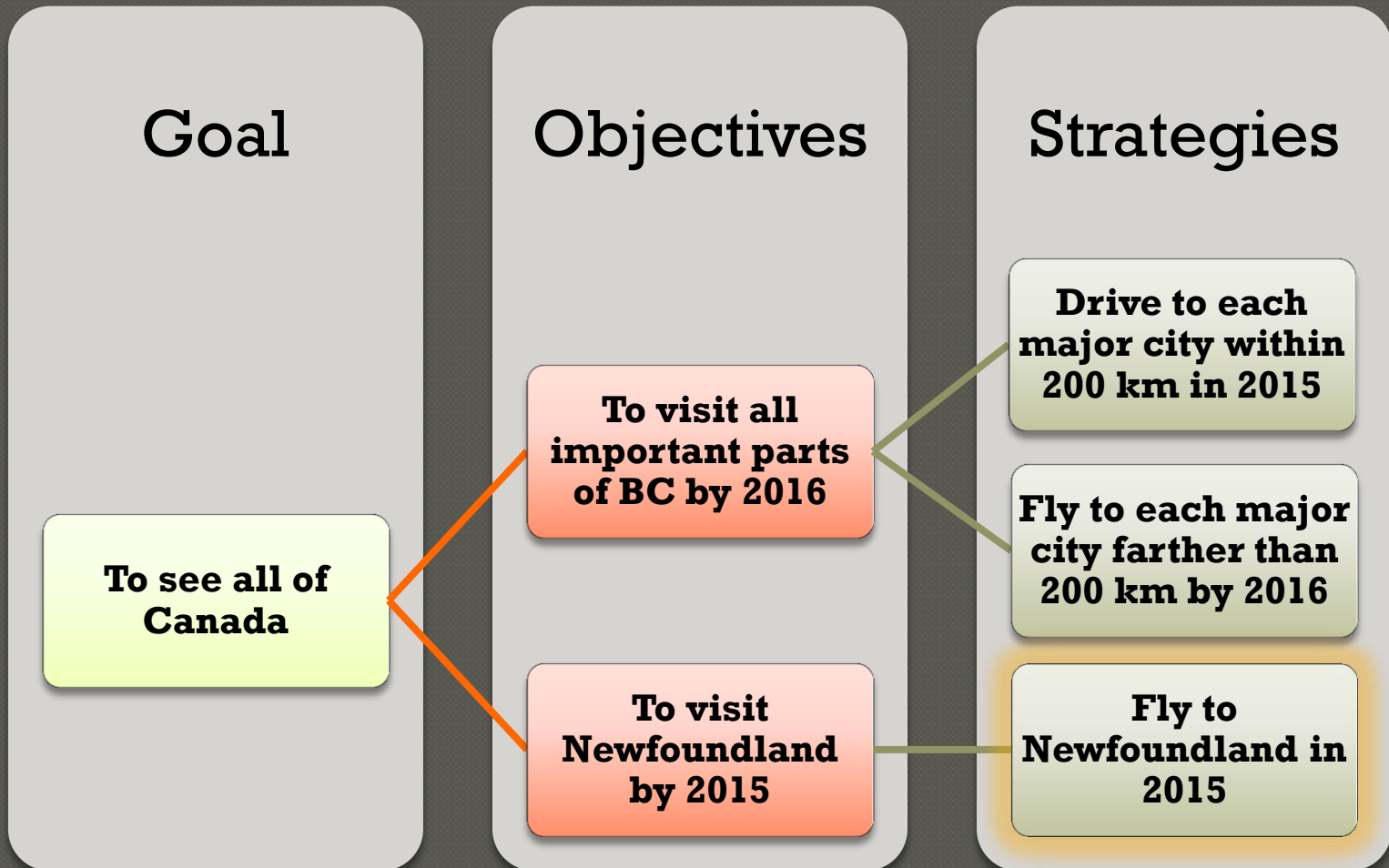
- ◎ Goals, Objectives and Strategies

- ◎ Activities and Measures

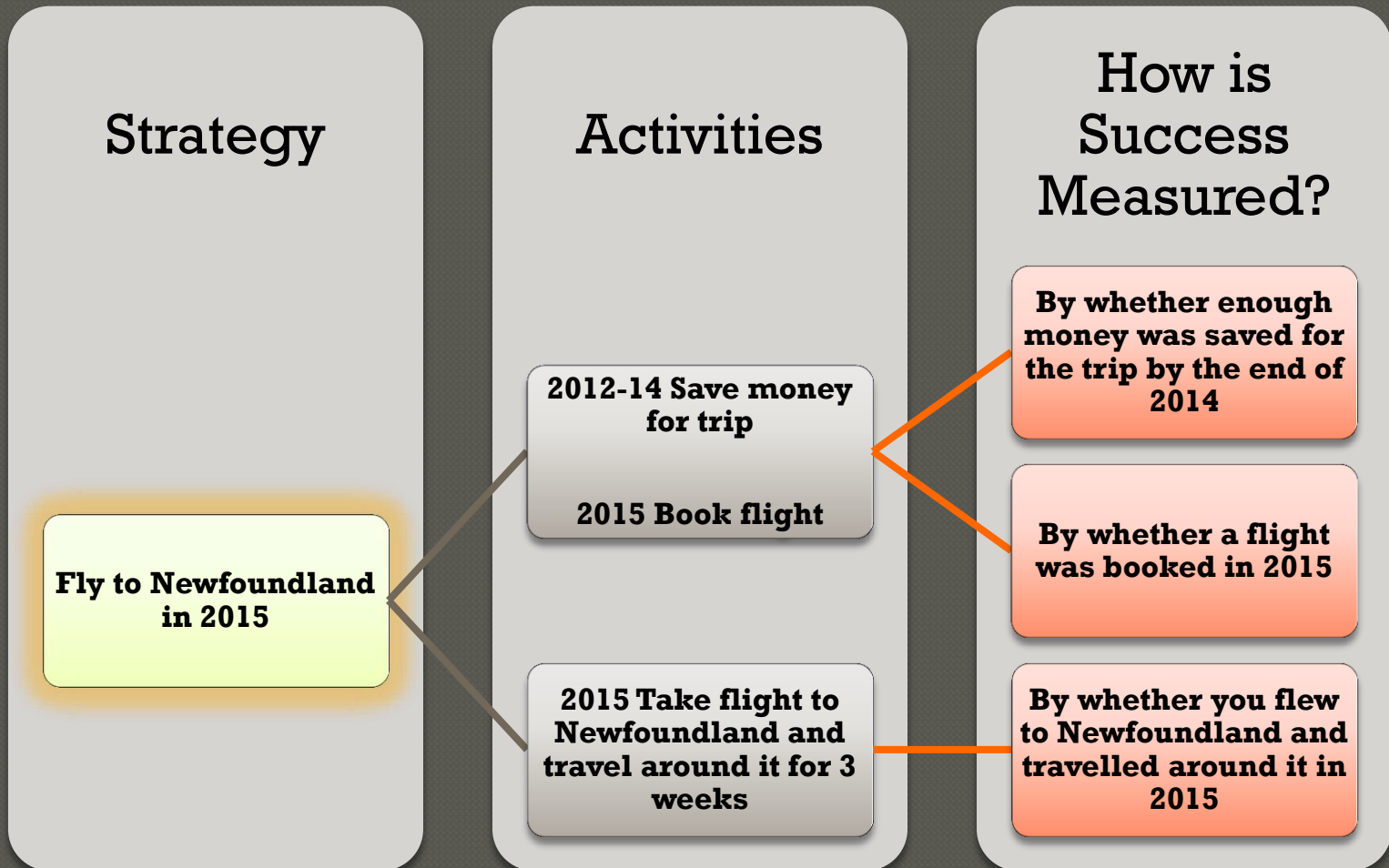
Goals, Objectives and strategies



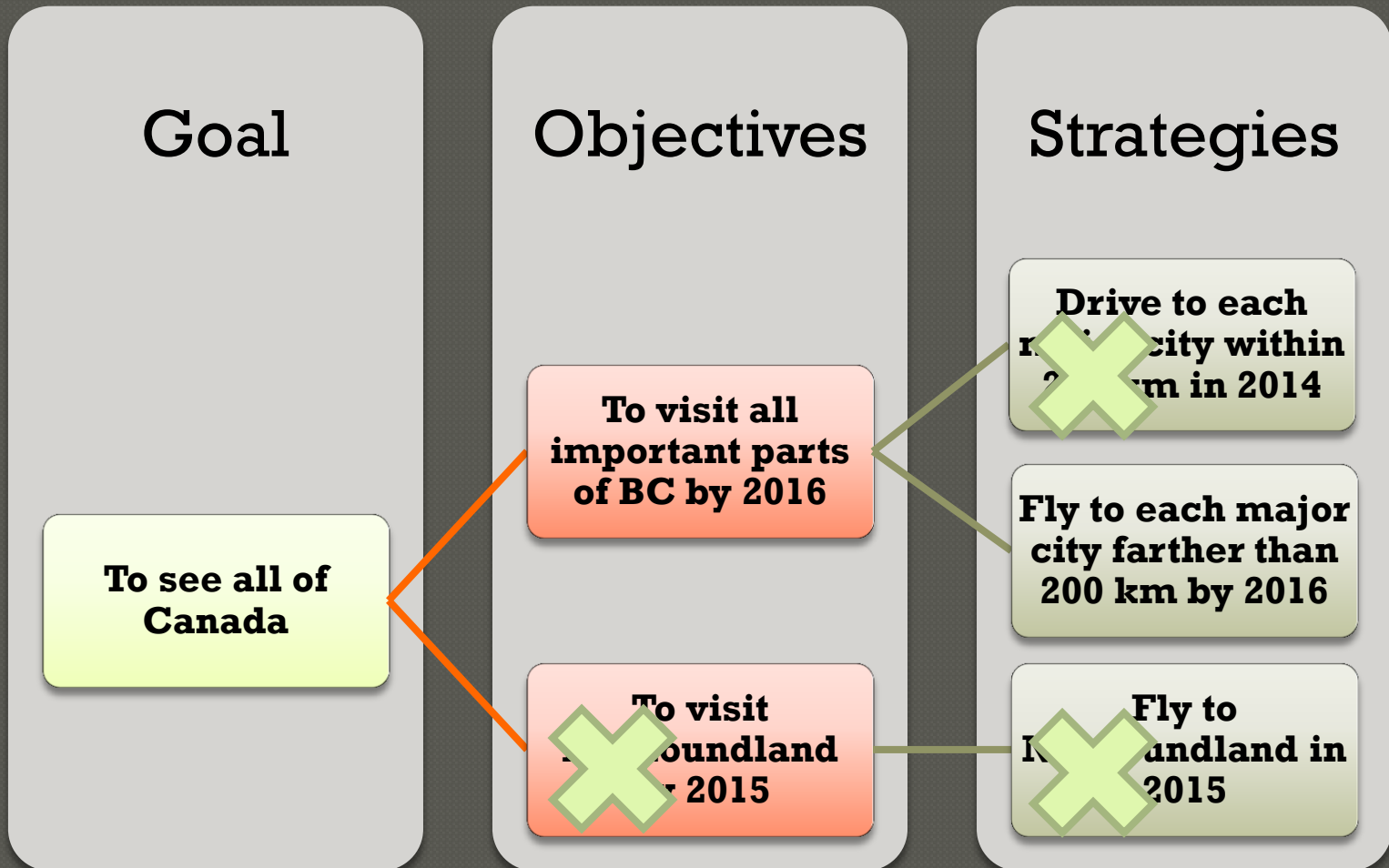
Goals, Objectives and strategies



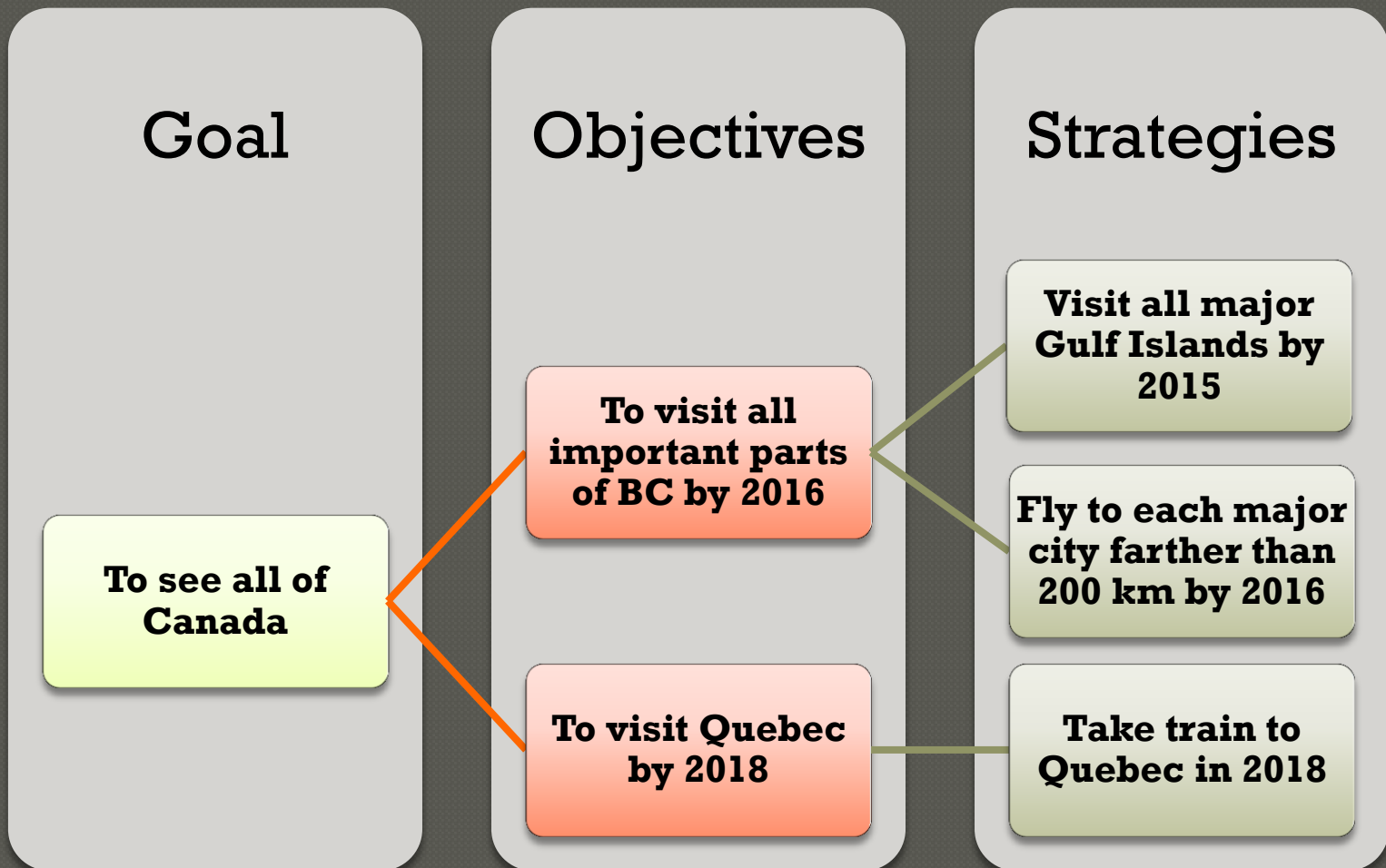
Strategies, activities and measures



Revisit objectives and strategies and adjust



Revisit Objectives and strategies



A trust Council example

Goal

**Open and Transparent
Government**

Objective

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

Strategy

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

A trust Council example

Strategy

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

Activity

2015

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

2016

**Purchase equipment
Hire contractor**

Measure

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

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

What's Strategic ?

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

What's Strategic ?

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

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

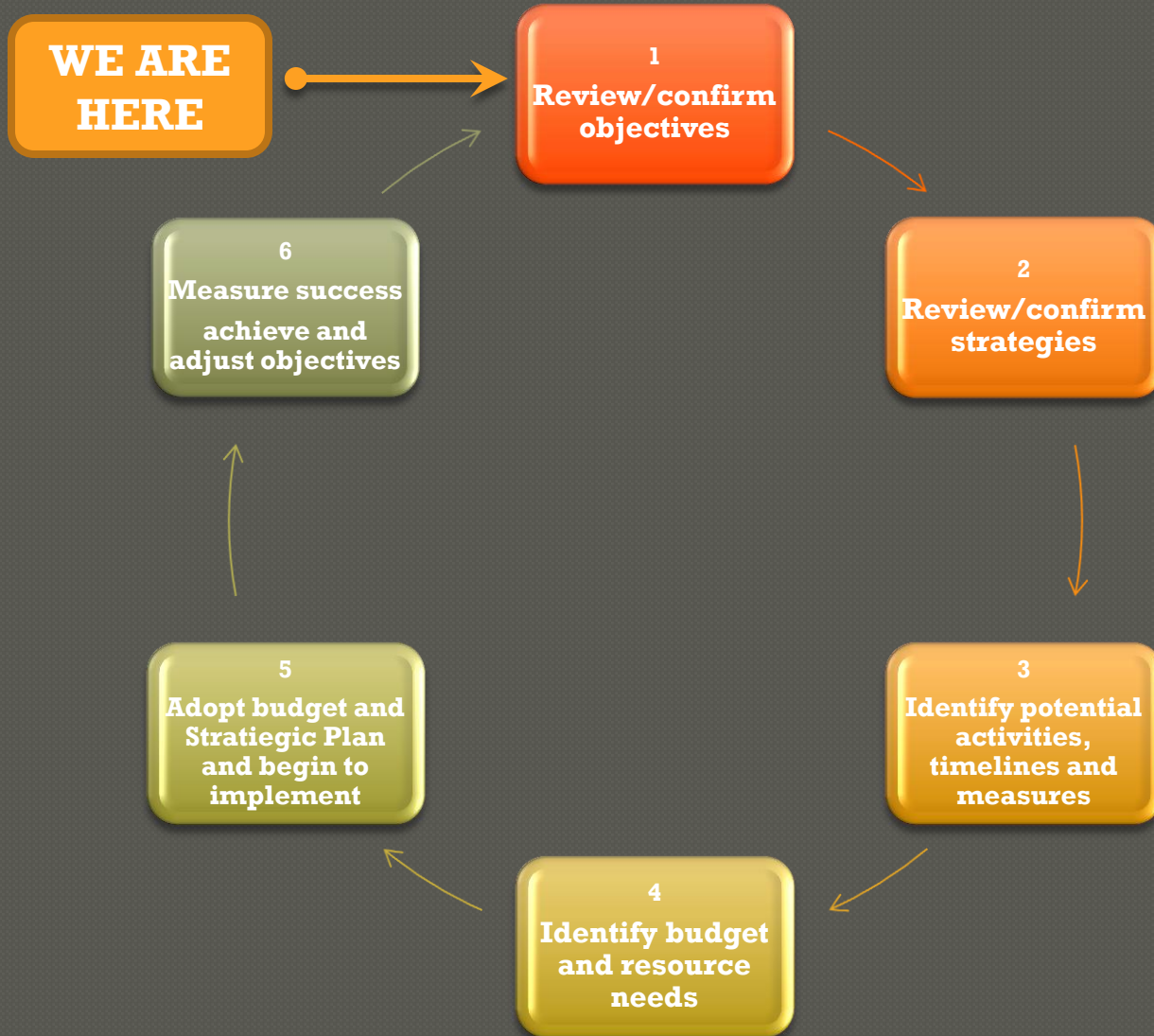
◎ Strategic Item

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

◎ Increased operational time

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

Where are we now?



Can't we just do it all?



Potential priority objectives

SOME POTENTIAL OBJECTIVES IDENTIFIED BY TRUSTEES SO FAR:

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

Identifying priorities

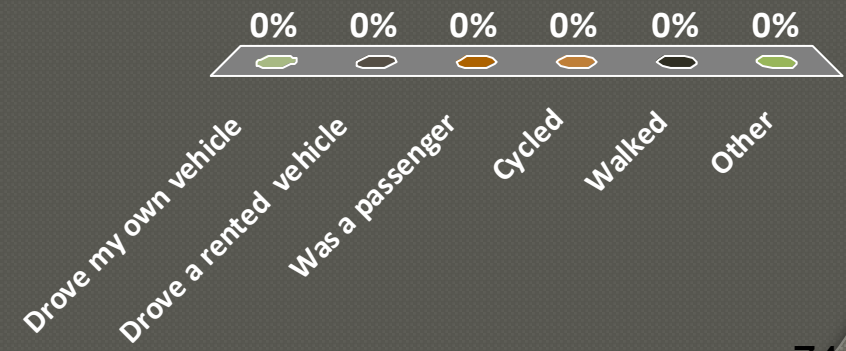
- ◉ Council exercise to identify how important these potential priorities are

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



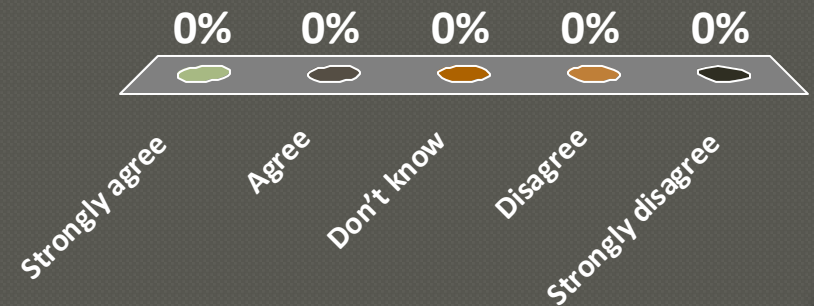
Practice Question 1: How did you travel to Trust Council?

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



Practice Question 2: Gabriola Island is beautiful

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



The real questions: Potential strategic priorities

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



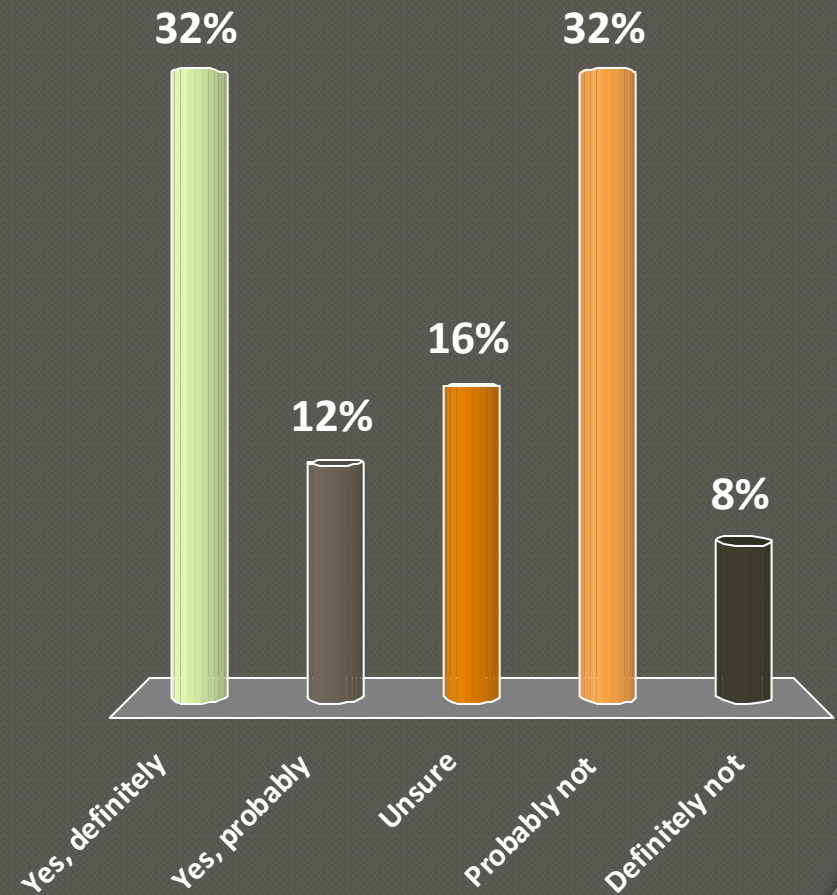
Do you believe

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

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

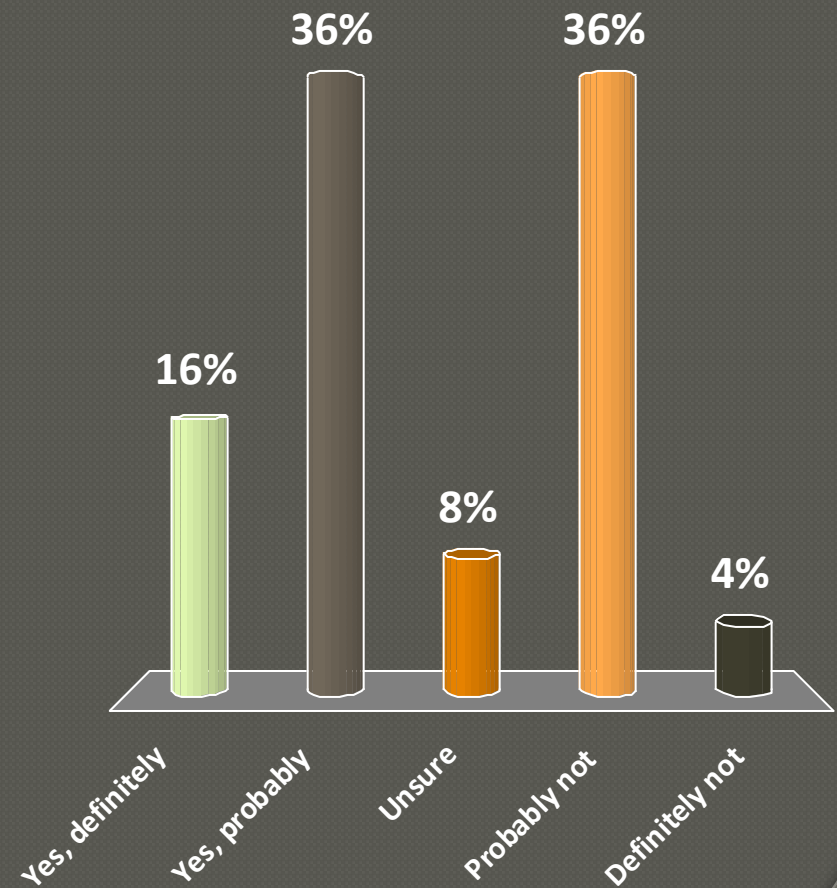
Do you believe
'Reduce GHG emissions in communities'
should be a strategic priority this term?

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



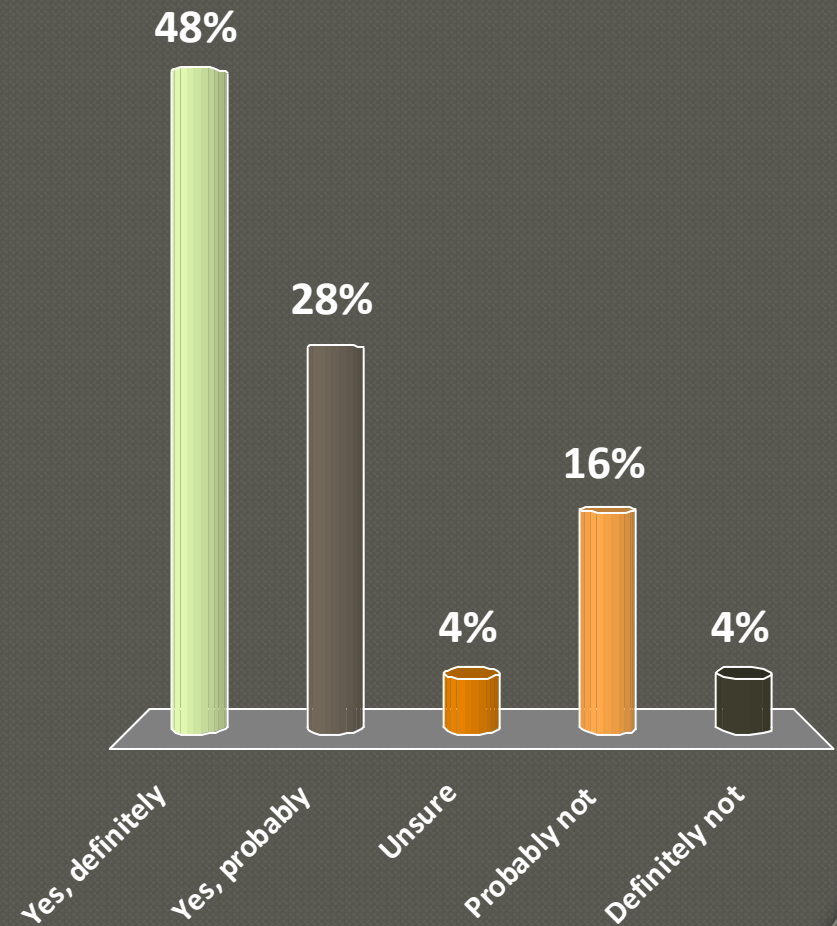
Do you believe
'Protect freshwater quality and quantity'
should be a strategic priority this term?

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



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

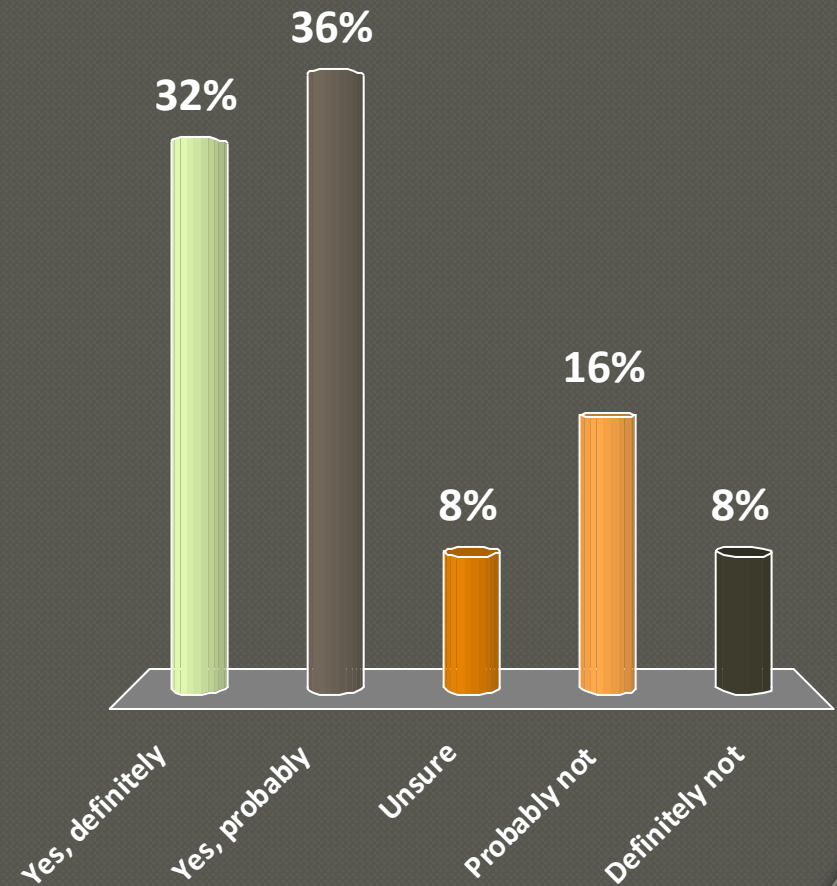
- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



Do you believe

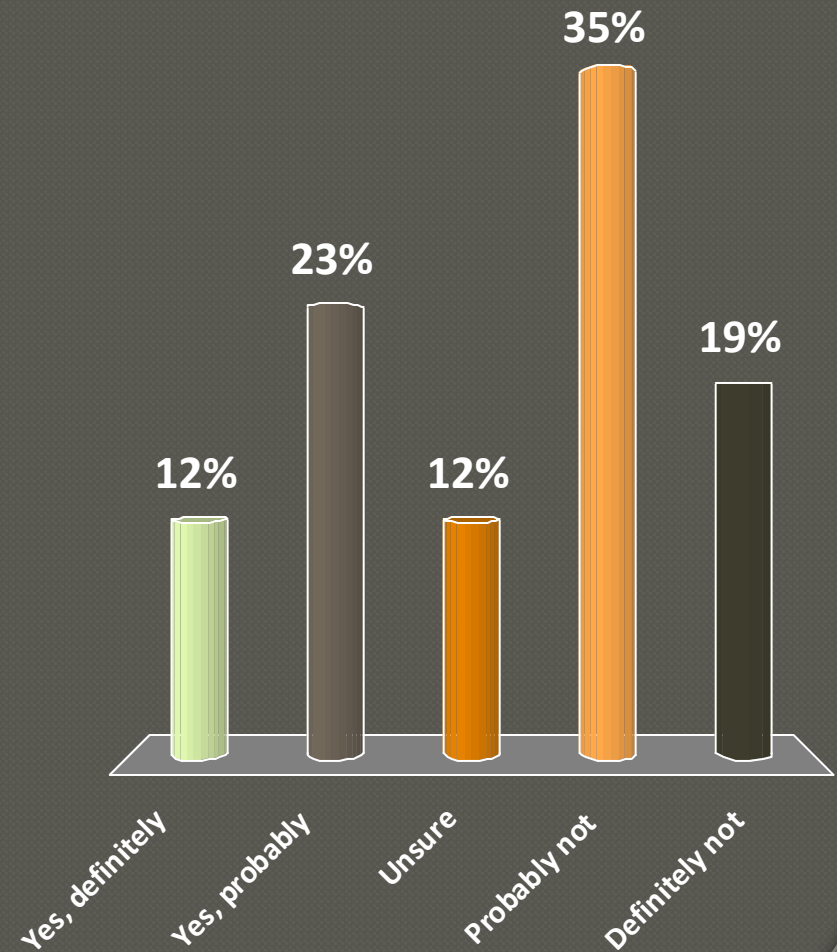
'protect/restore community socio-economic diversity'
should be a strategic priority this term?

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



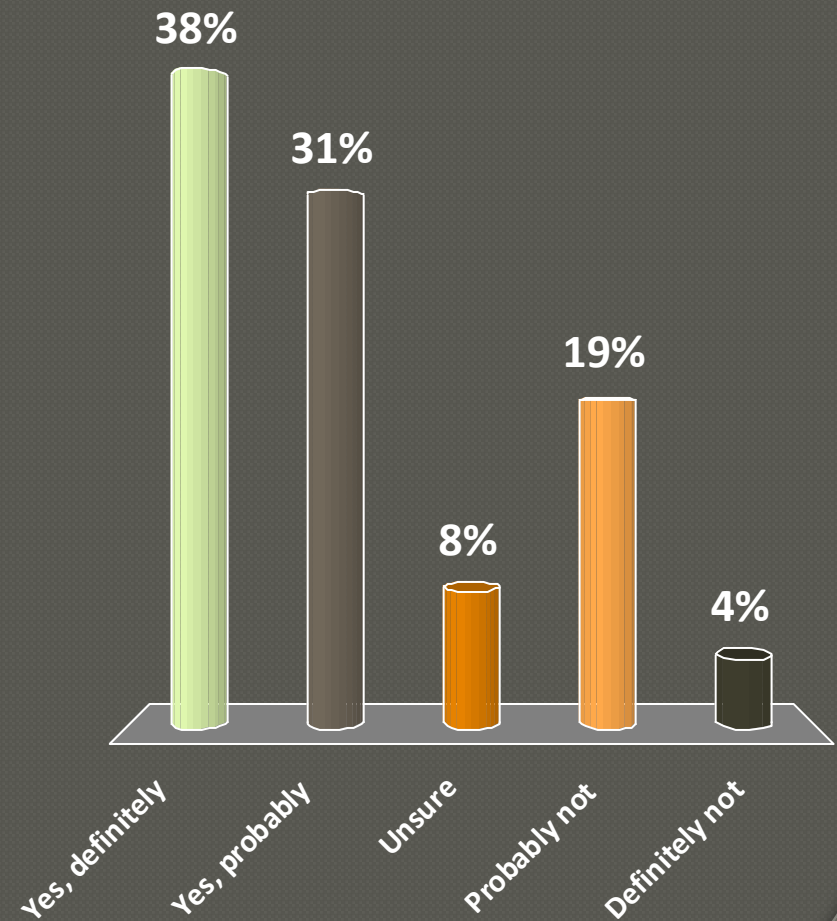
Do you believe
'enhance food security'
should be a strategic priority this term?

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



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

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



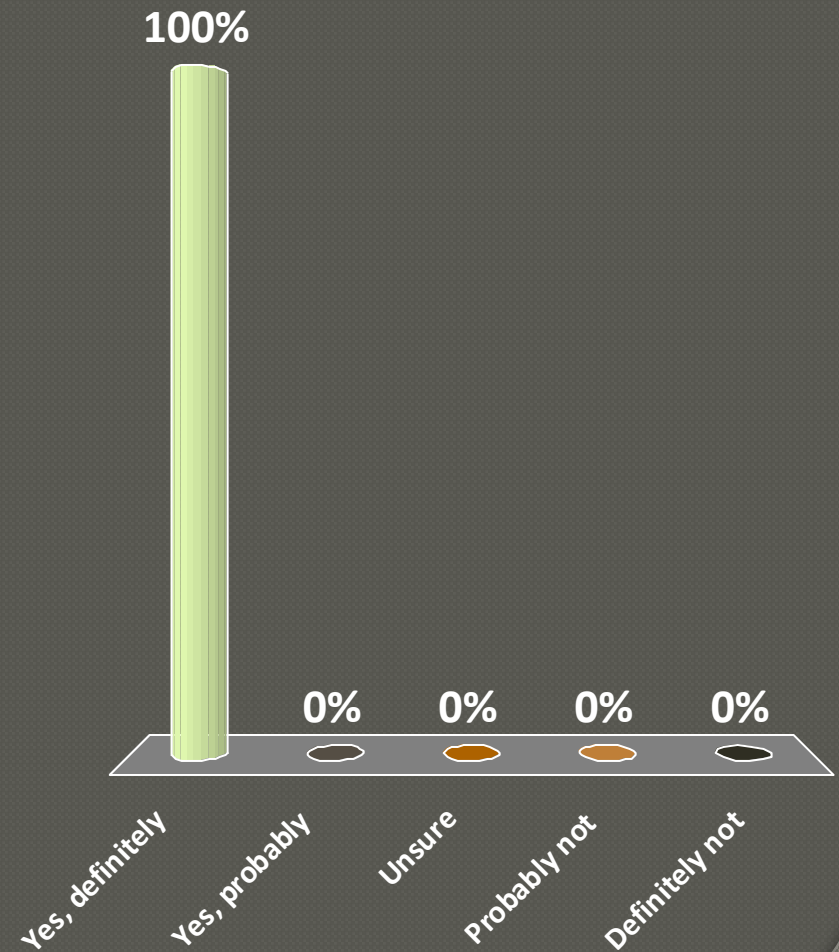
Do you believe

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

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

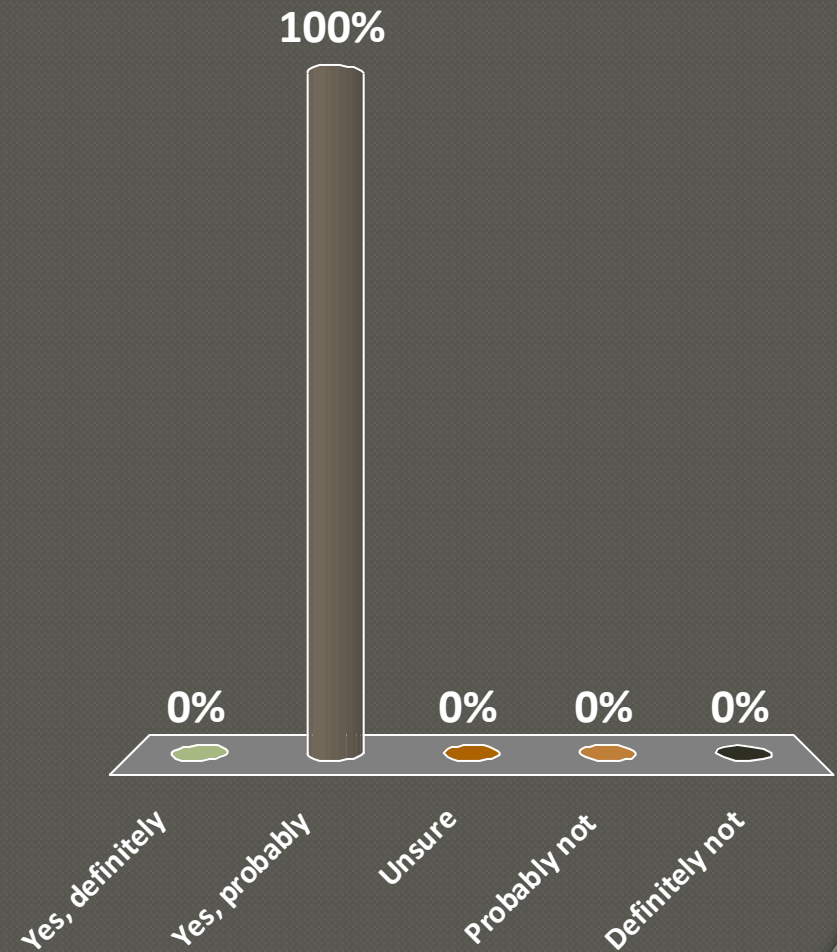
Do you believe
'improve Islands Trust cost effectiveness and resilience'
should be a strategic priority this term?

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



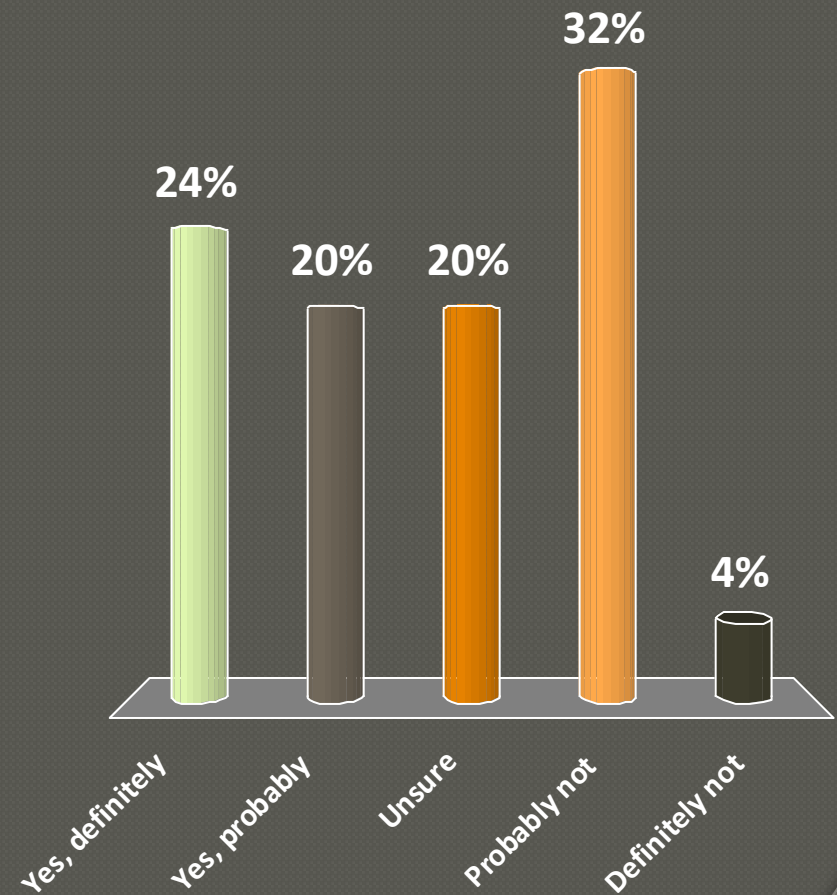
Do you believe
'improve development application procedures'
should be a strategic priority this term?

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



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

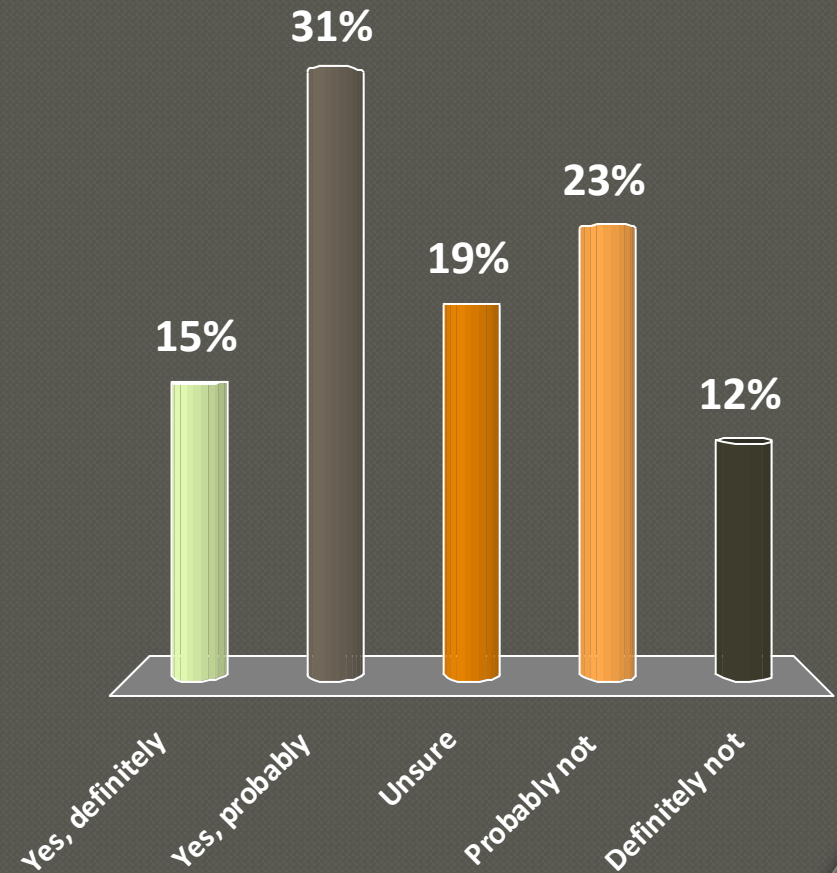
- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



Do you believe

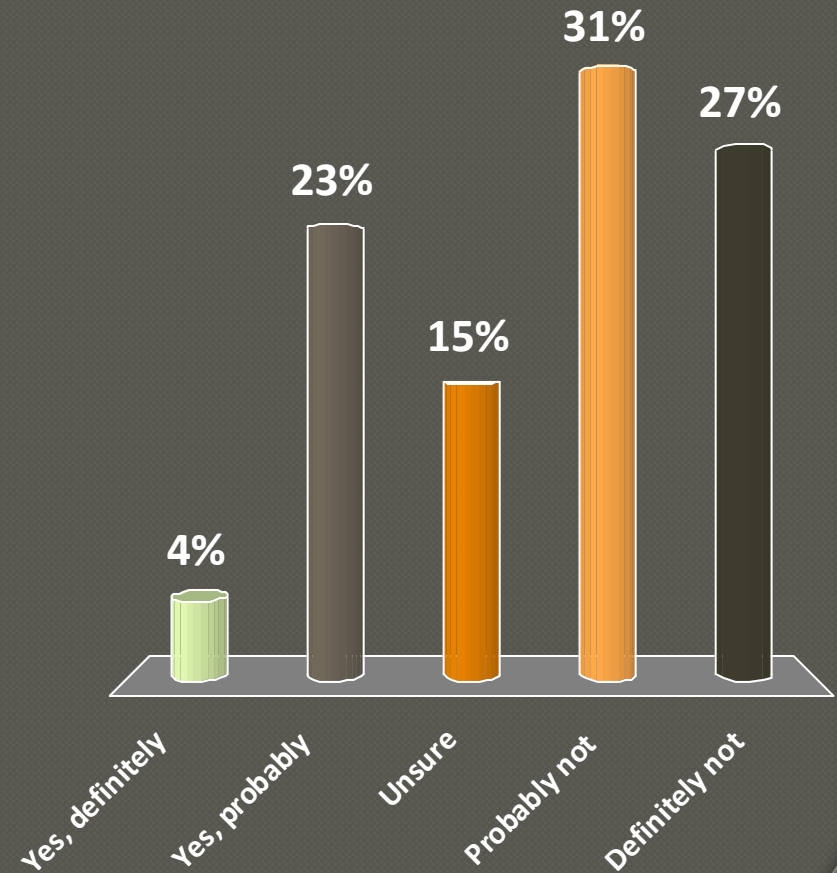
'improve understanding and support for the IT object'
should be a strategic priority this term?

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



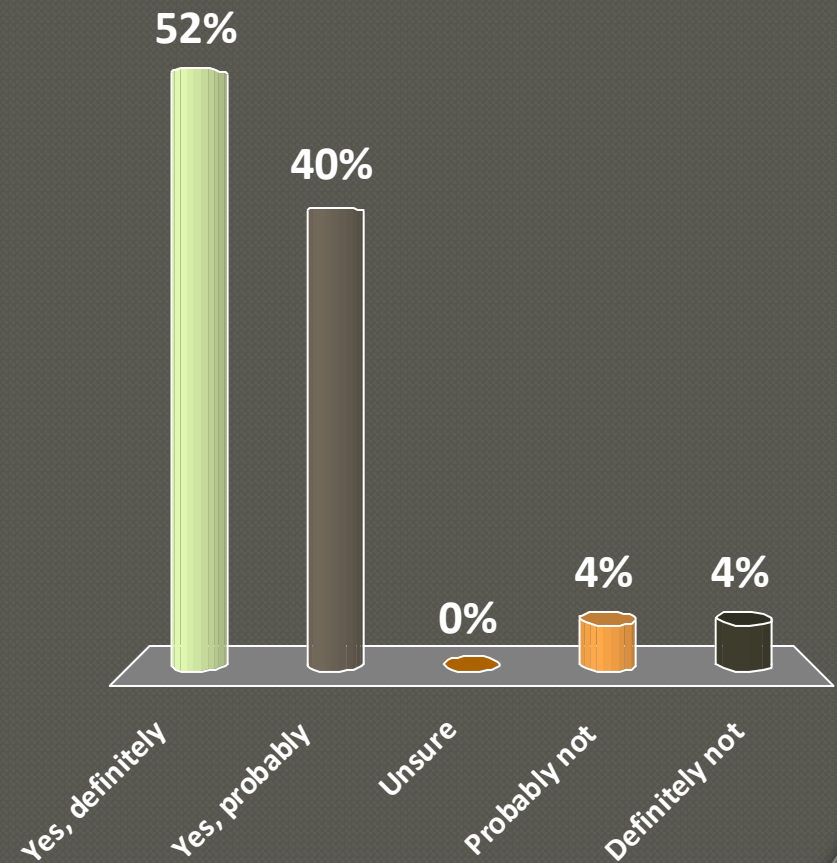
Do you believe
'improve open and transparent government'
should be a strategic priority this term?

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



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

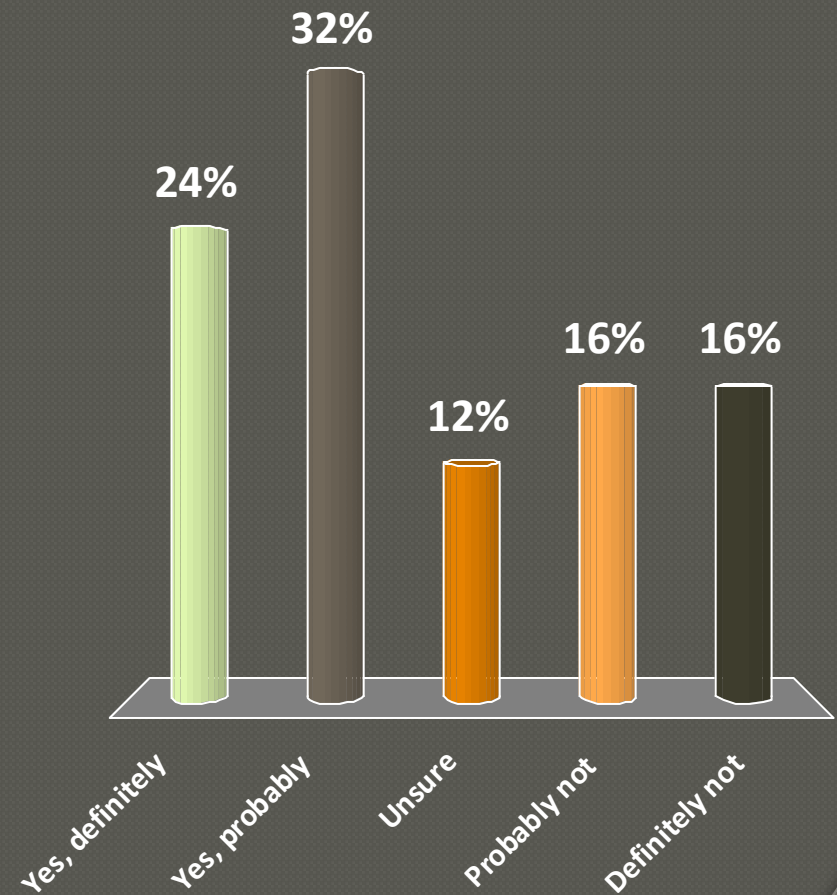
- A. Yes, definitely
- B. Yes, probably
- C. Unsure
- D. Probably not
- E. Definitely not



Do you believe

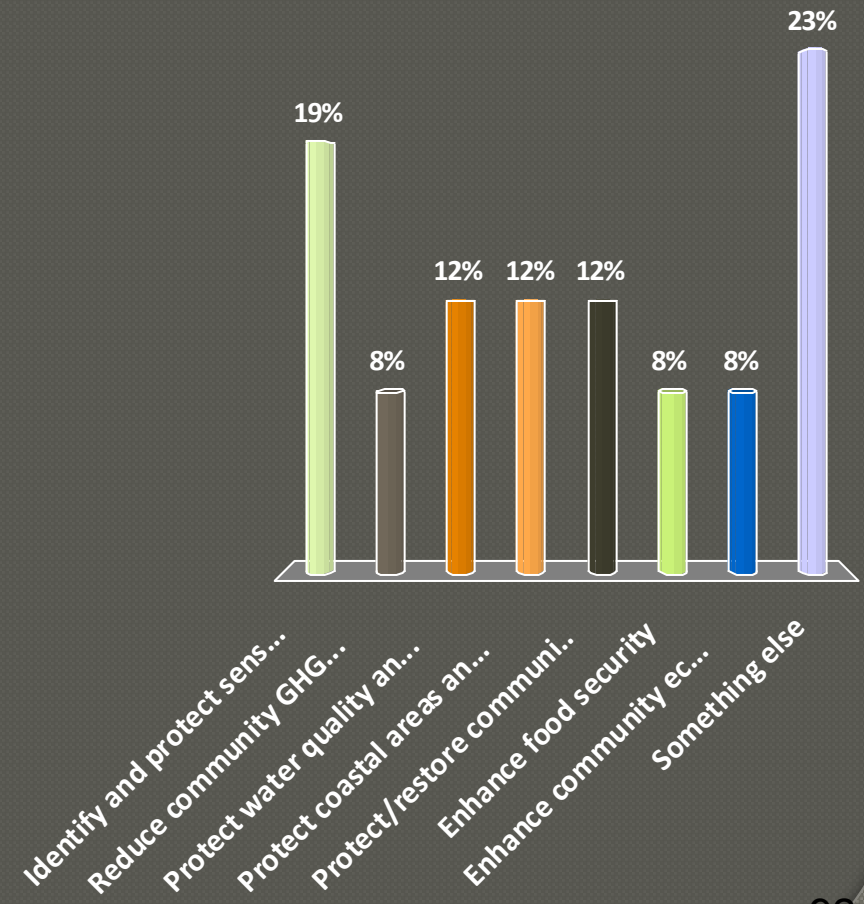
'Review/confirm the Islands Trust vision and policies'
should be a strategic priority this term?

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



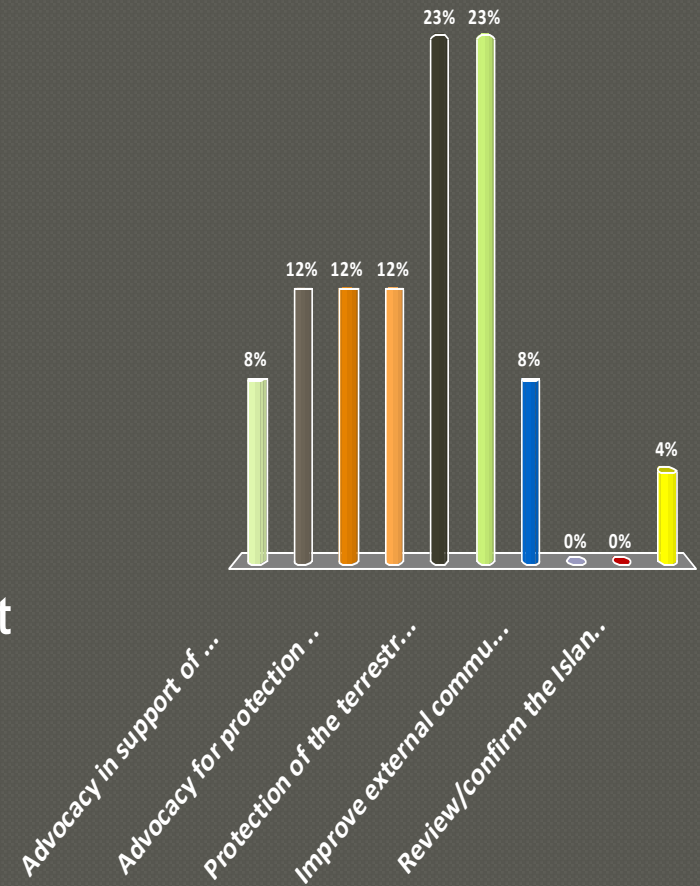
Which are the 3 most important land use planning topics for your Local Trust Committee to work on?

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



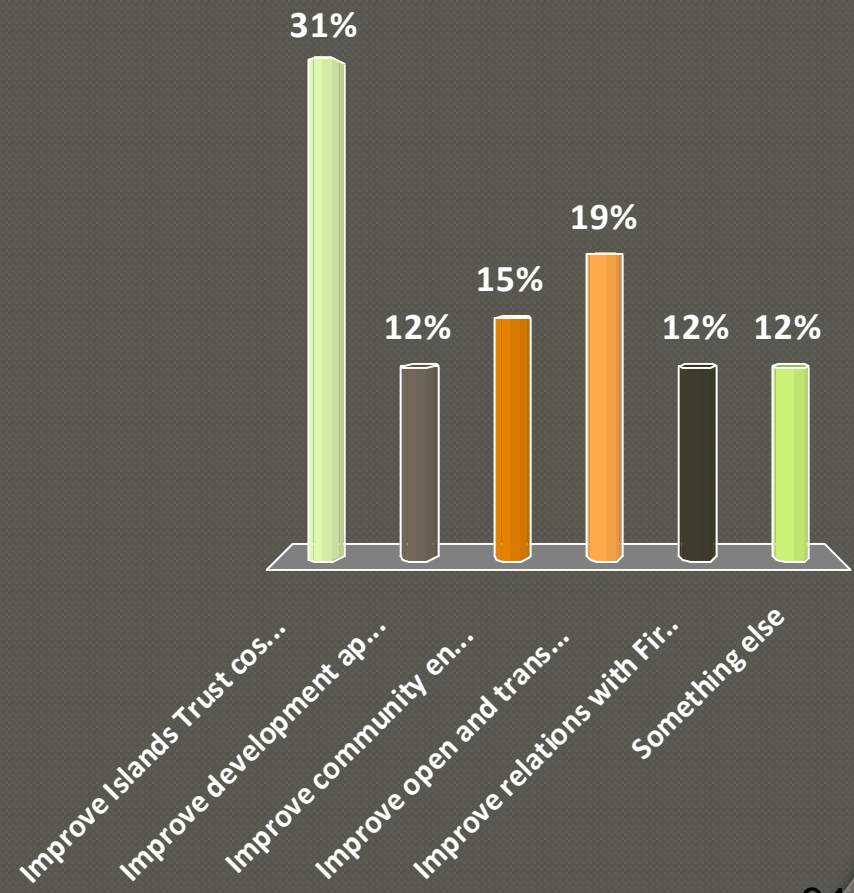
What are the 3 most important topics for Trust Area Services to work on?

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



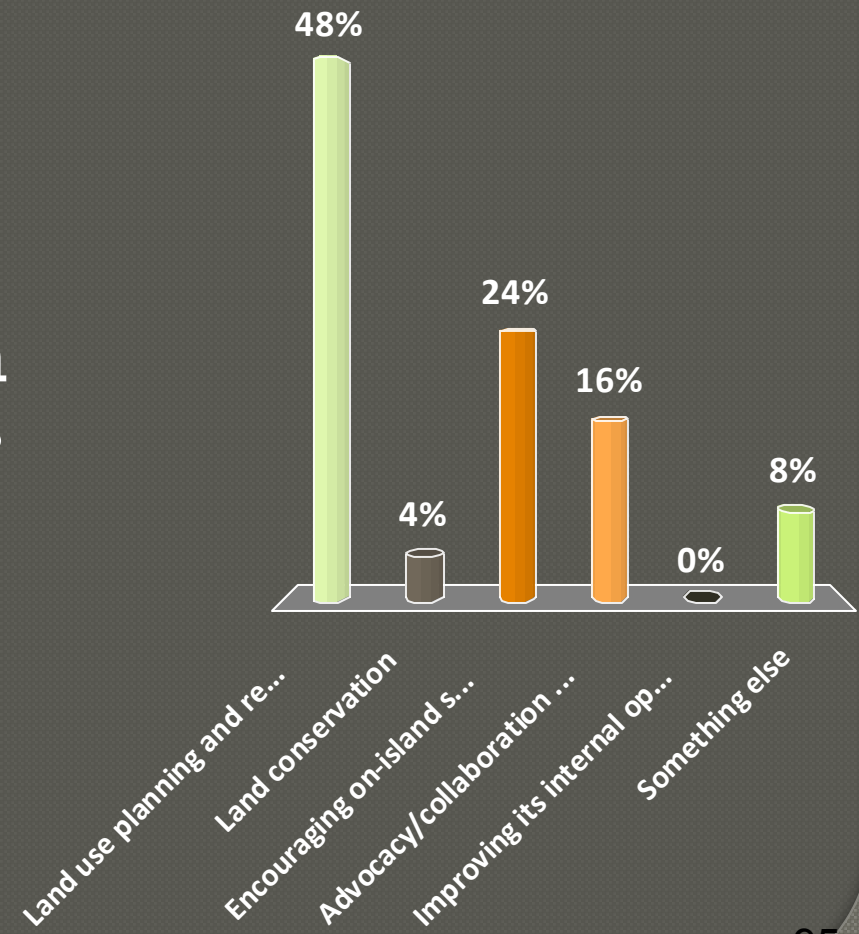
What are the 3 most important organizational improvements we could make?

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



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

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



Discussion...

◎ Reactions?

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

Next steps

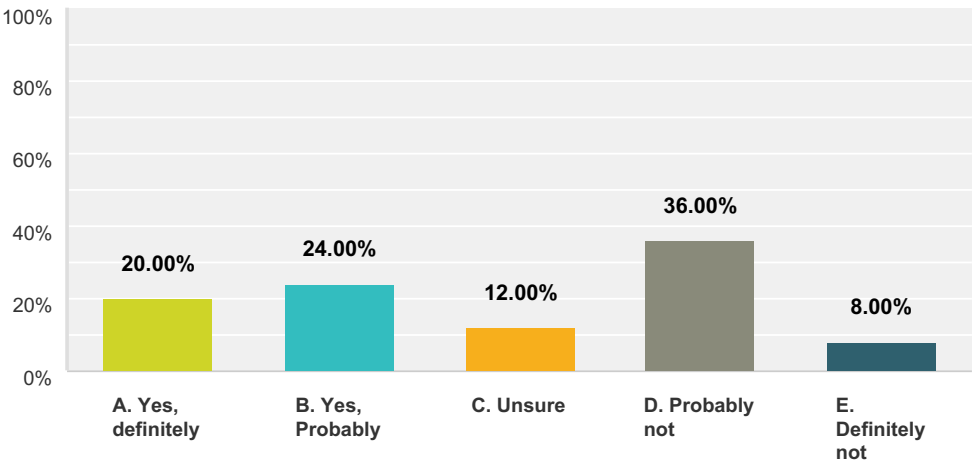
- ◉ Discussion by Council Committees, LTCs, Bowen Island Municipality, Trust Fund Board.
- ◉ Draft of potential priority objectives and strategies for review by Trust Council in June 2015.
- ◉ Executive Committee will solicit public input based on Council's adopted list of objectives and strategies.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

Please remember to return the clickers!!



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

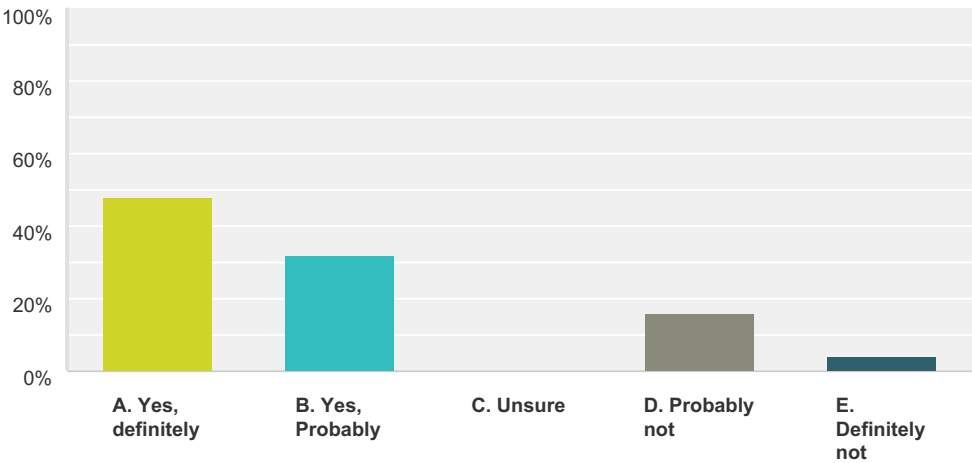
Answered: 25 Skipped: 0



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

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

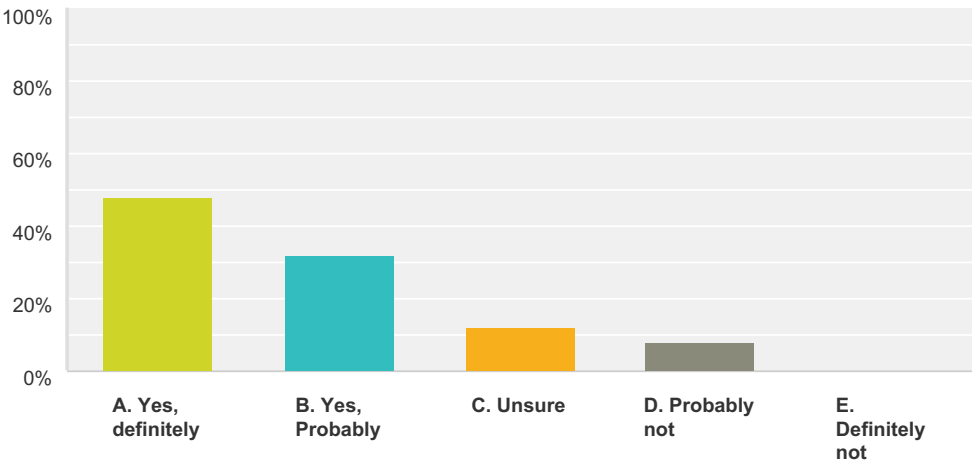
Answered: 25 Skipped: 0



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

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

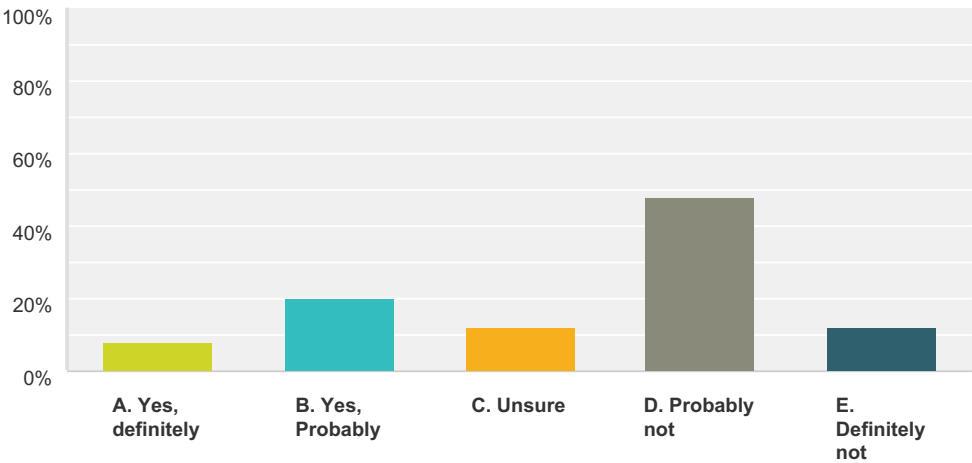
Answered: 25 Skipped: 0



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

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

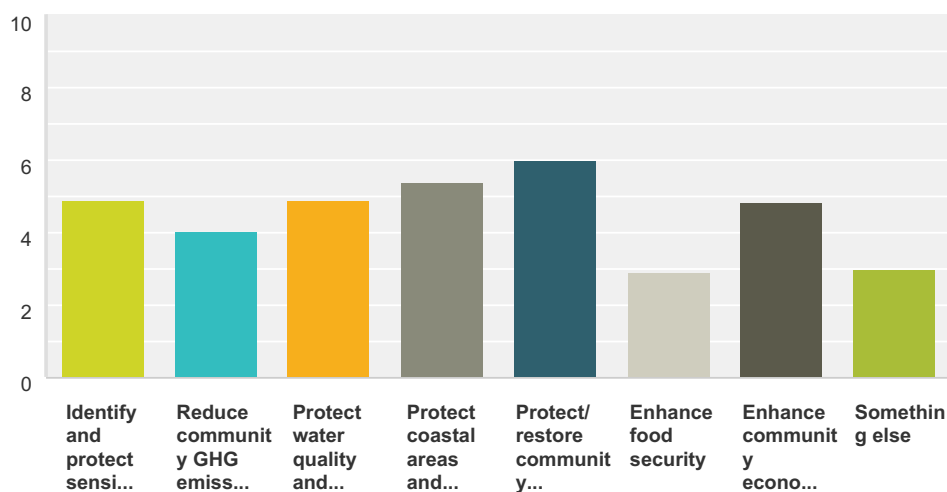
Answered: 25 Skipped: 0



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

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

Answered: 25 Skipped: 0



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

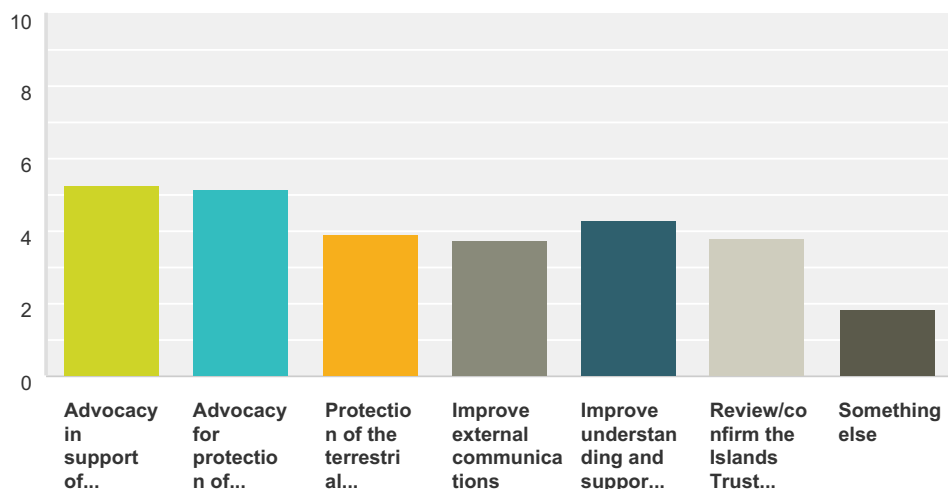
Q6 If you chose "Something else" as one of your top 3, please describe the topic.

Answered: 8 Skipped: 17

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

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

Answered: 25 Skipped: 0



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

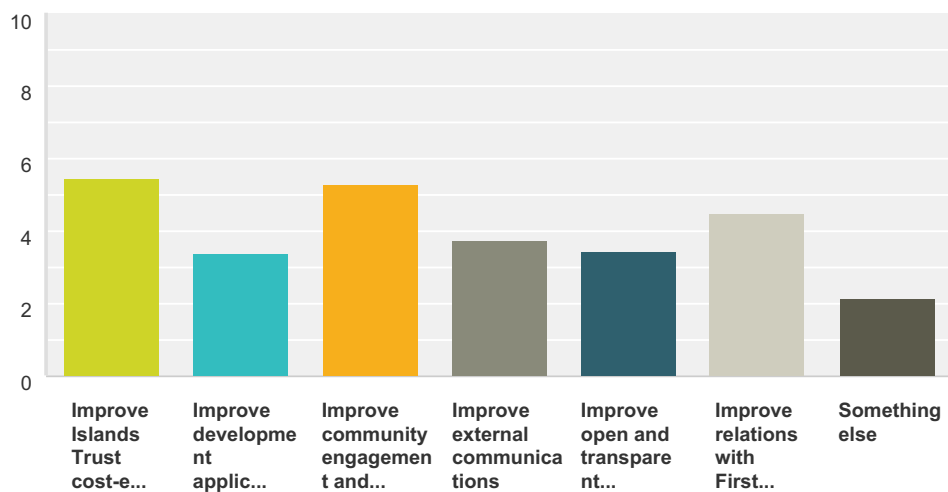
Q8 If you chose "Something else" as one of your top 3, please describe the topic.

Answered: 5 Skipped: 20

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

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

Answered: 25 Skipped: 0



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

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

Answered: 5 Skipped: 20

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

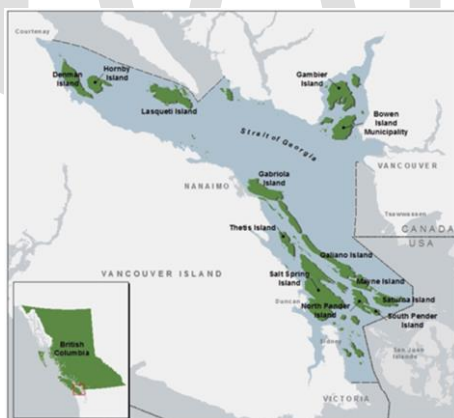


Islands Trust Council

Discussion Draft **Strategic Plan**

2014-2018

April 8, 2015



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The Islands Trust Area

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

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

Our Provincial Mandate

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

– Islands Trust Act

The Islands Trust Council

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



Trust Council's Current Strategic Plan

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Continuing to advocate for sustainable, affordable and appropriate ferry services

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

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

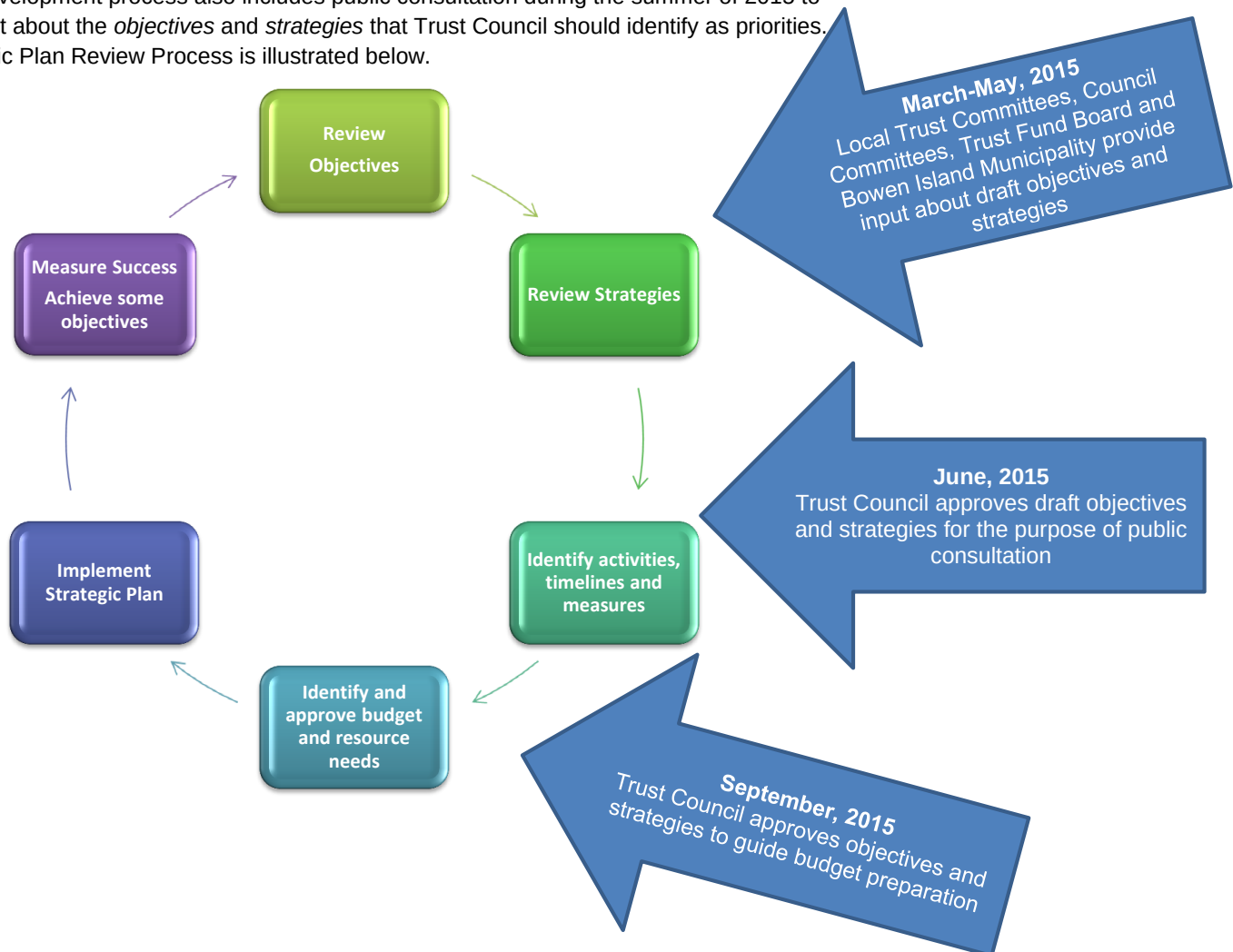
The Islands Trust will work with others by:

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

Continually working to improve our organizational effectiveness.

Strategic Plan Review and Update

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



Strategic Plan Discussion Draft for 2014-2018

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

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

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

Attachment 1 – Islands Trust Strategic Plan Discussion Draft

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

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

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

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

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

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

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

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

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

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

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

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

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

Strategic Plan | 2014-2018

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Strategic Plan 2014-2018

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

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

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

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

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

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

Abbreviations:

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

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

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

For more information, contact:

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www.islandstrust.bc.ca

Colour Key for Middle Column:

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

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

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

Attachment 6

Strategic Planning - General Framework



Strategic Planning -- Glossary

Strategic Plan

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

Mission (Object)

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

Goal

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

Objective

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

Strategy

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

Activities

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

Measurement

- A process of assessing progress in achieving objectives.

BRIEFING – item 5.5

To: Trust Programs Committee

For the Meeting of: June 1, 2015

From: Clare Frater

Date prepared: May 27, 2015

SUBJECT: BC FERRIES ADVOCACY KEY MESSAGES AND METHODS

DESCRIPTION OF ISSUE: On May 20, 2015, via Resolution without Meeting, the Islands Trust Council voted to request that the provincial government provide sufficient funding to BC Ferries in 2016-2020 to reduce the fares on the minor routes by 25%. The Trust Programs Committee has the opportunity to provide advice about advocacy campaign messages and methods to the Executive Committee.

BACKGROUND:

The Islands Trust Council has been concerned with high ferry fares for many years and has undertaken a robust [advocacy campaign](#) in regards to them.

The upcoming negotiations between the provincial government and BC Ferries for contract amendments for performance term 4 (2016-2020) offers an excellent opportunity to request increased provincial investment in BC Ferries. The BC Ferry Commissioner has proposed a preliminary fare cap of 1.9% for BC Ferries' performance term 4 (2016-2020) and is accepting public comments until June 30, 2015.

While the BC Ferry Commissioner is considering feedback on the preliminary fare cap, the Ministry of Transportation and Infrastructure is considering amendments to the next Coastal Ferry Services Contract. By June 30, 2015 BC Ferries will submit an amended Coastal Ferry Services Contract to the BC Ferry Commissioner. By September 30, 2015, the BC Ferry Commissioner publishes the final fare cap that will take effect on April 1, 2016.

The Minister of Transportation and Infrastructure has been quoted as saying that he has not ruled out increasing funding to BC Ferries and that he is interested in receiving public comments on the appropriate level of provincial investment in BC Ferries.

Staff have received estimates from a contractor and are still working on quantifying the exact of provincial investment required to achieve a 25% rate cut on minor routes.

With advice from volunteer trustees, staff have developed key messages for use when discussing the request with the Province, media and stakeholders. Trustee advisors included Paul Brent, Alison Morse, Tony Law, Heather Nicholas Sandy Pottle and Kate-Louise Stamford

Using the funding estimates and documentation provided by a contractor, staff are preparing a Request for Decision to seek the Executive Committee's direction on the associated communications/advocacy campaign plan. The advocacy/communication plan, to be carried out in early June, may include the methods and messages in the attached chart.

ATTACHMENT(S): Draft campaign plan re Trust Council request for provincial investment to reduce minor route fares by 25%

AVAILABLE OPTIONS:

- 1) Provide recommendations to the Executive Committee about advocacy messages and methods regarding the Islands Trust Council's request that the provincial government provide sufficient funding to BC Ferries in 2016-2020 to reduce the fares on the minor routes by 25%.
- 2) Provide recommendations to the Islands Trust Council regarding ferry fare and service advocacy in the 2014-2018 Strategic Plan.

FOLLOW-UP: Staff will convey any TPC recommendations to the Executive Committee.

Prepared By: Clare Frater, Policy Advisor, May 26, 2015

Reviewed By/Date: Lisa Gordon, TAS Director, May 27, 2015

DRAFT (May 27, 2015)

Islands Trust campaign plan for BC Ferries fare reduction

Key Messages and Methods

Stakeholder Group: Trustees and staff	
Stakeholder Position/Interest • Supportive of Islands Trust mandate • Supportive of Islands Trust’s organizational goals of: ○ Sustainable, affordable and appropriate ferry service ○ 25% reduction in fares on minor routes ○ Enhanced community economic sustainability and security	
Communications Objectives • Stakeholders are aware of the rationale for the Islands Trust Council’s request for the provincial government to invest sufficient funding to BC Ferries in 2016-2020 to reduce the fares on the minor routes by 25%. • Stakeholders understand that reducing fares will benefit the economies of ferry-dependent communities and the Province. • Stakeholders believe that the Islands Trust Council is using reputable information and analysis to support the ask.	
Key Messages for Islands Trust staff and trustees	How
• The Islands Trust Council has been telling the Provincial government for many years that high ferry fares are hurting island residents and communities, and reducing ferry ridership. • The Islands Trust Council hired economists to estimate the amount of investment needed to reduce the fares on the minor routes by 25%. • The Islands Trust Council is requesting that the provincial government invest \$X annual funding to BC Ferries in 2016-2020 to achieve a 25% reduction in fares. • By lowering the fares on minor routes by 25% the Province will attract more ferry riders, bolster coastal economies, resulting in increased provincial tax revenues. •	• Message from Chair in advance of news release with: ○ List of key messages, ○ FAQ provided to trustees, staff • Speaking notes for spokespeople
Stakeholder Group: Provincial decision makers (Minister of Transportation and Infrastructure, Premier, Cabinet, Trust Area MLAs, Minister of Jobs, Tourism and Skills Training)	
Stakeholder Position/Interest: <u>Minister Stone:</u> • “We’ve had some very good months — December, January, February, March,” he said. “The numbers are up, and they’re up largely on the majors, but it would appear that volumes have stabilized across the entire system. That’s part of the solution as well. We’re very hopeful that those numbers are going to continue to increase.” • “The bottom line is the ferries are not sustainable. The Province needed a long term vision for ferries.” • He added that since 2003 when BC Ferries were privatized, the cost of operating BCF has risen 60% with the biggest drivers being fuel, labour and amortization. • “With price increases at 1.9% in 2016, it is fair to say we are four years ahead of where anyone thought possible. Because of your sacrifice. • Stone said the province intends to maintain the subsidy rate of BC Ferries at the same rate through the four years of Performance Term 4 at \$180 million per year. • He did not rule out increasing that number, but said it would not be reduced. • Asked why he would now leave the door open to increasing the subsidy prior to the June deadline, Stone said, “The public has a say till June 30, 2015. There is an opportunity for the public to weigh in on what people think about the 1.9%. • “I have to have a conversation with my colleagues. We sign a new contract in June 20, 2015 that finalizes the level of investment that we’re prepared to make over that four year term.” • April 26: “We acknowledge that there is a correlation between rising fares and volumes of passengers across the B.C. Ferries system.”	
Communications Objectives: • Stakeholders understand that reducing fares will lead to increased ridership. • Stakeholders believe that the Islands Trust Council is using reputable information and analysis to support their ask.	
Key Messages for Provincial Decision-makers	Method
• Ten years ago the Province affirmed the importance of affordable ferries to BC’s economy. Since then, fares have increased at a pace well above the rate of inflation. These increases have been introduced in the absence of any socioeconomic analysis.	• Letter to Minister of Transportation with cc’s to other

- It is not fair to impose financial hardship on coastal communities and businesses while infrastructure funds flow freely to other regions of the provincial government. - Fares are already too high. A proposed 1.9% increase on too high = way too high. - Penny-wise pound-foolish approach is not good fiscal management of our provincial and coastal economies. - As fares go up, ridership goes down, and as ridership goes down, fares go up yet again. As services get cut, coastal economies weaken further. This cycle of decline has to stop. - If the government continues to strangle economies with high ferry fares, the cycle of decline for BC Ferries and coastal communities is bound to continue. - The Islands Trust Council hired economists (<i>can we name the firm in public docs?</i>) to estimate the amount of investment needed. - The Islands Trust Council is requesting that the provincial government invest \$X in annual funding to BC Ferries in 2016-2020 to reduce the fares on the minor routes by 25%. \$X million on the minor routes in the Islands Trust Area and an additional \$X million to reduce fares on the Horseshoe Bay-Langdale route. - By lowering the fares on minor routes by 25% the Province will attract more ferry riders, bolster coastal economies, resulting in increased provincial tax revenues. - By reinvesting in the minor routes to reduce fares and jumpstart ridership, the provincial government can help restore the economic and social health of ferry-dependent communities and the province. - Funding should be enough to ensure that affordable fares strengthen rather than weaken the long-term economic sustainability of ferry dependent communities. - Ferry fares should be priced in a way that stimulates economies by promoting travel and investment. - The federal government just announced it will be spending \$30 million in 2015-2018 on the Connecting America campaign to encourage more US residents to visit Canada. - The province will see return on this investment from improved coastal economies. - The Union of BC Municipalities' report <i>A Socioeconomic Impact Analysis of BC Ferries</i> revealed investment in BC Ferries benefits the provincial economy - The province's economic health depends directly on economically healthy communities – including ferry-dependent communities. - Minor routes feed the majors; helping the minors helps the system. - Our coastal region is rich in natural resources, world-class beauty and unique communities that define our provincial character and make it the envy of our country and the world. - We ask our provincial leaders not to let these unique communities wither from neglect – but to rediscover the vision of their predecessors, investing in a British Columbia that includes and sustains the coast, to the benefit of our entire province. - High ferry fares hurt local economies, local businesses and families.	stakeholder group members - EC ask for meeting with Minister of Transportation - News Release (day after letter sent) - Executive Committee member phone calls to MLAs - Letter to Minister of Jobs, Tourism and Skills Training citing Policy Statement Goal 3 and advising that federal government is making tourism spending a priority - Encouraging other ferry system advocates to help echo Trust Council's request, generate public support resulting in more requests to Minister
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Stakeholder Group: Ferry system decision makers (BC Ferry Commissioners, BC Ferries CEO, BC Ferries Board of Directors) Stakeholder Position/Interest: <u>BC Ferry Commissioner:</u> - News article: Macatee said one way to eliminate the fare increase would be for the provincial government to start injecting more money — but that money would have to be sustained annually. “We need about a \$5 million inclusion of taxpayer money to get a 1% reduction in prices,” he said. “(Or) \$20 million for a 1% reduction over four years.” - January 2012 report, BC Ferry Commissioner Gord Macatee announced, “fares have reached the tipping point, imposing a hardship on coastal communities and passengers, and ridership has declined as a result. “If you lose the traffic from the minors and northern routes, the majors don’t have the traffic they need to be profitable.” <u>BC Ferries:</u> - Mike Corrigan: “At some point in time it becomes almost a pile-on effect,” he said, as tourists avoid ferries because of the negative publicity about fares. He expressed similar views in an April 17 letter to the editor of the Times Colonist. - BC Ferries vehicle traffic and passenger levels were up five and four per cent respectively in March, with even larger gains of 11 and 10 per cent in February. "From our standpoint, we're seeing a real rebound in ferry traffic and talking to tourism associations across the

Island and chamber of commerce and others, we're all expecting a pretty strong summer, so I think that's positive," • "We've got some challenges with ferry traffic over the years and you've got to get more than a couple of months in a row to say that you really turned a corner, but we believe that we have a few things working in our favour now," he said. • Corrigan acknowledged fare increases continue to top the list of concerns from users of the ferry system. • However, Corrigan said ferry fares are "decent value" and said more needs to be done to promote the ferry service, adding that negative coverage may drive away visitors. • "Absolutely (fares) have (gone up)" "There's fare certainty now."	
Communications Objectives: • Stakeholders understand that reducing fares will lead to increased ridership. • Stakeholders believe that the Islands Trust Council is using reputable information and analysis to support their ask.	
Key Messages for Ferry-system Decision Makers	Method
• Fares are too high; 1.9% on top of too high = too high • The tipping point on fare affordability was reached several years ago. • Ferry users are already paying more than their fair share. System-wide, users paid more than 100% of BC Ferries' operating costs last year. • Recent uptick in ridership positive – this could be the perfect time to jumpstart the system. • Minor routes feed the majors; helping the minors helps the system. • The Islands Trust Council hired economists to estimate the amount of provincial investment needed. • The Islands Trust Council is requesting that the provincial government invest \$X annually to BC Ferries in 2016-2020 to reduce the fares on the minor routes by 25%. ○ \$X million on the minor routes in the Islands Trust Area and an additional \$X million to reduce fares on the Horseshoe Bay-Langdale route • To be successful, the fare reductions we propose on the minor routes need to be widely advertised and promoted. • We are confident that coastal regional district economic development commissions and our island-based chambers of commerce would be happy to work with the provincial government and Destination BC to design compelling, effective messages designed to boost ridership.	• Send copy of letter to Minister • Send news release • Letter to BC Ferry Commissioner • Trust Council meeting with BC Ferries CEO on June 23
Stakeholder Group: Ferry Advisory Committee Chairs and committee members	
Position/Interest: <u>Ferry Advisory Committee Chairs May 2015:</u> • Recommendation: "In the interests of beginning to restore economic stability to the ferry dependent coastal communities, we recommend that fares on the Minor and Northern routes and Route 3 be reset by a 20% to 25% rollback April 1, 2016, achieved through some combination of additional government funding, further BCF efficiencies and service reductions on the Big 3 Major routes. We would then expect to see subsequent fare increases in the order of CPI increases in the following years." • "Such an adjustment would fall, we believe, within the ambit of balancing the interests of the users and the ferry dependent communities with those of BC Ferries and the Province. " • "The Province can decide to reverse the economic decline of the coastal community. Please, let's not lose this once-every-four-years opportunity'"	
Communications Objectives: • Stakeholders understand that reducing fares will benefit the economies of ferry depending communities and the Province. • Stakeholders believe that the Islands Trust Council is genuinely interested in hearing their input and concerns.	
Key Messages for FAC Chairs and Committee Members	Method
• The upcoming negotiations between the provincial government and BC Ferries for contract amendments for performance term 4 (2016-2020) offers an excellent opportunity to request that the Minister of Transportation and Infrastructure increase provincial investment in BC Ferries. • The BC Ferry Commissioner has proposed a preliminary fare cap of 1.9% for BC Ferries' performance term 4 (2016-2020) and is accepting public comments until June 30, 2015.	• Send copy of letter to Minister • News Release sent to FACC co-Chairs with request that they share it with FAC members

Stakeholder Group: Other Ferry system advocates (Ferry Coalition, Coastal Regional District Chairs group, UBCM/AVICC, Opposition critic for BC Ferries)	
Stakeholder Position/Interest: <u>Ferry Coalition:</u> Asking local governments to: - back their call for no more fare increase between 2016 and 2020 - lobby the province to substantially increase its investment in BC Ferries in order to lower fares and help struggling ferry-dependent communities. - Prod province to seek more federal \$ - Return ferries to direct government control <u>Regional District Chairs:</u> - Director Palmer cited that the number of people traveling to the ferries now is equal to what it was in 1992 - Director Palmer: “If you go up to the North Island, people are suffering. Businesses are failing. Even Victoria is having problems. It’s not like this is some kind of minor event. The whole Coast is in trouble. We’ve got to get rid of the Coastal Ferry Act and get a better system.” - Mid March – “The Coastal Regional District Chairs Group recently met with the BC Ferry Commissioner, Mr. Gordon Macatee. The Group expressed concern about the continuing lack of a vision statement by BC Ferries, and that coastal communities are now well beyond the tipping point: the total traffic for BC Ferries has dropped to 1991 levels. The significant increases in fares are making BC Ferries unaffordable. “ <u>AVICC:</u> - AVICC president Barbara Price said it’s time to turn things around. “We need to bring our ferries back,” said Price. “We need reasonably priced ferries, we need a good service, and we need it to be recognized as part of our highway system.” - Former AVICC president Joe Stanhope said that the socioeconomic impact of the ferry hikes concluded in the study released last year, should be acknowledged by the provincial government. <u>UBCM:</u> - The UBCM membership unanimously endorsed the following four actions: - Request that the Province reverse its November 2013 decision, and restore service levels and ferry fares to 2013 levels. - Request that the Province take a ‘pause’ or ‘time out’ to consider the results of this SEIA and commit to undertaking further socioeconomic impact analysis that will build on these findings. - Request that the Province take action to recognize the coastal ferry system as an extension of the highway system and administer and fund it accordingly. - Request that the Province work cooperatively with coastal communities and other interested parties on the development and implementation of a long-term strategy for the coastal ferry system, based on solid socioeconomic impact analysis, that will ensure the sustainability of coastal communities and the ferry service. - A series of ferry fare increases has resulted in a \$2.3 billion reduction in British Columbia’s GDP over a ten year period. “This study demonstrates a clear link between fare increases and declining ridership, and the cost of those fare increases to the provincial economy. As a first step towards reversing the trend in ridership, we are asking the province to restore fares and service to 2013 levels.” - Socio-economic impact study should have been done by government - Ferry passenger volumes are strongly (negatively) correlated with fares, and fare increases contributed to passenger volume declines from 2003-2013; - Ferry passenger price sensitivity is estimated to be moderate overall, and increasing slightly over time	
Communications Objectives: - Stakeholders believe that the Islands Trust Council is working in partnership with other ferry system advocates. - Stakeholders understand that reducing fares will benefit the economies of ferry depending communities and the Province. - Stakeholders understand how they can also ask the Province to invest in reducing fares on the minor routes.	
Key Messages for Other Ferry Allies	Method
- The upcoming negotiation between the provincial government and BC Ferries for contract amendments for performance term 4 (2016-2020) offers an excellent opportunity to request that the Minister of Transportation and Infrastructure increase provincial investment in BC Ferries. - The BC Ferry Commissioner has proposed a preliminary fare cap of 1.9% for BC Ferries’ performance term 4 (2016-2020) and is accepting public comments until June 30, 2015.	- Share key messages and other approved meeting documents - Share copy of letter to Minister with cover letter requesting support/action (as appropriate) - Share news release - Phone calls from EC members - Cc on letter to Minister with cover letter requesting support/action - Share information about costing of the 25% reduction - Partner on development of social media infographics

REQUEST FOR DECISION

To: Trust Programs Committee

For the Meeting of: June 1, 2015

From: Lisa Gordon, Director, TAS

Date Prepared: May 25, 2015

SUBJECT: CROWN LAND PROTOCOL AGREEMENT – DRAFT PROJECT CHARTER

RECOMMENDATION:

That the Trust Programs Committee approve the Crown Land Protocol Agreements Project Charter, dated March 17, 2015 (as amended) and seek Trust Council's support to keep this project on the committee's top three work program items until the project is complete.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: This project lays the foundation for success at other complementary projects, such as Crown Land profiles (currently missing data-sharing agreements) and effective referrals of significant Crown tenures (such as dock applications) to local trust committees and island municipalities. Staff expect that the time spent on revising and consolidating existing agreements will reduce the time currently spent attempting to get information and reduce the likelihood that Islands Trust conveys its interests to provincial agencies late in the referral or consultation process.

Bowen Island Municipality has recently confirmed its interest in being explicitly named in the agreement(s) and has committed staff time to negotiate its role in the revised agreement(s).

Engaging with the Province to amend these agreements would require sustained political and staff commitment, which is why staff are seeking confirmation from Trust Programs Committee and Trust Council that this can be a high priority project for at least one year.

FINANCIAL: none

POLICY: none

IMPLEMENTATION/COMMUNICATIONS: According to Trust Council Policy Coordination Agreements Process (2.1.i.v), Trust Council initiates amendments to agreements following the same steps it uses for initiating new agreements. The next step will be to notify the Minister of Community, Sport and Cultural Development of the intention to revise the agreement(s). Further steps are defined in that policy and summarized in the attached Draft Project Charter. Continued liaison with Bowen Island Municipality and all local trust committees will be essential to the success of this project.

BACKGROUND

The Islands Trust Council entered its first Protocol Agreement with the Province regarding Crown Land in 1994, followed by two more Protocol Agreements and three Letters of Understanding

related to Crown Land with different provincial agencies over the following five years. Since that time, provincial agencies have undergone considerable reorganization and allocation of roles, including consolidation of the responsibility for Crown land into one ministry - the Ministry of Forests, Lands and Natural Resource Operations (FLNRO), which was created in March 2011. These changes put at risk many of the commitments made in the earlier agreements so staff proposed updating the agreements with the newly consolidated ministry.

Executive Committee provided the authority for this project in 2012, as required by the Coordination Agreements Process Policy. Staff at the Ministry of Forests Lands and Natural Resource Operations initiated their role in the project in 2012 when the Assistant Deputy Minister (ADM) sponsored a review of all legacy agreements, which involved consulting with the parties to all those agreements. Islands Trust staff responded by asking that our agreement be high priority and agreed to seek Bowen Island's level of interest in participating.

Subsequently, the Islands Trust Chief Administrative Officer (CAO) and the Director of Trust Area Services invested approximately one week in this project but were not able to maintain momentum because of other priorities assigned by Executive Committee and Trust Council. In 2014 staff confirmed FLNRO's continued interest in and availability for this project and in September 2014, the Islands Trust Council added this project to its 2011-2014 Strategic Plan by resolution:

TC-2014-099

It was MOVED by Trustee Hancock and SECONDED by Trustee Decario,
That the Islands Trust Council add to its 2011-2014 Strategic Plan a new item:
"Negotiate a new protocol agreement and letter of understanding with the Ministry of Forests, Lands and Natural Resource Operations," and recommend that the next Trust Council retain this item as a strategic priority."

On February 23, 2015, the newly-elected Bowen Island Municipal Council authorized its staff to work on a three-party agreement with Islands Trust and FLNRO staff.

The project is currently listed as item 7.1 in the draft 2014-2018 Strategic Plan currently being discussed by all Council committees.

REPORT/DOCUMENT:

- 1) Links to existing agreements
- 2) Draft project charter
- 3) September 26, 2013 Letter to Minister Thomson, MFLNRO from Islands Trust Chair
<http://www.islandstrust.bc.ca/media/231185/ministerthomsonshorelinetenures.pdf>

KEY ISSUE(S)/CONCEPT(S): Crown tenures; Policy Statement;

RELEVANT POLICY:

The direction for this work comes from Sections 9 and 29 of the *Islands Trust Act* and from Trust Council Policy 2.1.iv (Coordination Agreements Process)

Sections 9 and 29 of the *Islands Trust Act* state:

9 (1) For the purpose of carrying out the object of the trust, the trust council may enter into, on its own behalf or on behalf of one or more local trust committees, agreements with one or more of the following respecting the coordination of activities in the trust area:

- (a) the government of British Columbia;
- (b) the government of Canada;
- (c) an agent of the government of British Columbia or Canada;

(d) a municipality, regional district, board of school trustees or francophone education authority;

(e) a first nation.

(2) An agreement under subsection (1) is subject to the approval of the minister.

(3) If there is a conflict between an agreement under subsection (1) and a bylaw or agreement of a local trust committee, the agreement under subsection (1) prevails.

29(4) The government, or an agency of the government as defined in the *Public Service Labour Relations Act*, must not develop, begin construction on or dispose of land located in the trust area unless the government or the agency of the government, as the case may be, first gives notice of the development, construction or disposition to the trust council.

The Islands Trust Council adopted [Policy 2.1.iv – Coordination Agreement Process](#) to guide the development of coordination agreements with other agencies at both the political and staff levels. These agreements are intended to foster regular consultation and coordination of decision-making that respects the interests of the Islands Trust in the “disposition” of Crown Land. Disposition is defined broadly in the *Land Act* to include any changes in the Province’s interests in Crown Land, including land covered by water.

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

RESPONSE OPTIONS

Recommended: That the Trust Programs Committee approve the Crown Land Protocol Agreements Project Charter, dated March 17, 2015 (as amended) and seek Trust Council's support to keep this project on the committee's top three work program items until the project is complete.

Alternative: That Trust Programs Committee request Trust Council to put this project on hold until Trust Council's 2014-2018 Strategic plan is finalized.

Prepared By: Lisa Gordon, Director, Trust Area Services, May 22, 2015

Trust Council's Existing Agreements with Provincial Agencies relating to Crown Land

The Islands Trust Council currently has three Protocol Agreements and three Letters of Understanding with provincial agencies related to Crown Land. Each of the agreements is intended to foster regular consultation and coordination of decision-making that respects the interests of the Islands Trust in the “disposition” of Crown Land. Disposition is defined broadly in the *Land Act* to include any changes in the Province’s interests in Crown Land, including land covered by water.

If the protocol project is to proceed, it makes most sense to review and consider combining all six into one Protocol Agreement and one Letter of Understanding. The relevant documents are listed below and on the following webpage: <http://www.islandstrust.bc.ca/trust-council/cooperation-agreements/provincial.aspx>

Jun-28-1994: [Protocol Agreement](#) on Crown Lands In the Trust Area between Ministry of Environment, Lands and Parks Lands Regional Operations Department and Islands Trust.

Jun-28-1994: [Letter of Understanding](#) on Crown Land Administration within the Islands Trust Area between Ministry of Environment, Lands and Parks Lands Regional Operations Department and Islands Trust.

Jan 27-1997: [Protocol Agreement](#) on Aquaculture Uses in the Islands Trust Area between the Provincial Ministry of Agriculture, Fisheries and Food and the Islands Trust. As some provincial responsibilities were transferred to Fisheries and Oceans Canada following a court decision, this agreement may be obsolete and will need careful review before confirming its inclusion in an agreement with MFLNRO.

Dec-10-1997: [Protocol Agreement](#) on Forest Land Uses in the Islands Trust Area between the Provincial Forest Land Commission and the Islands Trust. (In 2000 BC merged the Forest Land Commission with the agricultural Land Commission into the Land Reserve Commission. Under the current government, the *Forest Land Reserve Act* was repealed, and replaced by the *Private Managed Forest Land Act*. Staff are not yet able to advise on the implications of covering these topics during the revision process.

Jun-21-1999: [Letter of Understanding](#) between the Ministry of Forests and the Islands Trust concerning the Establishment of Woodlots in the Islands Trust Area that respect the Object of the Islands Trust while Supporting the Local Island Forest Economic Base.

Nov-26-1999: [Letter of Understanding](#) between BC Assets and Land Corporation and the Islands Trust concerning the Use and Protection of Crown Land Resources through Balancing Local and Provincial Interests.

Crown Land Protocol Agreements - Project Charter

Date: March 17, 2015

Purpose

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

Background

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

Objectives

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

In Scope

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

Out of Scope

- External communications
- Community engagement

Workplan Overview

Deliverable/Milestone	Target dates
Consult with BIM, affected LTCs, ITF, and planning staff about needs	June-Aug 2015
Advise MCSCD of intention to revise agreement(s) and scope of change	June 2015
Revise agreements in cooperation with MFLNRO staff and executive	June-December 2015
Drafts to BIM, Trust Programs and Executive Committees for review	Jan-Feb 2016
Draft to Trust Council for approval	March 2016
Forward approved draft to MCSCD for approval	April 2016

Project Team

Lisa Gordon	Project Manager — Islands Trust
Jay Bradley	Project Manager — MFLNRO
Bonny Brokenshire	Project Manager — BIM
Garth Webber Atkins	Project Support— MFLNRO

Approved by:

Date:

Endorsement:

Resolution #:

Date:

Budget

Budget Source: Islands Trust (TAS Projects)

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

To: Trust Programs Committee **For the Meeting of:** June 1, 2015
From: Clare Frater, Policy Advisor **Date prepared:** May 22, 2015
File No.:

SUBJECT: UPDATES ON POLICY STATEMENT AND TOPIC REVIEW INVENTORY

DESCRIPTION OF ISSUE:

In February 2015, the Trust Programs Committee (TPC) requested staff to distribute the Policy Statement Assessment Task Force report to committee members for their review and to add the topic to the May 2015 meeting agenda with information about updates since production of the 2011 report. Staff e-mailed the 2011 report to TPC members on February 26, 2015.

BACKGROUND:

In June 2011, the Islands Trust Council received the “Review and Amendment of the Islands Trust Policy Statement: A Preliminary Assessment Final Report” of the Islands Trust Policy Statement Assessment Task Force, dated May 9, 2011. Trust Council then directed staff to report on Policy Statement review options and implications in time for Trust Council’s next strategic planning session and to distribute this report to the new (2011-2014) Trust Council in December 2011.

In December 2011, the Islands Trust Council received a briefing on the status of the Island Trust’s Gas Tax Fund application to support a Policy Statement Review.

In March 2012, the Islands Trust Council received a Request for Decision document (123 pages including attachments) from the Executive Committee recommending:

1. That the Islands Trust Council undertake a review of the Islands Trust Policy Statement in the 2011-2014 term, substantially in accordance with Option 1 outlined in the document entitled “Policy Statement Review - Staff and Resource Options,” dated February 21, 2012 (attachment #5), subject to future Trust Council decisions regarding each annual Trust Council budget.
2. That the Islands Trust Council accept the offer of funding from Canada’s Gas Tax Fund for a Policy Statement review and request the Executive Committee to oversee negotiation of the funding agreement to balance revenues with the public engagement activities and processes that Trust Council endorses.
3. That the Islands Trust Council withdraw up to \$34,000 from its Surplus in fiscal year 2012/13 to fund the first phase of the Policy Statement review process.
4. That the Islands Trust Council request the Executive Committee to recommend terms of reference for a Policy Statement Review Steering Committee, substantially similar to those

dated February 21, 2012 and to seek expressions of interest from trustees wishing to serve on the committee, for Trust Council's consideration in June 2012.

5. That the Islands Trust Council request its three standing committees to recognize the work load associated with a Policy Statement Review when establishing work programs.

In the RFD, the Chief Administrative Officer (CAO) commented that: *The Islands Trust Policy Statement is fundamental to the operations of the Islands Trust, guiding the development of land use planning and regulatory bylaws 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 understanding of its 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 place in 1998. Trust Council has not since undertaken more recent reviews due to lack of funds, staff capacity, and competing priorities.*

While the current Policy Statement has provided an innovative roadmap for island sustainability, trustees, staff and islanders have identified concerns with both its content and its function. 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 the balance between environmental, social and economic values that the Policy Statement suggests.

In the RFD, the CAO also offered additional comments about the Gas Tax funding and Policy Statement review options.

In March 2012, the Islands Trust Council decided:

- to not proceed with a comprehensive review of the Policy Statement in the 2011-14 term,
- to not accept the offer of \$250,000 in funding from Canada's Gas Tax Fund, and
- to request that the Executive Committee and Trust Programs Committee 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.

In June 2012, the Islands Trust Council endorsed adding the strategy "increase transparency about how the Islands Trust Policy Statement is used" under Objective 4.2 "Enhance community engagement and participation" in the public consultation draft of the 2011-2014 Strategic Plan.

In June 2012, the Islands Trust Council also directed 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.

At the August 2012 Trust Programs Committee meeting, staff provided an overview of the briefing and explained that if the Trust Programs Committee decided that 'revision of policies that support the Policy Statement' would be one of its top three work program items, and Trust Council supported this decision, senior staff would make room for this work in their work programs in the fall of 2012. Staff explained that reviewing the Policy Statement Implementation policy could require significant senior staff time and that it would be best to adopt new Policy Statement amendment and implement policies and repeal the existing policies 1.2i, 1.3i, 1.3.ii at the same Trust Council meeting as the current policies contain overlapping information. The committee members also discussed whether to direct staff to proceed immediately or whether the decision should wait until the Trust Council adoption of the 2011-2014 Strategic Plan. The

Trust Programs Committee decided to not add revision of the Policy Statement policies to its August 2012 work program.

In September 2012, the Islands Trust Council adopted the 2011-2014 Strategic Plan without any activities associated with review or amendment of the Policy Statement or policies 1.2i, 1.3i, 1.3.ii, and without the strategy “increase transparency about how the Islands Trust Policy Statement is used.”

In September 2012, the Islands Trust Council added ‘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 Policy Statement Review Topic List.

Policy Statement Topic Review Framework history

The Islands Trust Council's Policy Statement Topic Review Framework Policy's (1.3.ii) purpose is 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.

The policy sets out that the Trust Programs Committee will:

1. complete an Annual Policy Statement Report that includes a Policy Statement Topic Review Inventory, and
2. 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 Statement Implementation \(1.3.i\) Policy](#) assigns Trust Programs Committee 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.

The Trust Programs Committee has not been compliant with this policy since at least 2005. In September 2007, the Islands Trust Council passed the following motion:

That the Islands Trust Council request staff not to initiate a Policy Statement topic review for 2007; and to review Trust Council's policies 1.3.i (Policy Statement Implementation) and 1.3.ii (Policy Statement Review Framework) make recommendations regarding the process for Policy Statement Review.

The September 2007 Islands Trust Council minutes noted that: *An annual review and consideration of Policy Statement topics for review may not be appropriate, given the resource requirements and the other priorities of Council. Council could consider a regular review on a different schedule, such as every six years to coincide with Council's mid-term. At this time, amendments to the Islands Trust Policy Statement are not on the Islands Trust Council Strategic Agenda”*

Due to a lack of staff resources, the review of policies did not happen in 2008-2010. The Task Force final report includes suggested changes to the policies, and staff began drafting changes but again, did not have political direction or capacity to complete drafts for Trust Council's review.

The Policy Statement Assessment Task Force reviewed the Topic Review Inventory from July to October 2010 while seeking input from Islands Trust and Bowen Island Municipality staff and trustees about new Policy Statement topics that could be added and about whether existing topics needed expansion or clarification. The task force also considered previously suggested topics; current and previous Strategic Plans of Trust Council; and past advocacy positions taken by Executive Committee and Trust Council. A considerable amount of trustee and staff time was invested in compiling this information. Staff and trustees did not have time to compile past Local Trust committee resolutions on advocacy topics.

The May 2011 Policy Statement Topic Review Inventory, contained in the “Review and Amendment of the Islands Trust Policy Statement: A Preliminary Assessment Final Report” of the Islands Trust Policy Statement Assessment Task Force, dated May 9, 2011, provided staff and trustee suggestions on:

- topics needing clarification or expansion;
- new topics;
- background / rationale for those topics;
- general comments on the Policy Statement and its implementation (App 3); and
- additional appendices that may prove useful to a future review.

The 2010-2011 Policy Statement Assessment Task Force recommended that the next Trust Council consider the full Topic Review Inventory in Appendix B and the priority topics identified by the Policy Statement Assessment Task Force (pages 5 and 6) when determining the scope and approach of a future Policy Statement review process.

New addition to Topic Review Inventory: Public Trust Doctrine

In March 2015, David Steen, on behalf of the Gulf Islands Alliance, asked the Islands Trust Council that the Public Trust Doctrine, described in his presentation, be enshrined in the Islands Trust Policy Statement to provide the framework and motivation to apply the best solutions to climate change. He explained that the Gulf Islands Alliance shares the Blue Dot goal of acknowledging people’s right to a healthy environment. In response to this request, the Islands Trust Council passed the following motion:

That the Islands Trust Council request 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 Policy Statement Topic Review Inventory.

At Council’s direction, staff have now added this to the attached Islands Trust Topic Review Inventory (see track changes on pages 1 and 12). Also noted on those same pages in track changes are two topics added by the Islands Trust Council since the 2011 version created by the 2010-2011 Policy Statement Assessment Task Force.

ATTACHMENT(S):

1. Draft Islands Trust Topic Review Inventory, Updated May 2015
2. Islands Trust Council’s Policy Statement Topic Review Framework Policy (1.3.ii)
3. Policy Statement Amendment Policy (1.2.i)
4. Gulf Island Alliance’s March 2015 submission to the Islands Trust Council on the Public Trust Doctrine.

AVAILABLE OPTIONS: When developing Strategic Plan recommendations to the Islands Trust Council, the Trust Programs Committee could consider whether review or amendment of the Policy Statement or policies 1.2i, 1.3i, 1.3.ii should be a priority of the 2014-2018 term.

FOLLOW-UP: Staff will continue to maintain the Topic Review Inventory as directed by Executive Committee and Trust Council.

Prepared By: Clare Frater, Policy Advisor

Reviewed By/Date: Lisa Gordon, Director, Trust Area Services, May 22, 2015

Policy Statement Topic Review Inventory, May 2015

Trust Council is asked to review the Policy Statement every five years. This topic review inventory is intended to be regularly updated as new topics get suggested, by trustees, staff and stakeholders. Policy 1.3.ii, *Policy Statement Topic Review Framework*, sets out that Trust Council will consider Trust Programs Committee's recommended priority review topics each year.

If the Policy Statement is to be reviewed, 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.

This Topic Review Inventory summarizes input on existing and potential new Policy Statement topics received by the Policy Statement Task Force. It compiles information from the 2007 Policy Statement Topic Review Inventory; trustee and staff suggestions (made in 2010 unless otherwise noted); Trust Council resolutions; and strategic plans. An overview of suggestions is provided below with additional details available in the body of this report.

Policy Statement Topics Needing Additional Clarification or Expansion	Suggested New Policy Statement Topics (Gaps):
• Protection of natural coastal processes (3.4.5) • Marine Sewage (3.4.8) • Agricultural land (4.1) • Forests (stewardship) (4.2) • Protection of forest stands (4.2.6) • Designation of forest ecosystem reserves (4.2.8) • Freshwater resources (4.4) • Water quality and quantity (4.4.2) • Coastal and marine areas (4.5) • Aquaculture (4.5.1 and 4.5.2) • Soils and deposits (4.6) • Sustainable communities (Part V) • Growth and development (5.2) • Density limits (5.2.5) • Road classification system (5.3.4) • Impacts of road location, etc. (5.3.5) • Gaming/casinos prohibition (5.5.2) • Recreational facilities (5.5.6) • Heritage (5.6.3) • Economic opportunities (5.7) • Health and wellbeing (5.8) • Healthy communities (5.8.5) • Renewable energy production (5.8.8)	• Affordable housing/diversity of housing • Agriculture • Archaeological resources • BC Ferries • Climate change • Connectivity in environmental protection • Crown land protection • First Nations • Food security • Invasive species • Landowner stewardship • Marine protection (stewardship / shipping / lighthouses) • Performance measurement / indicators • <u>Public trust doctrine (as described in a Gulf Island Alliance delegation to the March 2015 Trust Council meeting)</u> • <u>Policies to address potential impacts on the Trust Area from projects sited outside the Trust boundaries</u> • <u>Preservation and protection of the seabed</u> • Rainwater harvesting and catchment systems • Riparian area protection • Social diversity • Sustainable environment • Tourism • Tree removal • Trust Fund Board (NAPTEP, RCP, funding, protected area stewardship, conservation of biodiversity priorities,) • Unzoned areas

	• Update to reflect ongoing legislative changes • Use of pesticides and other toxins
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The document is organized as follows:

- Existing topics needing clarification or expansion
- Suggested new topics
- Suggested new definitions
- Appendix 1: Summary of past Chair correspondence on advocacy topics
- Appendix 2: Islands Trust resolutions submitted to Union of British Columbia Municipalities
- Appendix 3: General comments received on the Policy Statement
- Appendix 4: Excerpt from November 23, 2000 legal opinion for the Islands Trust re: Policy Statement Directive Policies from Bill Buholzer (formerly Lidstone, Young, Anderson), made public by the Executive Committee on October 19, 2010.

Existing Policy Statement Topics needing clarification or expansion

SP=Strategic Plan / Agenda, P=Part, G=Goal

Existing Topic	Issue to be clarified / expanded	Source
Protection of natural coastal processes (3.4.5)	Expand on foreshore erosion, and seawalls Include outcomes of the Green Shores Program	Trustee
Marine Sewage (3.4.8)	<i>That Trust Council request the Director of Trust Area Services to research the topic of marine sewage pollution from vessels and municipal sewage facilities in the Strait of Georgia and provide recommendations in September regarding options for supporting existing processes that address these topics. (TC 179/02 June)</i> <i>That the Islands Trust Council request staff to continue to monitor the topic of marine sewage pollution in the Trust Area and that Council request the Executive Committee to develop correspondence supporting existing processes that address marine sewage pollution in the Trust Area, as appropriate opportunities arise. (TC 206/02 Sept)</i> <i>That Islands Trust Council request the Chair to write a letter to appropriate federal and provincial ministers with respect to facilitating the designation of marine sites under non-sewage discharge regulations. (TC 235/02 Dec)</i> <i>That Islands Trust Council:</i> ○ <i>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;</i> ○ <i>• 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; and</i> ○ <i>• Request the 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. (TC152/09 Sept)</i>	Trust Council
Agricultural land (4.1)	2006: Want to encourage open farm land to be maintained and not allowed to reforest. Mayne Island has lost a large amount of open meadow to trees. There is environmental value in these spaces as well as economic in the case of farming and grazing. 2009: urge policies that recognize that re-treeing of cleared lands is not always	Trustee

Existing Topic	Issue to be clarified / expanded	Source
	the best use of the land	
Forests (4.2)	<i>That the Islands Trust Council request the Executive Committee to forward to the Ministry of Sustainable Resource Management a response to the Working Forest Initiative discussion paper that requests that the Crown land of the Trust Area be removed from the definition of Working Forest; provides additional background and comment on the Initiative based on the attached outline; and that the Islands Trust Council request the Executive Committee to monitor the Working Forest Initiative and take additional actions as necessary that are consistent with the positions expressed in the joint response. (TC 114/03 – March)</i>	Trust Council
	Clarification of forestry's role on islands, including use in mitigating effects of GHG emissions PMFL lands	Trustee
Protection of forest stands (4.2.6)	Unclear what is meant by "on the scale of forest stands and landscapes". The phrase "of forest ecosystems" belongs after the phrase "ecological integrity" in the fourth line.	Staff
Designation of forest ecosystem reserves (4.2.8)	LTCs do not have the power to designate reserves on private land. This policy should require the local trust committees and municipalities to "designate forest ecosystem reserves where no extraction will take place, to ensure the preservation of native biological diversity", rather than requiring them to "include policies and regulations requiring" such designations. Since it is the local trust committees and municipalities that do the designating, it seems incorrect to refer to their policies and regulations merely "requiring" those designations. Consider including direction/clarification about PMFL.	Staff
Freshwater Resources (4.4)	<i>That staff be requested to prepare a briefing that identifies issues with respect to the authority of the Islands Trust to address groundwater protection and groundwater use for consideration at the December 2002 Trust Council meeting. (TC 215/02 Sept)</i> <i>That Islands Trust Council endorse the following declaration and commit the Islands Trust to upholding its principles:</i> • <i>Water is a sacred gift that connects all life.</i> • <i>Access to clean water is a basic human right.</i> • <i>The value of the earth's fresh water to the common good takes priority over any possible commercial value.</i> • <i>Fresh water is a shared legacy, a public trust and a collective responsibility.</i> <i>And encourage all citizens of the Trust Area to endorse the above</i>	Trust Council

Existing Topic	Issue to be clarified / expanded	Source
	<i>declaration and commit to upholding its principles. (TC 129/06 March)</i> <i>That the Islands Trust Council request the Chair to write a letter to the Minister of the Environment on behalf of the Islands Trust Council which includes the following:</i> <i>• a statement of Trust Council's support for the B.C. Ground Water Protection Regulation,</i> <i>• a request for an update on Phases 2 and 3 of the Regulation, and</i> <i>• a suggestion that the Islands Trust be considered as a pilot project for the development of a water management plan(s), or other planning processes to address localized water quality and quantity issues, under Phase 3 of the Regulation, due to the limited supply of water in the Trust Area. (TC 182/06 December)</i> <i>That the Islands Trust Council request the Chair to write to the Minister of Environment in support of the provincial commitment to regulate groundwater withdrawals in the Gulf Islands, as expressed in the recent Living Water Smart Plan. (TC 163/08 June)</i>	
	2006: In general, the new Drinking Water legislation needs to be integrated into the Policy Statement - as a standard to be met.(e.g. water quality must meet the legislated water quality standards.) Consider past advocacy positions re hydro-fracturing	Trustee
	Goal: Increase the sustainability and quality of freshwater resources	SP 2008-11, G2
	Reflect/support new Development Permit Area powers regarding water conservation	Staff
Water Quality and Quantity (4.4.2)	<i>That the Trust Programs Committee be requested to review Section 4 of the Policy Statement to more clearly address the use of viable alternate water supply sources as the top priority of the Policy Statement Topic Review Inventory. (TC/179/05 June)</i> <i>That the Islands Trust Council not amend the Islands Trust Policy Statement in regards to freshwater resources (policy 4.4.2) and not proceed with draft Bylaw 109 and request the Trust Programs Committee to add rainwater catchment and storage to the Policy Statement Topic Review Inventory. (TC/167/05)</i> (As written, Policy 4.4.2 may restrict a local trust committee (LTC) or an island municipality (IM) from considering land use changes in areas where there are water quality or quantity problems, even if there are other approaches available to ensure that the problem would not be exacerbated. For example: an LTC or IM may wish to rezone land in an area with a water problem provided the proposed development is legally required to provide a water catchment system	Trust Council

Existing Topic	Issue to be clarified / expanded	Source
	to supply a portion of its water needs. An LTC or IM may wish to rezone land in an area with a water problem provided the proposed development is required to take special measures to address potential water quality and/or sewage treatment issues.)	
	The phrase "known to have a problem" is not clear. The proposed addition of a "viable alternate" source needs to be made	Trustee
	Anticipate the use of alternative technologies to address water quantity concerns	Staff
Coastal areas and marine shore lands (4.5)	Coastal areas and marine shore lands management/stewardship	SP 2008-11, G2
	Address impacts of shoreline development on eelgrass beds and spawning sites Address shoreline protection in support of the ocean that surrounds us and supports us with oxygen and food. Specifically address the gravel, sand and shell beaches that are the irreplaceable location of forage fish spawning.	Trustee
Aquaculture (4.5.1, 4.5.2)	<i>That Islands Trust Council request staff to research and prepare a background paper to inform Council regarding the goals and consultation process of the Ministry of Sustainable Resource Management and of Land and Water B.C. Inc. regarding the expansion of the shellfish industry in the Trust Area. (TC 180/02 June)</i> <i>That the Islands Trust Council request the Trust Programs Committee to consider community concerns regarding on-land aquaculture, including the proposed resolutions from Woodward and Company in their letter of March 6, 2003 and develop recommendations for Trust Council in June pending consideration of already scheduled work programs items; and request the Executive Committee to take other actions to address this issue before June 2003 if it feels this is necessary. (TC 146/03 March)</i> <i>That the Islands Trust Council request the Chair to communicate the Trust Policy Statement policies, precautionary principle and island community concerns regarding on land aquaculture to the appropriate provincial and federal ministries and responsible agencies. (TC 147/03 March)</i> <i>That Islands Trust Council request the Chair to seek a suspension of on-land aquaculture application processing pending the development of siting criteria and the establishment of an Aquaculture Protocol with the Province concerning due diligence, community consultation and environmental assessment. (TC</i>	Trust Council

Existing Topic	Issue to be clarified / expanded	Source
	148/03 March) <i>That the Islands Trust Council request staff to submit the attached document entitled "Islands Trust - Response to the Special Committee on Sustainable Aquaculture, September 15, 2006" to the Special Committee on Sustainable Aquaculture; and to assess the feasibility and work program implications of requesting staff in the Ministry of Agriculture and Lands to work with Islands Trust to update and review the protocol agreements and letters of understanding between the agencies. (TC 158/06 Sept)</i>	
	Finfish farms (4.5.2) Consider whether current policy excludes finfish (like tilapia) that can be raised in closed containment and add to food security. Consider past advocacy positions re on-land fish farms. Ensure consistency with Marine Protected Area policy.	Trustee
Soils and deposits (4.6)	Adoption, administration, enforcement of bylaws and education	SP 2005-08, P1
Sustainable Communities (Part V)	Healthy, complete and liveable island communities. We recognize that the health of our communities is improved if our islands are safe and secure, if there is strong public involvement in decision-making, and if we accommodate people of differing age groups and income levels. We will work to support and restore socio-economic diversity with strategies for affordable, accessible and appropriate community housing. Support socio-economic diversity of island communities	SP 2005-08, P2 SP 2008-11, G2
	Re-title: healthy, vibrant, social-economic communities Create a separate policy section for "character" Reorganize headings - healthy community, resilience, food security, agricultural community	Staff
	Advocacy with external agencies that have socio-economic impacts on islands	SP 2005-08, P2
Growth and Development (5.2)	Density limits (5.2.5) Has occasionally been confusing in regards to Bowen Island OCP amendments. Check previous staff reports for details.	Staff
	Growth in the Trust Area – Manage in a manner that respects our provincial mandate and the wishes of island communities	SP 2005-08, P2
	Build-out potential –identify as a basis for further planning and communication	
	Rate and scale of growth - managing	2004-05

Existing Topic	Issue to be clarified / expanded	Source
		SP, P3
	Managing conflict between need for cluster type developments and maintenance of rural atmosphere	Trustee
Road Classification System (5.3.4)	Need to clarify what classification system of island roadways is supposed to be recognized in the local policies and regulations. If it is a classification system that has been worked out between the Islands Trust and the Ministry of Transportation and Highways, it should be specifically referred to.	Staff
Impacts of Road Location (5.3.5)	While planners have traditionally interpreted this to mean that bylaws must address the impacts of roads on ecosystems, forest landscapes, etc., Executive Committee recently interpreted it to mean that an Official Community Plan should not be adopted because it did not contain a road network plan. Perhaps the meaning of the policy requires clarification. Consider replacing the word "systems" at the end of this policy with the phrase "impacts of road networks, including their location, design and construction."	Staff
Gaming / Casinos prohibition (5.5.2)	Consider whether inconsistent with allowance of destination resorts	Staff
Recreational facilities (5.5.6)	Concerns have been raised because of a lack of definition of low and high impact.	Staff
Heritage (5.6.3)	Unclear if this is intended to include archaeological sites.	Staff
Economic Opportunities (5.7)		Staff
Health and Well Being (5.8)		Trustee
Healthy Communities (5.8.5)	While this is not a directive policy, there seems to be no directive policy that addresses the broad topic of healthy communities. The program referred to is dated and easily confused with BC's 'Healthy Communities' initiatives.	Staff
Renewable Energy (5.88)		Staff

Suggested New Policy Statement Topics

SP=Strategic Plan / Agenda, P=Part, G=Goal

New Topic	Rationale	Source
Affordable Housing	The starting point for effectively encouraging the development of affordable housing is a Trust-wide policy that provides leadership and guidance in its commitment to affordable housing, and emphasizes the importance it plays in a sustainable community. Recommendation: THAT Trust Council review the Islands Trust Policy statement to ensure that it: • includes clear and well-thought out definition of affordability • includes clearly articulated vision, goal and objectives for affordable housing • gives affordable housing a greater profile for its role in sustainable communities • includes a reference to affordable housing in its policy direction to LTCs and municipalities	Islands Trust Community Housing Tool Kit" page 15-16, section 4.1 - Amend the Trust Council's Policy Statement
	Encouragement of policies and advocacy that will encourage diversity and affordability in housing.	Trustee
	Support/restore socio-economic diversity through land use planning strategies about affordable/accessible/appropriate housing	SP 2008-2011, G3
Agriculture	<i>That the Islands Trust Council declare its support for avoiding the use of crops, in the Trust Area, that have been genetically engineered. (TC 211/04 Sept)</i> <i>That the Islands Trust Council request the Chair to write a letter on behalf of Council to the Capital Regional District Roundtable on the Environment that states Council's support of the program for short-term reduction and long-term elimination of non-essential pesticide use, including the part of the CRD that is within the Islands Trust Area. (TC 251/04 Dec)</i> <i>That the Islands Trust Council request the Director of Trust Area Services to seek agreements with the Ministry of Agriculture, Fisheries and Foods and the Agricultural Land Commission regarding guidelines for the development of farm regulations to address the scale and intensity of agriculture (including on-land aquaculture), in a manner consistent with the provincial object of the Islands Trust and with the scale and character of small islands. (TC 172/173/03 June)</i> <i>That the Islands Trust Council request the Chair to write to the BC Minister of Agriculture expressing the Trust's concern that inadequate slaughter facilities exist to service farmers within the Islands Trust Area,</i>	Trust Council

New Topic	Rationale	Source
	<i>and that the Trust encourages the Ministry to maintain its support of community initiatives to establish appropriate local facilities to service the Trust Area. (TC 163/07 Sept)</i> <i>That the Islands Trust Council request the Chair to write to the BC Minister of Agriculture and the Farm Industry Review Board requesting that they consider organic farming to be a normal farm practice in the Islands Trust Area. (TC 127/08 Mar)</i>	
	Include farmers markets Include reference to the Agricultural Land Commission Consider past advocacy positions regarding genetically modified organisms (GMOs), pesticides, and slaughtering regulations	Trustee
Archaeological Resources		SP 2005-2008, P2
BC Ferries	Recognize the important role of ferry transportation within Islands Trust area Recognize need for transportation security	Staff
Climate Change	<i>That Trust Council strongly supports sustainable energy projects that do not add CO2 gases and other pollutants to the atmosphere; and that energy ownership and management must be controlled by Canadians; and that Trust Council opposes both the proposed GSX pipeline and gas-fired generation projects on Vancouver Island. (TC 149/02 March)</i> <i>That the Islands Trust Council request the Executive Committee to take opportunities that arise to indicate concerns regarding climate change and support for the reduction of energy use and greenhouse gas emissions, and requests that the Trust Programs Committee recommend related amendments to the Policy Statement for consideration during the next Policy Statement review period. (Policies 5.1.4, 5.4.3, 5.8.8) (TC/110/05 March)</i> <i>That the Islands Trust Council request the Executive Committee, Local Trust Committees and the Bowen Island Municipality to take opportunities to encourage island residents and visitors to be aware of the significant impact of climate change on our communities and the natural environment and to take steps to reduce their emissions of greenhouse gases. (TC 171/06 Sept)</i>	Trust Council
	Climate change could be addressed in a separate section in Part III, as well as be the subject of a new guiding principle at the end of Part II.	
	Reflect new development permit area powers regarding energy	Staff

New Topic	Rationale	Source
	efficiency	
	Climate change adaptation: We will work to understand and minimize the negative effects that climate change could have on island communities. Climate change mitigation: We will work to reduce greenhouse gas emissions, both by managing our internal operations and by fostering energy-efficient communities in our land use decisions. Carbon neutral operations by 2012 Community GHG emissions – measurement/inventories Community GHG emission reduction – targets, policies and actions Energy-efficient communities through land use planning decisions and public education	SP 2005-08, P1 and SP 2008-11, G1
Connectivity in environmental protection	Consider protected area networks	Staff
Crown land protection	Crown land profiles, acquisition and protection.	SP 2005-2008, P1, and SP 2008-2011, G1
First Nations	Refer to Protocol Agreements for additional topic information Include objectives and policies regarding the protection of registered and potential First Nations archaeological and heritage sites. ¹ Importance of culture/heritage Consultation, agreements, culture, heritage names Add a policy encouraging the establishment of a framework for effective communication between local trust committees and First Nations and emphasizing the need to act cooperatively on issues of common interest.	Trustee
	Include more policies regarding First Nations	Staff
Food Security	Consider recommendations from food security report to Trust Council in December 2010	Staff
	Support local food security	SP 2008-2011, G3
Invasive Species	Include marine invasive species Include non-controlled indigenous species (i.e. Black-tailed deer)	Staff

¹ Note” From section 14.k of Islands Trust’s Protocol Agreement with Snuneymuxw First Nation.

New Topic	Rationale	Source
Landowner stewardship		SP 2008-2011, G2
Marine Protection / Lighthouses	<i>That the Islands Trust Council request the Executive Committee and the Trust Programs Committee develop, implement and report on an advocacy program to address shipping safety issues in the Trust Area. (TC 107/10 June)</i>	Trust Council
	Lighthouses: Consider past advocacy positions	Trustee
	Shipping safety	Trustee
Performance measurement / indicators		SP 2005-2008, P1
<u>Public trust doctrine</u>	<u>Trust Council received in a presentation by the Gulf Island Alliance at the March 2015 Trust Council meeting</u>	<u>Trust Council (TC-2015-024)</u>
<u>Policies to address potential impacts on the Trust Area from projects sited outside the Trust boundaries</u>	<u>Concern about jurisdiction to advocate about industrial projects such as the proposed Raven Coal Mine that are on the outer boundaries of the Islands Trust Area.</u>	<u>Trust Council (182/12)</u>
<u>Preservation and protection of the seabed</u>	<u>Concern about jurisdiction to advocate about industrial projects such as the proposed Raven Coal Mine that might impact the seabed of the Islands Trust Area.</u>	<u>Trust Council (182/12)</u>
Rainwater Catchment	<i>That the Islands Trust Council not amend the Islands Trust Policy Statement in regards to freshwater resources (policy 4.4.2) and not proceed with draft Bylaw 109 and request the Trust Programs Committee to add rainwater catchment and storage to the Policy Statement Topic Review Inventory. (TC 167/168/05 June)</i>	Trust Council
Riparian area protection	Incorporate Riparian Area Regulations	Staff
	Protection of riparian areas – implement Riparian Area Regulations	SP 2005-08, P1
Social Diversity	The concept of maintaining social diversity could be added to the section on The Challenge in the Introduction.	Trustee
Sustainable Environment	Precautionary principles Environmental sustainability - education and incentives	SP 2005-08, P1

New Topic	Rationale	Source
	Address protection versus “use” of natural resources	
Tourism	May 2006: In response to the March 2006 Islands Forum on tourism, Islands Trust Council received the attached letters from Tony Law dated April 2, 2006 and from David Steen dated April 12, 2006. Both letters request that Islands Trust Council address the topic of tourism through Policy Statement amendments. (Part V)	Trust Programs Committee
	Sustainable tourism (consider including tourism policies in Islands Trust Policy Statement)	SP 2005-08, P2
Tree removal	Tree removal - adoption, administration, and enforcement of bylaws	SP 2005-2008, P1
Trust Fund Board	Protected areas - increase size of and ensure safety and integrity	SP 2005-2008, P1
	Protect and enhance the natural environment. Identify areas in greatest need of protection and protect these areas through covenants, acquisitions and other tools.	SP 2008-2011, G1
	Reliable, adequate and sustainable long-term funding for TFB - to meet RCP goals and stewardship requirements for protected lands Safety and ecological integrity of protected areas	SP 2008-2011, G2
	NAPTEP and Regional Conservation Plan	SP 2008-11, G1
Unzoned areas	The Policy Statement provides direction about what should be in bylaws but does not address unzoned areas.	Staff
Update to reflect ongoing legislative changes	Consider incorporating information from recent changes to relevant legislation (e.g. section 877 of the <i>Local Government Act</i> , the <i>Local Government (Green Communities) Statutes Amendment Act (Bill 27, 2008)</i>).	
	Consider incorporating information from relevant legislation as noted in Trust Council's legislative monitoring chart (e.g. <i>Water Act</i> changes expected in 2011).	
Use of pesticides and other toxins	On February 17, 2005 the Chair wrote a letter conveying Trust Council's unanimous support for the Capital Regional District's Roundtable on the Environment program for the short-term reduction and long-term elimination of non-essential pesticide use.	Trustee

Suggested New Definitions for the Policy Statement:

Terms needing better definition	Source
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• Sustainability (find and identify the appropriate balance on the islands between priority on environment versus priority for human developments) • Habitat • Impacts (5.3.5) • Amenities (See Tony Law's 2010 Unique Amenities discussion paper) • Intensity (4.4.2) • Freshwater (3.3, 4.4) (Consider using the phrase "drinking water")	Trustees
• Unique amenities (define what to preserve and protect) • Habitat • Wildlife	Staff

Appendix 1:
Advocacy related correspondence from the Chair, Islands Trust Council
(2002 to September 14, 2010)

General Topic	Subject of Letter from Chair	Date of Letter
Agriculture/Food Security	Sustainable approach to farm tax assessment in Islands Trust Area	April 30, 2008
	Designating organic farming as a normal farming practice in Islands Trust Area	April 30, 2008
	Right to Farm legislation	February 23, 2007
	Meat Inspection Regulation	May 10, 2006
	Meat Inspection Regulation	May 3, 2006
	Meat Inspection Regulation	January 16, 2006
	Genetically engineered seeds	January 26, 2005
	Meat Inspection	January 30, 2004
	Right to Farm Legislation	June 17, 2003
Climate Change/Greenhouse gases	ecoENERGY Retrofit – Homes Program closure	April 28, 2010
	LiveSmart BC Efficiency Incentive Program	August 26, 2009
	United Nations Climate Change Conference in Copenhagen	November 24, 2010
Economic Opportunities	Trade, Investment and Labour Mobility Agreement (TILMA) concerns	July 20, 2007
	Local employment opportunities in BC Parks and other topics	Nov 25, 2002
Energy Project Impacts	Proposed Raven underground coal mine	July 19, 2010
	LNG Plant on Texada	June 24, 2008
	Vancouver Island Transmission Reinforcement Project (EMF exposure)	April 5, 2005
	Deny Vancouver Island Generation Project	July 22, 2003
	GSX Canada Pipeline Project	June 17, 2003 (x2)
Forest	Status of Coastal Douglas-fir in the proposed Commercial Forest Reserve	November 24, 2009
	Private Managed Forest Land Act	March 31, 2009
	Working Forest Initiative Discussion Paper response	April 25, 2003
Health and Well-being	Policing in the Islands Trust Area	January 26, 2010
Marine	Vessel Testing in Plumper Sound	May 31, 2010
	Freighter Safety in Plumper Sound	January 5, 2010
	Destaffing of lightstations	October 6, 2009
	Opposition to industrial freight offloading in Plumper Sound	January 11, 2008
	Prevention of pollution from Ships	January 18, 2007
	Federal moratorium on off-shore oil and gas	November 7, 2006
	Islands Trust response re Sustainable	September 25, 2006

General Topic	Subject of Letter from Chair	Date of Letter
	Aquaculture	
	Denman Island aquaculture activity	July 21, 2006
	No discharge designation for marine vessels	February 27, 2003
	Rockfish closure consultation/collaboration	April 30, 2002
Noise	Noise and Aircraft operations	January 30, 2003
	Notations on Aeronautical charts –re: sensitive habitat	October 30, 2002
Pesticides	Elimination of non-essential pesticide use	February 17, 2005
Space	Ratification of Space Preservation Treaty	October 21, 2003
Transportation	BC Ferries governance review	February 9, 2010
	Provincial Contribution to BC Ferries	November 5, 2008
	Letter to the Editor: Islands and Bridges	July 2008
	BC Ferries Service Fee	May 24, 2007
	Service fees in the Coastal Ferry Contract	May 18, 2006
	Continued increase in fuel surcharge by BC Ferries	May 18, 2006
	Sea to Sky Highway improvements	May 30, 2006
	Proposed fuel Surcharge by BC Ferries	December 20, 2005
Water	Hydrofracturing	June 28, 2007
	Living Water Smart support	June 24, 2008
	Drinking water and groundwater regulations	October 21, 2003

Appendix 2:
**Past Islands Trust resolutions submitted for debate at conventions
of the Union of British Columbia Municipalities (2002-2010)**

Environmental Protection and Community Planning Initiatives (2002, C49) (Referred to Community Charter Policy Paper)

WHEREAS that the Islands Trust through legislative measures in the Local Government Act has tried to effect land use planning solutions to safeguard environmentally and ecologically significant landscapes;

AND WHEREAS the tools available to local government in the Local Government Act and the application of these tools by local government in a land use planning context have not produced the results envisioned by the provisions of the Act;

AND WHEREAS particular land use planning initiatives based on interpretation of the Act including Official Community Plan and Development Permit requirements imposed by local governments have not been successful to achieve desired results:

THEREFORE BE IT RESOLVED that the Islands Trust request the assistance of the Union of BC Municipalities to pursue new/revised tools through legislative amendments coincident with the Community Charter legislation review to ensure local government has the ability to effect through community planning initiatives, an enhanced degree of environmental and ecological protection for significant properties on the landscape.

Withdrawal of Bill 48 (2003, A6) (Endorsed)

WHEREAS the provincial government has given First Reading to legislation (Bill 48) that would amend the Local Government Act and the Farm Practices Protection (Right to Farm) Act in a manner that could lead to a significant reduction in local government land use planning authority in farming areas and coastal waters;

AND WHEREAS the provincial government has a stated policy of strengthening local decision making and eliminating regulations imposed by the province;

AND WHEREAS communities expect local governments to be accountable for land use planning decisions that reflect local values:

THEREFORE BE IT RESOLVED that the Union of BC Municipalities request that the provincial government withdraw Bill 48 and implement measures to achieve provincial goals for agriculture and aquaculture through collaboration and consultation with local government.

Coastal Ferry Act (2007, C15) (not admitted for debate)

WHEREAS the provincial government will shortly enter negotiations with BC Ferries to establish service levels and the government contribution (service fees) that will determine service and fares for BC Ferries' Performance Term 2 that commences April 1, 2008;

AND WHEREAS coastal ferries are an essential part of the provincial transportation network, crucial to the economic and social health of the coastal region and to the province-wide tourism industry:

THEREFORE BE IT RESOLVED that the Union of BC Municipalities request that the provincial government undertake a comprehensive and consultative review of the effects of ferry fares and service levels on coastal communities, prior to signing the contract for Performance Term 2, and before the commencement of Performance Term 2, to incorporate any amendments to the Coastal Ferry Act that are necessary to sustain the economic and social vitality of coastal communities and to preserve this vital element of British Columbia's image as a world-class tourism destination.

A Minor Routes Strategy for Coastal Ferry Service (2009, B156) (Endorsed by UBCM Executive)

WHEREAS the transportation services provided by BC Ferries on minor routes along the south coast are as essential for ferry dependent communities as the provincial road network is for other communities, and are an integral element of provincial tourism goals, yet have been subject to fare increases of as much as 120% over the last five years;

AND WHEREAS the British Columbia Ferry Advisory Committee Chairs have, through extensive research and analysis, proposed a minor routes strategy that supports the sustainability of island economies and the coastal ferry service:

THEREFORE BE IT RESOLVED that the Union of BC Municipalities request that the British Columbia Ministry of Transportation and Infrastructure work with coastal communities and BC Ferries to develop a strategy for the minor southern coastal ferry routes, as proposed by the Ferry Advisory Committee Chairs.

Southern Strait of Georgia National Marine Conservation Area Reserve (2010, B79, Endorsed)

WHEREAS the Southern Strait of Georgia in British Columbia is an ecologically, economically, and culturally rich area that contains the critical habitat of the endangered southern resident orca and is being harmed by a variety of human activities;

AND WHEREAS the government of British Columbia and Parks Canada agreed in 1995 under the Pacific Marine Heritage Legacy to undertake a study to assess the feasibility of protecting and managing this area as a National Marine Conservation Area Reserve (NMCAR) under the Canada National Marine Conservation Areas Act, and have been engaged in the feasibility study since 2004:

THEREFORE BE IT RESOLVED that the UBCM supports the establishment of a large, ecologically zoned NMCAR in the southern Strait of Georgia from the proposed southern end of Haro Strait, up to and including, Gabriola Passage, and urge immediate action from the provincial and federal governments to proceed on this initiative while respecting First Nations interests in the area.

Derelict and Abandoned Vessels, Barges and Docks (2010, B30, Endorsed)

At the 2010 AVICC Convention, four resolutions on derelict vessels, including one from Islands Trust, were endorsed with a further resolution to AVICC to draft, in consultation with the respective sponsors, a single resolution incorporating all of the salient points of the four original resolutions for submission to UBCM by the June 30, 2010 deadline. Mayor Darren Inkster, Sechelt, chaired a sub-committee comprised of Chair Sheila Malcolmson, Islands Trust; Councillor John Rogers, View Royal; and Councillor Adam Olsen, Central Saanich to draft the resolution and prepare a proposal on the issue for a clinic at the upcoming 2010 UBCM Convention. The resolution, which was largely based on the Islands Trust resolution, was then sent out to the original sponsors of the four resolutions for approval. The revised resolution was endorsed by AVICC Executive at their regular meeting June 11, 2010 and forwarded to the UBCM Resolutions Coordinator on June 15, 2010.

WHEREAS UBCM has previously endorsed a resolution on the topic of derelict vessels in 2005 and the issue of derelict and abandoned vessels, barges, and docks continues to be of significant concern and cost for local governments and harbour authorities in British Columbia;

AND WHEREAS there are many derelict and abandoned vessels, barges and docks that pose safety hazards, risks of environmental contamination and visual pollution:

THEREFORE BE IT RESOLVED that the UBCM petition the provincial and federal governments to develop a coordinated approach to the timely and adequate removal of all types of derelict and abandoned vessels, barges and docks in all situations and consider the following strategies:

- Funding mechanism(s) such as a fee on vessel registrations or a surcharge on marine fuel to fund the removal of derelict and abandoned vessels, barges and docks;
- Designated disposal areas where owners can take their unwanted boats and structures to provide an alternative to abandonment on public property; and
- Education and vessel product stewardship programs, for example fiberglass boat recycling centres.

Appendix 3:
General Comments Received on the Policy Statement
by the Policy Statement Assessment Task Force

From July to October 2010, the Policy Statement Assessment Task Force sought input from Island Trust and Bowen Island Municipality staff and trustees on new Policy Statement topics that could be added and on existing topics needing expansion or clarification. In addition to making topic-related suggestions, staff and trustees also provided general comments on the Policy Statement and the way it is used in practice.

The comments fall into four main categories: Procedural Issues, Directive Policies, General, and Structure/Format.

Procedural Issues: Executive Committee review of Land Use Bylaws

The Policy Statement Assessment Task Force heard concerns about the role of the Policy Statement in Executive Committee's review of Local Trust Committee (LTC) bylaws. Under current policy (described below), Executive Committee/Trust Council can turn back a local bylaw even though it is consistent with the Policy Statement.

Under the *Islands Trust Act* the Executive Committee (EC) must approve a Bowen Island Municipality (BIM) bylaw that is consistent with the Policy Statement but the Act does not say that EC must approve an LTC bylaw that is consistent with the Policy Statement. This situation creates uncertainty for LTCs and planning staff. The principles of administrative fairness and natural justice require the reasons for turning back a bylaw to be clearly defined, transparent and justifiable.

This current policy direction is given in: Trust Council Operational Policy 2.4.iv - Executive Committee Legislative Role, section 2.4:

The Executive Committee may refuse a Local Trust Committee bylaw (or return the bylaw giving directions as to changes that would be required for approval) under section 22(1)(b) of the Islands Trust Act. The Islands Trust Act does not address grounds for refusal or return of the bylaw with directions, apart from requiring the Executive Committee to refuse a bylaw that is contrary to or at variance with the trust policy statement. The Trust Council considers, without limiting the jurisdiction of the Executive Committee, that the Executive Committee may also take into consideration whether the adoption of the bylaw would be contrary to the object of the trust; would expose the Islands Trust to unreasonable expense in the administration or enforcement of the bylaw, or would, on the basis of advice from legal counsel, be enacted without legal authority including inconsistency with the relevant Official Community Plan.

Planning staff question the purpose of reviewing Land Use Bylaws (LUBs) through the Policy Statement. If LUBs must be consistent with the Official Community Plan (OCP) and the OCP must be consistent with Policy Statement (and has been accepted by EC as such), then it seems to some staff to be redundant to review the policy checklist for an LUB. Under current legislation, the EC must consider all bylaws against the Policy Statement, not just OCPs. Planning staff suggest one solution could be to put safeguards into the Policy Statement Implementation Policy, such as requiring EC to review LUBs only when the OCP is older than a defined number of years.

Planning staff do not value the Directives Only Checklist procedure for LUBs for a number of reasons:

- The effort duplicates the process used in the original creation of the OCP.
- Most of the checklist is not applicable to most projects.
- When the checklist is applicable, staff are forced to make policy judgments that can easily be re-interpreted by trustees. For example, a planner may judge that a directive has been addressed, whereas the EC may disagree and establish a higher threshold - one that is not clear in advance to planners or the LTC. Another example arises when an LTC proposes a new policy for an OCP that is weaker than the previous one. Technically, the new policy could still "address" the issue and be considered by the planner and LTC to be consistent with the Policy statement. No matter how clear the directive language is, the EC may still reject the amendment on the basis that the new policy offers less protection than the policy it is replacing.

Directive Policies

The Policy Statement Assessment Task Force heard that:

- the language in many directive policies is not clear and creates too much room for interpretation (e.g. "Must address");
- it should be easier to tell if a proposal is supportive or contrary to a policy statement goal;
- that the Policy Statement could provide more direction to LTCs and provide more specifics on how the policies are to be addressed; and
- that they should consider recommending condensing directive policies (i.e. "LTCs / island municipalities shall: X action").

The task force also considered past legal advice regarding the Policy Statement. 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. On October 19, 2010, the Executive Committee, at the request of the task force, decided to make public the three relevant paragraphs (attached).

The task force has concluded that that it is important for Trust Council to assess the directive policies from time to time while also considering the political context (i.e. whether strengthening the Policy Statement is acceptable to the provincial government of the day), and what changes to Policy Statement language (clear versus vague language) might mean for Policy Statement implementation.

The task force passed the following resolution on November 1, 2010:

It was Moved and Seconded that the Policy Statement Task Force recommend that that the use of the word "address" in the Islands Trust Policy Statement be removed in cases where the Islands Trust Council wants the policy to be more directive, (for example, prohibit casinos versus address the prohibition of casinos) and that this issue be identified within the general comments section of the Topic Review Inventory.

The task force also suggests that any future revision to the Policy Statement include the rationale for directive policies (i.e. the purpose for creating the policy) either in the body of the Policy Statement or in an appendix so LTCs know why the directive exists.

During the feedback period, trustees and staff also provided general comments about the Policy Statement's content, structure and format to the task force. All comments received are summarized below with only minor edits, resulting in some comments contradicting others, and some duplication.:

General:

- Vision:
 - The first sentence of the first paragraph of Part I says that the purpose of the Policy Statement is to establish a vision but subsequent sentences articulate other purposes (e.g. first sentence of second paragraph says Policy Statement provides “guidance” but some policies provide “direction”).
 - The Policy Statement should be a leadership document that stands the test of time.
 - The Policy Statement should provide a future-oriented vision statement in addition to “preserve and protect” (This vision could be supported through a restructuring using goals and objectives).
- Greater emphasis:
 - Tie the Policy Statement more closely to the wording of the Object.
 - Biodiversity and importance of environmental language
 - “Living lightly” on the islands so as to minimize human threat to ecosystem health and promote stewardship
 - First Nations culture/heritage
 - Holistic approach to issues to find sustainable solutions (e.g. avoid looking at climate change and affordable housing as separate issues which leads to situations such as vinyl sided inefficient affordable housing.)
 - Partnership development and maintenance (e.g. San Juan County Commission, Agricultural Land Commission, Transport Canada agreement to protect habitat and island character, First Nations protocols, Regional Districts, parks departments, etc)
- Updates:
 - References to government agencies (consider wording in a generic way that will accommodate cabinet shuffles)
 - Legislative changes (e.g. NAPTEP)
 - History section (consider using The Islands Trust Story by Peter Lamb)
 - Part IV: Stewardship of Resources: This section provides an outdated perception of resources.
- Additions (not topic-specific):
 - Add the word “partners” after the word stakeholders throughout the document
 - Reference to the Salish Sea
 - Reference administration of Local Trust Committee covenants re monitoring and enforcement.
 - Consider bylaw enforcement
 - Deal with standing policies of Local Trust Committees that are not in OCPs (e.g. enforcement, procedures, funding)
 - Consider requiring development variance permits and temporary use permits to be consistent with the Policy Statement.
- Removals
 - Consider the elimination of Trust Council Policies from the Policy Statement and transfer them to protocol agreements, Memorandum of Understandings or Trust Council’s strategic plan, which would be periodically reviewed by Trust Council.
- Clarifications
 - Provide more clarity about the intended audience
 - Clarify language to prevent / resolve conflict.

- Where language remains ambiguous or contradictory (e.g. forest land vs agricultural land) openly recognize this and provide guidance for reconciling unavoidable tensions / conflicts.
- Changes to Part V: Sustainable Communities:
 - Consider using an Integrated Community Sustainability Plan framework
 - Consider re-ordering so that 'Aesthetic Qualities' is not the first section
 - Emphasize sustainable communities, economic opportunities, health, education, services, diverse demographic profile, affordable housing
 - Add goals that encourage integration of all of the different values
- Implementation:
 - Review current Policy Statement implementation process to ensure it incorporates the principles of administrative fairness, natural justice, and certainty. (E.g. Do Local Trust Committees know in advance what it takes to make a bylaw approvable by EC / TC?)
 - Provide a greater emphasis on implementation if the Policy Statement is to act as an Integrated Community Sustainability Plan.
 - Add new section on implementation, incorporating statements currently under "Role of Islands Trust Council" and "Guiding Principles"
 - Provide more direction in the Policy Statement about timeframes, measurable targets and methods for accomplishing intentions for particular directives / policies.
- Orientation:
 - Consider one-hour sessions at each of the first two Trust Council meetings of a new term to do a section-by-section review of the Policy Statement.
 - Improve new staff orientation with regard to the Policy Statement.
- Review Process:
 - Remember that the Snuneymuxw FN protocol requires Islands Trust to include them in the review process, and this would suggest a role for other first nations as well..

Structure/format:

- Make the Policy Statement more concise and provide more focus on goals and objectives, rather than prescribing specific solutions. Its policies should primarily assist LTCs in determining how their OCPs meet given goals and objectives. It currently provides both general principles and prescriptions (e.g. no gaming).
- Change the structure to make it more user-friendly (e.g. change the format so that it follows Section 877 of the *Local Government Act* or an OCP template to cluster the directive policies.
- Modernize the structure to be more systems-based, (e.g. rather than separating agriculture from ecosystems from economic vitality).
- Change the Policy Statement into a principle-based document (i.e. start with principles and follow with guidelines for implementing those principles).
- Place definitions at the front of the document and eliminate footnotes.
- Include the Directives Only Checklist in an appendix.
- Consider integrating Parts III and IV.

Appendix 4:
Excerpt from November 23, 2000 legal opinion for the Islands Trust
Re: Policy Statement Directive Policies
from Bill Buholzer (formerly Lidstone, Young, Anderson)

(3 paragraphs released to public by EC Oct 19, 2010)

Directive Policies

The thrust of the changes that are proposed to the "directive policies" is to change requirements that local trust committees and island municipalities "address" certain matters in their plans and regulatory bylaws, to a requirement that they include those matters in their regulatory bylaws. Presumably the intent here is to provide more definite policy direction to the local trust committees.

In principle, we see no reason that the more mandatory language cannot be adopted in the Islands Trust Policy Statement. Indeed, it could be argued that the proposed language of the directive policies is more consistent with the Islands Trust Act than the current, more neutral language. The scheme of the Islands Trust Act is that the Islands Trust Policy Statement forms a substantive policy context for local bylaws. The Islands Trust Act certainly supports a requirement that local trust committees not only address certain subjects in their plans and bylaws, but that they address those matters in a specific way or to a specific effect. Inherent in the choice of wording for policies of this nature, is a choice as to how much leeway the Trust Council wishes to leave to local trust committees in implementing the Islands Trust Policy Statement and, indirectly, the object of the Islands Trust. That is a matter on which we think that a court would defer to the judgment of the Trust Council, should any party, including any local trust committee, challenge the authority of the Trust Council to constrain the bylaw making powers of local trust committees in this manner.

As for the authority of the Trust Council to enforce the adherence of local trust committees to directive policies, the Islands Trust Act provides a very simple bylaw approval procedure permitting the executive council or the Trust Council, as the case may be, to determine whether a particular bylaw is contrary to or at variance with the trust policy statement. There is no question that the Trust Council and the executive committee have the authority to refuse to approve a bylaw if, in its reasonable opinion, the bylaw does not comply with a "directive policy" in the trust policy statement.

1.3.ii. Procedure**POLICY STATEMENT
TOPIC REVIEW FRAMEWORK**

Trust Council: June 11, 1994

Amended: September 15, 1995; March 10, 2005

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.

B: REFERENCES:

1. *Islands Trust Act*: Section 15
2. Policy Statement Bylaw (No. 17) 1993
3. Policy Manual:
 - 3.1. Policy Statement Implementation (1.3.i.)
 - 3.2. Policy Statement Bylaw (1.2.)

C: BACKGROUND:

1. The Trust Programs Committee (TPC) will complete an Annual Policy Statement Report that includes a Policy Statement Topic Review Inventory.
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.

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. TRUST PROGRAMS COMMITTEE RECOMMENDATIONS

- 2.1. The Trust Programs Committee will prepare a Policy Statement Topic Review Inventory by September of each year.
- 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.
- 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. 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.
- 3.2. 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.

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.
- 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.
- 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.

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.

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

Trust Council: December, 1995

(Amended: March 6, 1998)

A: PURPOSE:

1. To outline the required steps for Trust Council to 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 Manual: Policy Statement Implementation (1.3.i.)

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.
- 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.
- 1.3. The Executive Committee is responsible for maintaining the Policy Statement Implementation Work Program.
- 1.4. The Executive Committee is responsible for preparing Policy Statement amendments at the direction of Trust Council.

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.
- 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.

3. AMENDMENT PROCESS

- 3.1. Trust Council may establish a Trust Council meeting date to consolidate proposed policies to amend the Policy Statement Bylaw.
- 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.
- 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.
- 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.
- 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.).
- 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.

The Public Trust Doctrine
a submission by the Gulf Islands Alliance
to Islands Trust Council,
March 11, 2015
Gabriola Island

The Gulf Islands Alliance supports the goal of the Suzuki Blue Dot campaign to recognize the right of Canadians to a healthy environment.

We have worked with Blue Dot to head off possible confusion between its program and GIA's request to have Islands Trust include an acknowledgement of the Public Trust Doctrine in its Policy Statement.

GIA joins Islands Trust in asserting that, long term, the greatest threat to our islands and achieving the Trust mandate is climate change. It is an unfolding tragedy unprecedented in human and natural history. The Public Trust Doctrine provides the framework and motivation to seek and apply the best solutions to climate change.

GIA's submission responds to an Islands Trust invitation: "The public and interested parties are encouraged to submit suggestions for development, refinement and implementation of the Policy Statement."

Interest in The Public Trust Doctrine has been sparked by climate change. Formulated in ancient times, the Doctrine is a legal basic. As it applies to climate change, it insists that the human right to a healthy environment already exists and that people entrusted with community government are trustees with a legal obligation to their clients/citizens to maintain common property, including the atmosphere, in a healthy state sufficient to sustain life now and for future generations.

This right exists whether it's recognized by government or not. It certainly makes it easier for citizens to enjoy this right if it is recognized by government. It's on this point, particularly, that GIA and Blue Dot completely agree.

GIA believes that the Islands Trust Act and the record of the Islands Trust itself offer a refreshing and enlightened, leading-edge model of a local government working to provide and preserve a special healthy environment. Because it can't directly protect certain rights, such as to clean air, its most important role is to advocate to governments that have that responsibility. Recognizing the Public Trust Doctrine will strengthen its advocacy program.

GIA's simple request is to amend Part 1: Purpose and Implementation of the Trust Policy Statement to read ...

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. Achieving this vision depends on the actions of many stakeholders. The Policy Statement provides a general strategy for land use planning which translates the broad goals of the Province and the Islands Trust into specific actions to preserve and protect the Trust Area in accordance with the Public Trust Doctrine.

(The term 'Public Trust Doctrine' would be added to the definition section: "*Means that every person has a right to a liveable planet which includes clean air and water, as necessary to sustain life now and in the future. Governments and their agencies, as trustees, have a moral and legal duty to safeguard these common natural gifts.*")

Background notes

The road to amending the Canadian Charter of Rights and Freedoms will be a rocky one in today's political climate and the possible return to power of Stephen Harper. Even if an amendment succeeds, there remains a question of whether it places a positive obligation on government to take action where a right is threatened. Harper might argue again that the Charter already provides sufficient protections for Canadians, including this one:

*7. **Everyone has the right to life**, liberty and security of the person and the right not to be deprived thereof except in accordance with the principles of fundamental justice.*

The federal New Democratic Party is introducing a similar private member's bill as the Blue Dot (NDP's Bill C-634) to

a. safeguard the right of present and future generations of Canadians to a healthy and ecologically balanced environment, and

b. confirm the Government of Canada's public trust duty to protect the environment under its jurisdiction. The application of the Bill would see the "Government of Canada (as) the trustee of Canada's environment ... (and it) has an obligation to preserve it in accordance with the public trust for the benefit of present and future generations."

Under its 'public participation' section, the Bill says, "Every resident of Canada has an interest in environmental protection and the Government of Canada may not deny, oppose or otherwise contest any resident standing to participate in environmental decision making matters solely because they lack a private or special legal interest in the matter." That would put an end to the notion that some are and some are not 'stakeholders' in environmental matters. If approved in Parliament -- unlikely with the present government -- the Bill would invoke a 'consequential amendment' to the Canadian Bill of Rights, adding the "right to a healthy and ecologically balanced environment" to the existing "right of the individual to life, liberty and security of person".

Islands Trust and the Public Trust Doctrine

The Trust's unique governance system, defined by the Islands Trust Act, is consistent with the Public Trust Doctrine. It employs trust language. Its leaders are trustees. (Common law dictates the "standard of care and diligence required of a trustee in administering a trust is that of a man of ordinary prudence in managing his own affairs.") Its jurisdiction is a 'trust area'. The Trust claims to be entrusted as "the only government in Canada and, perhaps, the world, with a legislated mandate to preserve and protect a special area".

We asked the University of Victoria's Environmental Law Clinic how trust law principles may apply to Islands Trust duties and powers and bolster environmental protection of the trust area? The Clinic reported to us that, although it's unclear whether Islands Trust simply appropriates trust language or it actually adopts trust law into new areas, the Trust Act clearly imposes a duty on trustees to act in accordance with its mandate. And this may give the Trust substantive powers beyond those of other local governments. While trusts generally are for the benefit of a person, they can serve public interest purposes. The Clinic noted that "Courts are increasingly imposing liability on trustees for environmental degradation of trust property... The general public may also be considered the beneficiary, where the government is deemed to occupy the role of trustee."

GIA accepts as fact that Islands Trust, indeed all governments, must heed the Public Trust Doctrine. Testing it in court is not an objective. Nor is it to add a legal restriction on Islands Trust actions. Embracing the Doctrine in the Trust Policy Statement would be a limited symbolic and moral gesture.

Some common applicable legal definitions ...

-- In common law legal systems, a trust is a relationship whereby property is held by one party for the benefit of another. The trustee holds that property for the trust's beneficiaries. Trusts have existed since Roman times and have become one of the most important innovations in property law. (The atmosphere is a public property.)

-- The trustee may be either an individual, a company, or a public body. There may be a single trustee or multiple co-trustees.

-- The trust is widely considered to be the most innovative contribution of the English legal system. Today, trusts play a significant role in most common law systems, and their success has led some civil law jurisdictions to incorporate trusts into their civil codes

More about the Public Trust Doctrine

A concise look at the public trust doctrine is in following edited highlights from an interview with Mary Christina Wood, author of Nature's Trust. Just as the climate threat pays no respect for country borders, the public trust doctrine has the same universal reach. Although a U.S. environmental lawyer, Wood's views apply equally to Canada.

"Poisoning the atmosphere violates our natural rights ... rights that are not contingent upon the laws, customs, or beliefs of any particular culture or government, and therefore universal and inalienable (i.e., rights that cannot be repealed or restrained by human laws).

"The remedy ... is for the courts to order a plan, by legislatures and their agencies to do their job in figuring out how to lower carbon emissions. So the courts would not actually figure out how to do that. That's the other branch's job. It's just that they're not doing it. And they probably won't without pressure before we pass crucial tipping points.

"People are so accustomed to our statutory system, they always say, where can we find it written down in a statute? Well, this is actually the foundation of all laws. Professor Gerald Torres has a wonderful quote in his writings, saying this is the slate upon which all constitutions and laws are written. And that is the approach most courts take in describing the public trust.

"Most important thing is for citizens to understand that they are needed to promote environmental democracy at this crucial moment in time, that environmental law held a lot of promise but that it's not working, and that agencies have basically used it to allow almost unfettered destruction of our natural resources... They are supposed to represent the public interest and not corporations or moneyed interests in making those decisions. And we the public assume that the agencies are doing the right thing when they're implementing environmental laws. Whereas in fact, nothing could be further from the truth. Agencies have become politicized creatures that largely serve industry... Industry would like no regulation at all. It would like a free-for-all across all resource systems. So we are at a very dangerous situation where the very life systems that support us are now imperilled and in jeopardy...

"One thing we have to keep in mind is we're nearing the end of our resources. And there are laws of nature that we have to comply with. And those laws are supreme. And they determine whether we will survive on this planet. And they will determine the future conditions for our children. And so right now, our environmental laws are out of whack with the laws of nature. They are allowing destruction, whereas they should be structuring society to create a balance with the natural systems that support our lives.

"The heart of the approach is the public trust doctrine. And it says that government is a trustee of the resources that support our public welfare and survival. And so a trust means that one entity or person manages a certain wealth, an endowment, so to speak, for the benefit of others. And in the case of the public trust, the beneficiaries are the present and future generations of citizens. So it is a statement of, in essence, public property rights that have been known since Roman times.

"These (rights) are ensconced in the social contract that citizens make with government. They cannot be alienated. They are inherent and reserved. So they are of a constitutional nature. And the point of the public trust is that the citizens hold these constitutional rights in an enduring natural endowment that is supposed to support all future generations of citizens in this country. It is so basic to democracy; in fact, the late Joseph Sax said the trust distinguishes a society of citizens from serfs.

"It's certainly not socialism. It is the heart of popular sovereignty to expect that the citizens have enduring rights to the resources that support their very survival... Courts seem to realize that the public trust is an area of law that the legislatures and agencies must abide by. The message for judges is that climate is mind-blowing. It can't be categorized any longer as an environmental issue. This is a civilizational issue.

"Youth have no voting rights. But they have got something that no one else has, moral authority. The obligations we naturally feel towards children we love come to the surface when we actually speak to them about the future they face. If we love our children and nieces and nephews and grandchildren, we cannot be pessimistic."

The Gulf Islands Alliance, a non-profit group of islanders, was formed in 2006 to support the environmental goal of the Islands Trust Act to preserve and protect our beautiful islands.

BRIEFING

To: Trust Programs Committee

For the Meeting of: June 1, 2015

From: Clare Frater

Date prepared: May 21, 2015

SUBJECT: BLUE DOT CAMPAIGN ON THE RIGHT TO A HEALTHY ENVIRONMENT

DESCRIPTION OF ISSUE:

At its March 2015 meeting, the Islands Trust Council requested the Local Planning Committee and the Trust Programs Committee to review suggested actions proposed in the presentation on the Right to a Healthy Environment provided by delegates at the March 2015 Trust Council meeting and to provide any resulting recommendations to the Islands Trust Council.

BACKGROUND:

At its March 2015 meeting the Islands Trust Council passed four resolutions in response to a presentation by Peter Lamb and Jean Gelwicks regarding the right to a healthy environment. The resolutions are provided below with associated actions:

#	Resolution	Action
TC-2015-020	It was MOVED by Trustee Law and SECONDED by Trustee Crumblehulme, that the Islands Trust Council: a) declares that all residents in the Trust Area have a right to live in a healthy environment, and b) supports this declaration through the Islands Trust Policy Statement which guides decisions of the Islands Trust and which includes principles and policies with respect to: • upholding the principle of sustainability; • planning proactively to protect ecosystems; • protecting natural processes, habitats and species; • preventing the pollution of air, land and water; • establishing a network of protected areas; • encouraging sustainable farming; • protecting productive soils; • protecting the sustainability and quality of water resources; • addressing the acceptable disposal of waste; • supporting safe alternatives for sewage effluent; • encouraging renewable sources of energy; • ensuring growth, land use and economic activities are compatible with conservation; • considering non-monetary costs in decision-making; • enabling public participation in decision-making.	Islands Trust Council Declaration provided to the David Suzuki Foundation by Delegate Peter Lamb

TC-2015-021	It was MOVED by Trustee Law and SECONDED by Trustee Morrison, that the Islands Trust Council request the Executive Committee to vote at the Association of Vancouver Island and Coastal Communities and Union of British Columbia conventions in support of resolutions that advance the Right to a Healthy Environment, including through actions by the Government of British Columbia.	AVICC – done UBCM – Sept 2015
TC-2015-022	It was MOVED by Trustee Law and SECONDED by Trustee Stamford, that the Islands Trust Council request Executive Committee to include in its briefing to council committees, local trust committees and Trust Fund Board a request to consider the advancement of Policy Statement policies that support a healthy environment when developing recommendations for objectives, goals and activities in the 2015-2018 Strategic Plan.	Done
TC-2015-023	It was MOVED by Trustee Law and SECONDED by Trustee Rogers, that the Islands Trust Council request the Local Planning Committee and the Trust Programs Committee to review suggested actions proposed in the presentation on the Right to a Healthy Environment provided by delegates at the March 2015 Trust Council meeting and to provide any resulting recommendations to the Islands Trust Council.	LPC placed topic on the ongoing items of its work program TPC to be determined

On May 11, 2014 Bowen Island Municipality passed the following resolution (*RES#15- 142*):

The Council of the Municipality of Bowen Island declares that:

1. Every resident has the right to live in a healthy environment, including the right to:
 - a. breathe clean air,
 - b. drink clean water,
 - c. consume safe food,
 - d. access nature,
 - e. know about pollutants and contaminants released into the local environment, and
 - f. participate in decision making that will affect the environment;
2. Bowen Island Municipality has the authority, within its jurisdiction, to respect, protect, fulfill and promote these rights;
3. Bowen Island Municipality will consider the precautionary principle when making decisions: where threats of serious or irreversible damage to human health or the environment exist, Bowen Island Municipality will consider cost effective measures to prevent the degradation of the environment and protect the health of its citizens, and the absence of full scientific certainty will not be viewed as sufficient reason for Bowen Island Municipality to postpone such measures;
4. That this declaration be forwarded to the Lower Mainland Local Government Association, the Union of BC Municipalities, and the Federation of Canadian Municipalities, requesting favourable consideration by delegates at annual general meetings of these associations.

ATTACHMENT(S):

Blue Dot Delegation document distributed at March 2015 Trust Council re: Right to Healthy Environment Declaration

AVAILABLE OPTIONS:

Trust Programs Committee may wish to recommend to Executive Committee that the Blue Dot campaign be added to the Policy Statement Topic Review Inventory for future consideration.

When developing Strategic Plan recommendations to the Islands Trust Council, the Trust Programs Committee may consider suggested actions proposed in the presentation on the Right to a Healthy Environment provided by delegates at the March 2015 Trust Council meeting (attached).

FOLLOW-UP:

Staff will convey any Trust Programs Committee recommendations about the draft 2014-2018 Strategic Plan to Trust Council.

Prepared By: Clare Frater

Reviewed By/Date: Lisa Gordon, May 22, 2015

Proposed Islands Trust Council Declaration

“The Right to a Healthy Environment “

RESOLUTION: That the Islands Trust Council:

1. Declare that every resident in the Trust Area has the right to live in a healthy environment, including the right to:
 - a. breathe clean air,
 - b. drink clean water,
 - c. consume safe food,
 - d. participate in sustainable waste management programs,
 - e. access nature and protect biodiversity,
 - f. know about pollutants and contaminants released into the local environment, and
 - g. participate in decision making that will affect the environment;
2. Call on the Province of British Columbia to enact a provincial environmental bill of rights to fulfill the right of every resident to live in a healthy environment by supporting favourable consideration of this matter at the Union of BC Municipalities 2015 Convention.
3. Direct staff to review the implications of, and report back to the Islands Trust Council on, integrating the right to a healthy environment into the 2015-2018 Strategic Plan, including the following elements;
 - a. the Islands Trust Council, within its jurisdiction, will respect, protect and promote the foregoing rights;
 - b. the diverse species and ecosystems that inhabit the Trust Area have rights to life, habitat, and the natural processes enabling them to function, thrive, and evolve;
 - c. the Islands Trust Council shall apply the precautionary principle: where threats of serious or irreversible damage to human health or the environment exist, the Council shall take cost-effective measures to prevent the degradation of the environment and protect the health of its citizens. Lack of full scientific certainty shall not be viewed as sufficient reason for the Council to postpone such measures;
 - d. the Islands Trust Council shall apply full-cost accounting: when evaluating reasonably foreseeable costs of proposed actions and alternatives, the Council will consider costs to human health and the environment;
 - e. the Islands Trust Council will request that the Government of British Columbia enact a provincial Environmental Bill of Rights to fulfill the right of every resident to live in a healthy environment by ensuring access to information, public participation in decision-making and access to effective remedies; and
 - f. the Islands Trust Council will consult with residents as part of this process.



BACKGROUND

The inextricable link between environmental health and human health is now widely recognized and most Canadians understand that the environment is a key factor in sustaining healthy communities. Environmental rights support many issues Canadians care about – healthy food, sustainable land use and development, water and air quality, climate change, habitat and biodiversity protection, parks creation, children’s access to nature, social justice and more.

The David Suzuki Foundation has completed its Blue Dot Tour of Canada to promote the Right to a Healthy Environment. Its goal is to enshrine this right in the Canadian Constitution through a staged strategy:

Neighbours come together to change a community. A growing movement of Canadians calls upon their local governments to pass declarations respecting people’s right to live in a healthy environment.

Local governments come together to change a province. Community by community, this movement will inspire decision-makers across our provinces and territories to take notice. With so many communities calling for action from all levels of government, the next step is to have our provinces follow suit and pass environmental bills of rights.

Provinces come together to change a nation. When 7 out of 10 provinces and 2 out of 3 territories, representing more than 50 per cent of the Canadian population have recognized our right to a healthy environment we turn toward the ultimate goal: amending the Canadian Charter of Rights and Freedoms.

Canada recognizes your right to a healthy environment. Recognition in the Charter is the final step in protecting the right to clean air, fresh water and healthy food for all Canadians.

More than 110 nations around the world and several provinces, territories and communities in Canada, have already recognized their citizens’ right to live in a healthy environment through bylaws, declarations, legislation, charters and constitutional provisions. Yet Canada still lacks important legal protection for environmental rights. The World Health Organization estimates environmental contamination, including polluted air and water, causes as many as 36,000 premature deaths annually in Canada. Preventable environmental hazards contribute up to 1.5 million days in hospital annually due to cardiovascular disease, respiratory illness, cancer, and birth defects alone. The environment has a tremendous influence on our health and well-being.

Through local trust committees and island municipalities, the Islands Trust makes land-use planning decisions that affect housing density, land development, water and waste resources, transportation and other issues related to the quality of the environment. To some extent these decisions are guided by policies set by the Islands Trust Council.

A declaration by the Islands Trust Council recognizing the right to a healthy environment would show support for residents’ rights to clean air, clean water and safe food, signal leadership in building a healthy, sustainable community and draw attention to the Canadian Constitution’s silence on environmental issues.

To learn more about this grassroots campaign, visit www.bluedot.ca and watch the videos:

David Suzuki Foundation - Today is the Day We Decide: <http://www.youtube.com/watch?v=D43PJOBLCJI>

Shane Koyczan - Shoulders: <https://www.youtube.com/watch?v=An4a-NjilY&feature=youtu.be>

Former Federal Minister of Justice Irwin Cotler described Canada’s great Charter of Rights and Freedoms as “Moving from a Parliamentary democracy to a constitutional democracy, from the sovereignty of Parliament to the sovereignty of the Constitution, from judges being arbiters of legal federalism to the guarantors of human rights. And then the key thing, that individuals and groups were no longer passive objects of a constitutional process. They became rights holders, rights claimants that had standing to initiate justiciable claims.”
(Globe and Mail interview, February 11, 2015)

REQUEST FOR DECISION

To: Trust Programs Committee

For the Meeting of: June 1, 2015

From: Lisa Gordon, Director, Trust Area Services

Date Prepared: May 22, 2015

SUBJECT: GIANT DOCKS IN THE ISLANDS TRUST AREA

RECOMMENDATION:

That the Trust Programs Committee:

- inform Trust Council that it will address the issue of dock referrals within its existing Crown Land Protocol project,
 - ask Trust Council to add the protection of aesthetic and recreational enjoyment of beaches to the Policy Statement Topic Review Inventory, and
 - ask Trust Council to 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.
-

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: As described in another section of Trust Program's Committee's June 1 package, Trust Council has assigned staff to work with the Ministry of Forests Lands and Natural Resource Operations to consolidate Trust Council's letters of understanding and protocol agreements about data sharing, referrals and decisions regarding Crown Land. The existing scope of the project already includes referrals about docks within provincial jurisdiction.

FINANCIAL: none

POLICY: none

IMPLEMENTATION/COMMUNICATIONS: Staff will prepare a report to Trust Council relaying today's decisions. Staff will refer to the documents provided by Melissa Harrison when working with MFLNRO staff. Staff will inform Bowen Island Municipal Council and Melissa Harrison of today's decisions.

BACKGROUND

At Trust Council's March 2015 meeting, Council resolved to request that the recommendations of Stop the Docks as presented by Melissa Harrison be referred to Trust Programs Committee for consideration. Delegate Melissa Harrison had spoken to the Islands Trust Council about her concerns with giant docks being built in the Trust Area and recommended four actions to be taken by the Islands Trust:

1. Trustees should be informed about the risks posed to treasured beaches and shorelines by the growing trend for giant docks, as well as the Province's new policies that are making it difficult for local jurisdictions to satisfactorily influence the outcome of dock applications.

2. Trustees should consider updating local bylaws, zoning and OCPs, posthaste.
3. The Trust as a whole should consider updating the Policy Statement to explicitly include the protection of aesthetic and recreational enjoyment of beaches, in the sections suggested above.
4. That the Trust should inform the Province that:
 - The 140 day Turnaround Project is impossible for local authorities to administer.
 - That the Province needs to consult with those who have jurisdiction over land use before adopting such policies.
 - Beaches and coast aesthetics are important public amenities for the social, cultural and economic wellbeing and character of islands, and dock applications are complex to assess. Therefore BC should exercise their option to decline applications where they cannot be wholeheartedly supported by the local jurisdiction.
 - Public process needs to have an impact to be valid, and the Province should either consider handing the responsibility for managing that to the local jurisdiction, or change their criteria for assessment to include the public interest.
 - The Province should consider dealing with private and community docks in a completely separate process to that with which they manage mining, forestry, aquaculture, because these procedures and policies, geared towards industry, are proving to be too blunt an instrument to manage the subtleties of the disposition of local, residential shorelines.

REPORT/DOCUMENT:

- 1) Melissa Harrison's Delegation to March 2015 Trust Council
- 2) Feb 18, 2015 Letter from FLNRO to Bowen Island Municipality

KEY ISSUE(S)/CONCEPT(S): Crown tenures; Policy Statement;

RELEVANT POLICY:

- 1) [Islands Trust Policy Statement](#)
- 2) [Advocacy Policy \(6.10.iii\)](#)

DESIRED OUTCOME: Provincial decisions on shorelines in the Islands Trust Area will be guided by cooperative agreements with the Islands Trust Council and its member communities.

RESPONSE OPTIONS

Recommended: That the Trust Programs Committee:

- inform Trust Council that it will address the issue of dock referrals within its existing Crown Land Protocol project,
- ask Trust Council to add the protection of aesthetic and recreational enjoyment of beaches to the Policy Statement Topic Review Inventory, and
- ask Trust Council to 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.

Alternative: Trust Programs Committee could consider some or all aspects of this issue within its recommendations to Trust Council on the strategic plan.

Prepared By: Lisa Gordon, Director, Trust Area Services, May 22, 2015

Giant Docks – Coming to a Beach Near You?

I think we will all agree that beaches and shorelines are of prime importance to our enjoyment of our island homes. Many of us, especially those with young children, spend many hours on public beaches each year. Beaches are not only important for our well-being and enjoyment, but they are also vitally important for the economies of the islands; for attracting visitors and new residents, access to beautiful coastline is key.

1. The Situation on Bowen

The shoreline of Cape Roger Curtis has long been treasured by Bowen Islanders, because of its pristine, rugged, windswept beauty, with rock pools and many pocket beaches and swimming beaches as well as great nature watching. Located in the mouth of Howe Sound, with pockets of forage fish habitat amongst the cobbles and rocks, the Cape is a stop off for migratory fish, birds and marine mammals.

When the developers of the Cape applied for four large docks, the applications attracted significant opposition. Fifty six letters were written to the Province opposing the proposed docks. The municipality wrote with a number of concerns, including the specific mention in the OCP of protecting that stretch of coastline, and asked that some further studies be done, refusing to support the applications as they stood. Additionally, the applications seemed to conflict with the Province's own dock policy, which says that docks should not negatively impact the environment, community values or public interest. Despite all this, the Province approved the licences, citing a lack of specific prohibitions in the municipal bylaws. The approval prompted a petition in opposition which gained 1345 signatures.

For context, private docks on Bowen tend to be below or up to 65 feet long, including the length of the float. The longest dock at the Cape is 431 feet long, and stands 27 feet above the beach. Please see the second photograph below. These industrial scale structures stand beside empty lots, essentially as a developer amenity. They have been used less than a handful of times, and as they are so exposed, they will likely never be used. And yet there they will stand, monuments to bad policy and process. And there are four more dock applications with the Province for this development alone.

2. The Issue for the Islands Trust

We are seeing increasing numbers of large docks being approved by the Province in the face of public and neighbourhood opposition. I have heard directly about one on Galiano, and we have all read about the 2500 sqft, Chip Wilson application in Sechelt. Islands Trustees need to recognize that megadocks seem to have become fashionable. I suppose that large docks are needed where you plan to own a large boat and you have chosen a home because it fronts a beach but would like to reach deep water. Whereas in the past, waterfront owners would have simply accepted that their property is not suitable for a dock, now people see that as a surmountable difficulty and are willing to spend the \$100k plus to do it.

2.1 Concerns with the Dock Application Process

Short Timelines Imposed

What brings me here today is a letter that Bowen municipality received two weeks ago. In that letter, the FLNRO manager of authorizations, Keith Anderson, stated that FLNRO has 'recently developed a 140 Day Turnaround Project' where their 'Performance Measures' state that '80% of new Land and Water Act Tenure applications must have a decision made within 140 days from the acceptance of the application.' Bear in mind that this includes: BC notifying local authorities, proponents publishing the required public notice, public responses to the proposal, assessment of those responses, instructions to staff, assessment of the site, consideration of the application as part of a public process, responses to FLNRO. It seems to me that this timeline is an impossible imposition for small authorities to meet, given that while some applications may be very straight forward, many are complex and time consuming for local jurisdictions to assess. And yet that complex work is vital to ensure public and private interests are appropriately balanced. To give one example, folk I know in Galiano spend the winter in warmer climes. The entire application process for their neighbour's dock took place while they were away without their even hearing about it, and they came back to find a large dock had been approved and construction was underway, crossing in front of their property. They were devastated.

Default Approvals Encroach on Jurisdictional Right to Determine Land Uses

The 140 day processing time limitation becomes exceptionally problematic, given that FLNRO's default seems to be to *approve* projects, as an implicit consequence of their 'public commitment to cut red tape,' rather than to take a precautionary approach, i.e. declining applications where a local jurisdiction cannot support them. In the case of the Cape Roger Curtis dock applications, the municipality refused to send a letter of support because they had asked for further studies and accommodations that were not fulfilled. Despite this, the Province chose to approve. In my view the Province is overstepping the mark with respect to land use, by developing their 'Turnaround Project' and 'cutting red tape' policy, without any consultation with, or even giving notice to, local jurisdictions, especially since the Crown is under no obligation to approve any land disposition. Unfortunately, by limiting the ability of local jurisdictions to adequately respond, the Province severely curtails its ability to fulfill its own duty to 'maximize and sustain the flow of economic, social and environmental benefits to British Columbians, now and in the future,' (from the Crown Land Use Operational Policy: Private Moorage, Appendix 3) given the significant negative impact on public recreational amenities that giant private docks on public beaches impose.

Undermining Environmental Protection

The Bowen Land Use Bylaw clearly states that docks should not 'negatively impact eelgrass meadows, kelp beds, clam beds or mussel beds.' This statement is both clear and absolute. The Cape biological dive surveys undertaken by the proponents showed two of the docks to be located in important kelp and eelgrass beds. However the Province decided that 'effective mitigation measures, best management practices and monitoring can be used to address impacts to aquatic values resulting in no net loss to the areas' productive capacities' (from their 'Reasons for Decision, Oct 29, 2012). In this statement, the Province is accepting mitigation measures where they have neither the capacity nor interest in assuring a) that the proposed mitigation is accepted practice, b) that the proposed mitigation is carried out, or c)

that the municipality has the capacity to monitor mitigation. The reality is that many of the mitigations suggested, eg transplanting eelgrass, are neither proven nor were they carried out. So in this case, even a clear and absolute prohibition of negative environmental impact in the municipal Land Use Bylaw proved to be no protection at all, because the Province took it upon itself to interpret the bylaws and to err on the side of approval rather than precaution.

Public Consultation Failure

In the case of Cape Roger Curtis, the Province received significant negative feedback from the public, totaling fifty six letters. And yet this feedback had no impact on the outcome. As the Province described their 'referral process' to me, they refer the applications to a small number of agencies (principally Transport Canada, Department of Fisheries and Oceans, relevant First Nations and the local authority). But the Province's interest in public comments extends only as far as riparian access and the legal right to apply for a moorage in that location. So every single one of those families and organizations which responded to the invitation to comment were wasting their time, but more importantly, they were misled into believing that they were contributing to a consultation process that would be an opportunity to influence the outcome. It was not.

Given that the Province also ignored the municipality's interpretation of their OCP, this means that in effect, the only opportunity for public input to influence the outcome of dock applications is through explicit prohibitions, nailed down in local bylaws, and even those, it seems, are subject to interpretation.

2.2 No Protection of Enjoyment of Beaches in the Islands Trust Policy

Moving on from the Provincial dock application process, in exploring the issues surrounding the Cape docks, I looked to the Islands Trust Policy Statement. In Part V: Sustainable Communities, the policy speaks to protection of 'scenic values, views, distinctive features,' the preservation of 'natural amenities' and 'natural heritage'. All of these could apply to beaches and coastal views; yet in the directive policies and recommendations section, there is mention of preserving tree cover, but it says nothing about the aesthetic and recreational enjoyment of beaches, for just hanging out at the beach. Further, in Part IV: Stewardship of Resources, 4.5 Coastal Areas and Marine Shorelands, the policy says that development should not 'restrict public access to, from or along the marine shoreline' and should 'minimize impacts on sensitive coastal environments.' However, again it omits to refer to aesthetic and recreational enjoyment of beaches. Given the significance of beaches as a natural amenity to islanders' social, cultural and economic wellbeing, this seems to me a significant omission which could be easily and uncontroversially addressed, and would provide better guidance and safeguards to the local trusts.

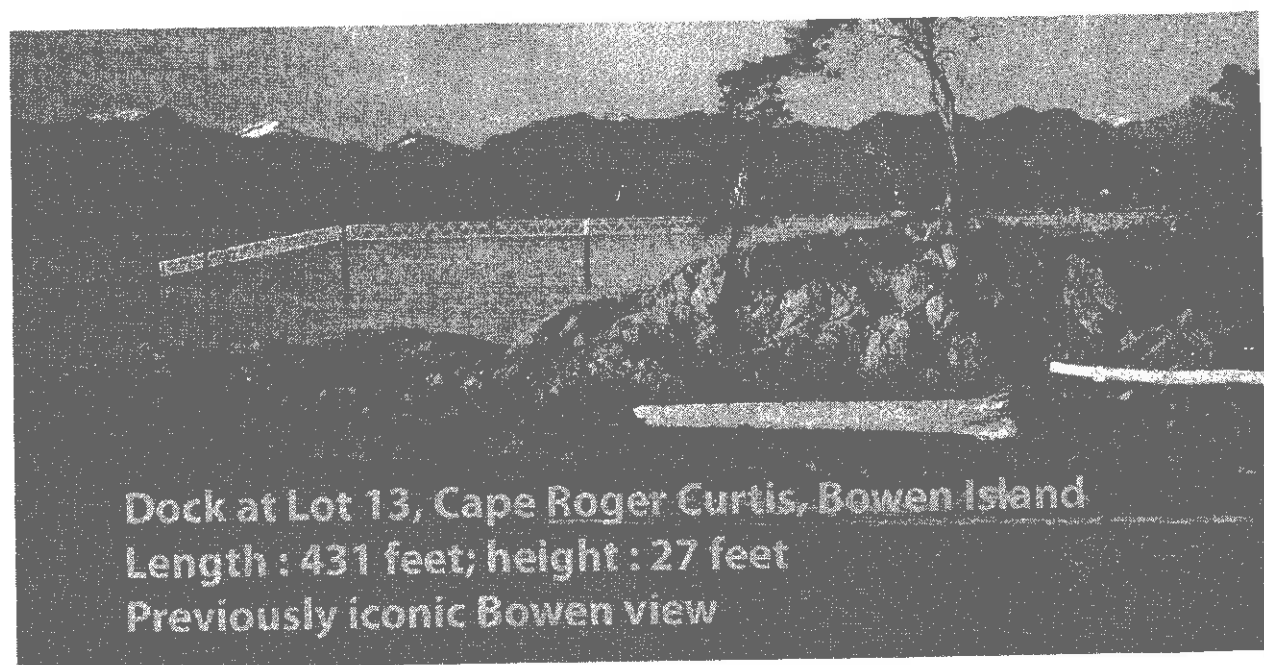
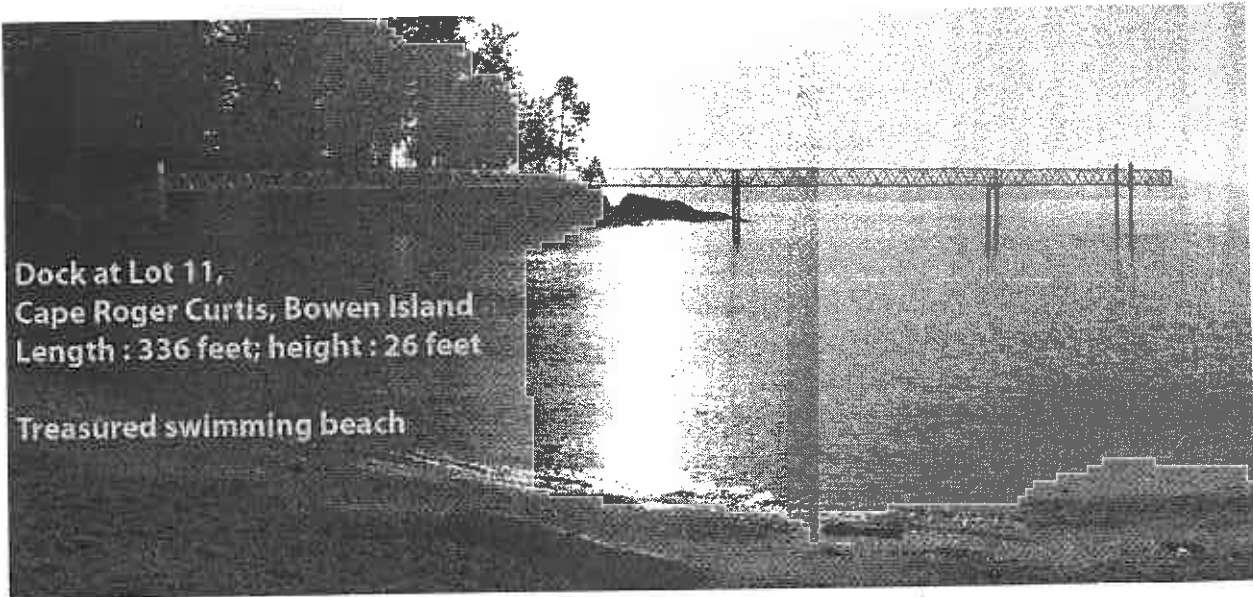
2.3 Recommendations for Trustees

In summary, I have a number of recommendations that I urge you to consider:

- All trustees should be informed about the risks posed to treasured beaches and shorelines by the growing trend for giant docks, as well as the Province's new policies that are making it difficult for local jurisdictions to satisfactorily influence the outcome of dock applications.
- Trustees should consider updating local bylaws, zoning and OCPs, posthaste.

*Melissa Harrison
1100 Lenora Road, Bowen Island, V0N 1G1*

- The Trust as a whole should consider updating the Policy Statement to explicitly include the protection of aesthetic and recreational enjoyment of beaches, in the sections suggested above.
- That the Trust should inform the Province that:
 - The 140 day 'Turnaround Project' is impossible for local authorities to administer.
 - That the Province needs to consult with those who have jurisdiction over land use before adopting such policies.
 - Beaches and coast aesthetics are important public amenities for the social, cultural and economic wellbeing and character of islands, and dock applications are complex to assess. Therefore BC should exercise their option to decline applications where they cannot be wholeheartedly supported by the local jurisdiction.
 - Public process needs to have an impact to be valid, and the Province should either consider handing the responsibility for managing that to the local jurisdiction, or change their criteria for assessment to include the public interest.
 - The Province should consider dealing with private and community docks in a completely separate process to that with which they manage mining, forestry, aquaculture, because these procedures and policies, geared towards industry, are proving to be too blunt an instrument to manage the subtleties of the disposition of local, residential shorelines.





February 18, 2015

File: 11140-20/B014

Cari St. Pierre, Senior Planner
Bowen Island Municipality
981 Artisan Lane
Bowen Island, BC V0N 1G2

Dear Cari St. Pierre:

Re: Deadline Extension for Provincial *Land Act* Referrals re: Private Moorage Applications

Thank you for your emails of January 23 and February 10, 2015 with respect to the Bowen Island Municipality (BIM) Council's request allowing them time to review and add comments to new *Land Act* Private Moorage applications.

I understand that Council is proposing to give BIM staff direction to review the current Land Use Bylaw (LUB) in light of the number of docks that are present along the foreshore of Bowen Island. In conjunction with this work, Council would also like to revise the process of reviewing all dock applications, most notably the submission of a marine assessment and bio-physical report up front, in addition to comments based on the Official Community Plan (OCP) and LUB. Thus, the final referral response from BIM would contain the aforementioned information, as well as Council comments, and provide the applicant certainty in terms of next steps.

The Ministry of Forests, Lands and Natural Resource Operations recently developed a 140 Day Turnaround Project document that speaks to creating a *Hold* procedure for Land & Water applications. This is based on one of our Performance Measures that 80% of new Land and Water Act tenure applications must have a decision made within 140 days from acceptance of the application. The document provides staff within FCBC and Authorizations direction under what circumstances an application can be put on *hold* for up to 30 days.

Council's request would fall under "Missing Required Technical data at review stage by authorizations staff". This allows for the application to be put on *hold* until technical data is received; however, it is based on a 30 day maximum extension for the client to provide that information. Extensions can only be provided with defensible reasoning.

If FLNR agrees to put a private moorage application on *hold* for up to an additional 30 days, will this be enough time for the information to be gathered and BIM Council to formally respond to FLNR? The *hold* procedure is intended to apply only in exceptional circumstances, not as a blanket means to extend the timeline for the review process.

With the government's public commitment to cut red tape, which drives the requirement that FLNR make a decision with 140 days, FLNR must consider what is reasonable in terms of expectations on the client and the time allotment to complete the review process. As we have advised BIM previously, all *Land Act* tenures contain a clause that make the physical use of the land subject to local zoning bylaws. BIM's notice to the applicant that a marine assessment etc., is required provides the applicant with notice that even if the tenure is issued they cannot begin construction or occupy the land until they have met all the zoning requirements.

In the meantime, given that Council will be meeting on February 23rd, and are looking for a response to their inquiry, please inform them that they should, as quickly as possible, provide us with initial comments that they are asking the client to provide more information and give us a time frame in which they are expecting to review the information and provide FLNR with a formal response to our referral. We can then initiate the *hold* process on the grounds that the applicant has been asked to provide additional information, but because we can only implement the *hold* request for up to 30 days, this may prove to be inadequate in terms of receiving information from Council.

We are willing to consider implementing the *hold* procedure on the private moorage applications we have already received but we cannot use it as a way to extend our review process as a general practice. We are willing to discuss with BIM alternative ways to make sure that waterfront property owners are aware of the information required in the Bylaws before they submit an application for a *Land Act* private moorage tenure. We will review with FrontCounter BC to see if this information can be part of their checklist for documentation required before applications for private moorage for Bowen Island are accepted.

There are several applications which have already been accepted, met the current LUB and OCP, and for which the required assessments have been completed with recommended mitigation measures. We are ready to make a decision on these files, but are still prepared to accept final comments from Council or staff if they are submitted within the next two weeks. Regardless of our decision, all applicants must still abide by municipal bylaws prior to the commencement of any construction.

Thank you once again for your correspondence. If you have any further questions, please contact Kevin Walker, Crown Land Authorizations, South Coast Natural Resource Region at (604) 586-4409, or Kevin.Walker@gov.bc.ca.

Sincerely,



Keith Anderson
Manager Authorizations

Cc Jacquien Cavill, A/Section Head Authorizatons
 Donna Myketa Manager Front Counter BC



DRAFT Trust Programs Committee Toolkit

May, 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 1.3.i – Policy Statement Implementation 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. It also 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 and 'continuing list' is a record of projects the TPC has been assigned by Trust Council. Action does not generally occur until Trust Council approves the item to be in the top three of 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

The staff serving Trust Programs Committee are the same staff who serve Executive Committee, Trust Council and provide liaison to island municipalities.

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 and public engagement 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 and minutes for past TPC meetings.

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)

Main office: Telephone: 250-405-5151 Fax: 250-405-5155	Linda Adams, CAO Telephone: 250-405-5160 Cell: 250-882-0555 Email: ladams@islandtrust.bc.ca
Trust Area Services Team	
Lisa Gordon, Director, Trust Area Services Telephone: 250-405-5174 Email: lgordon@islandtrust.bc.ca	Clare Frater, Policy Advisor Telephone: 250-405-5192 Email: cfrater@islandtrust.bc.ca Pamela Hafey, Communications Specialist Telephone: 250-405-5156 Email: phafey@islandtrust.bc.ca Jas Chonk, Secretary Telephone: 250-405-5164 Email: jchonk@islandtrust.bc.ca

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To: Trust Programs Committee
From: Trustee Tony Law

19 May 2015

I would like to propose that the subject of Transportation be included in the Trust Program Committee's discussion about the Strategic Plan and the committee's possible work program. Here is my sense of the issue, its timely relevance to the Islands Trust and our communities and a possible approach.

Transportation – A key economic, environmental and social issue for islands

Why?

Economic reasons

According to the Vancouver Economic Alliance: "Cost, reliability, frequency, efficiency and connectivity are issues the alliance says are critical to businesses on Vancouver Island." The same is likely true for the Islands Trust area islands. The costs and logistics of doing business are impacted by the transportation required to bring in supplies, to ship products and to access customers. There are particular impacts upon the volume and character of tourism.

Transportation also affects the cost of living in terms of bringing goods and services to the islands and accessing goods and services off of the island.

Transportation can shape a community's resilience and sustainability either through non-adaption or adaption to imposed changes or through integrated planning.

Environmental reasons

According to the 2010 Community Energy and Emissions Inventory, on-road transportation accounts for 50% or more of greenhouse gas emissions on every island except Lasqueti (with most being above the BC-wide level of 58%). This suggests that providing transportation alternatives could be the most productive way to reduce fossil fuel consumption.

Challenges (apart from geography and logistics) include: a vehicle owner/driver culture rather than one based on vehicle/ride sharing, a lack of alternative options, BC Ferries' business and capital plans based on transporting vehicles and inadequate integrated transportation planning.

The type, cost and frequency of transportation can affect pressure on development and resource exploitation.

Social/cultural reasons

Transportation is a major factor in maintaining family connections, access to health and other professional services and cultural vitality.

Island character can be shaped by transportation – hence the differences between Salt Spring Island (with three vehicle ferry terminals), Gambier Island (with a passenger ferry, significant private docks and limited road system) and Lasqueti Island (with a passenger ferry and road system).

What?

Ferry service

Focusing on adapting to cost/service changes and developing a long-term vision of desired ferry service as part of integrated transportation planning (see below) as an alternative to advocacy around reducing fares and maintaining existing service.

Intra- island transportation

Identifying adopted and potential actions for improving transportation options on islands

Inter-island transportation

Identifying options to improve transportation between islands to support mutual economic, social and cultural benefits.

Integrated transportation planning

Facilitating explorations for improving transportation connectivity involving on-island and off-island transportation services.

How?

Step 1

Organize a workshop to bring together knowledgeable and interested parties (from island communities, transportation entities, etc) to share information and brainstorm potential actions to advance the four issues identified above.

Subsequent steps

Based on outcomes of the workshop:

- 1) Identify actions appropriate for Trust Council to take and recommendations for local trust committees to consider
- 2) Develop new policies on transportation for the Policy Statement which currently only addresses this topic – a key issue for islands – in a very limited way.

TRUST PROGRAMS COMMITTEE WORK PROGRAM REPORT

To: Islands Trust Council

Updated: March 2015 Trust Council

WORK PROGRAM

1. **COMMUNITY STEWARDSHIP AWARDS**
2. **BC FERRIES ADVOCACY PROGRAM (Strategic Plan 4.2)**
 - Support engagement by Trust Council and trustees on BC Ferries issues
3. **AMEND CROWN LAND COOPERATION AGREEMENTS**
 - Engage Bowen Island Municipality and the Province of BC in consolidating six existing agreements into one.

CONTINUING ITEMS

INDICATOR PROGRAM

VACANT CROWN LAND PROFILES – Discovery Phase

Lisa Gordon
Designate Staff

Derek Masselink
Chair