



Trust Programs Committee Agenda
Teleconference participants dial 1-866-222-0249,
followed by 8623188#

Date: Monday, November 4, 2013
Time: 10:45 am - 3:00 pm
Location: Ladysmith City Hall, 410 Esplanade (Hwy 1)

	Pages
1. CALL TO ORDER	
2. APPROVAL OF AGENDA	
3. MINUTES/COORDINATION	
3.1 Minutes of Meeting and Resolutions Without Meeting	
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3.2 Follow Up Action List	9 - 11
4. TRUST COUNCIL BUSINESS	
4.1 Briefing - BC Ferries Advocacy Research Program Update	12 - 14
4.2 Briefing - Water Education Project Update	15 - 20
4.3 Briefing - Trust Council Economic Sustainability Session Update	21 - 27
4.4 Briefing - Islands Trust Council Strategic Plan - TPC Input	28 - 44
4.5 Briefing - Indicator Program Update	45 - 46
5. NEW BUSINESS	
5.1 Correspondence from John Tylee re Economic Dependency Report	47 - 49
6. WORK PROGRAM	
6.1 Trust Programs Committee Work Program Report	50 - 50
7. NEXT MEETING	
7.1 Proposed dates in 2014: February 3, May 12, August 11, November 3	
8. ADJOURNMENT	

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

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Trust Programs Committee Minutes of Regular Meeting

Date of Meeting: Monday, August 12, 2013
Location: Victoria Office Boardroom, 200 -1627 Fort Street

Members Present: Paul Brent, Saturna Island Local Trustee (Chair)
Alex Allen, Hornby Island Local Trustee (by phone)
George Grams, Salt Spring Island Local Trustee (Vice-Chair)
Ken Hancock, North Pender Island Local Trustee (EC Rep)
Tony Law, Hornby Island Local Trustee (by phone)
Liz Montague, South Pender Island Local Trustee
Sheila Malcolmson, Gabriola Island Local Trustee (ex officio) (by phone)
Andrew Stone, Bowen Island Local Trustee (by phone)

Regrets: Laura Busheikin, Denman Island Local Trustee
Kate-Louise Stamford, Gambier Island Local Trustee

Staff Present: Linda Adams, Chief Administrative Officer (by phone)
Lisa Gordon, Director, Trust Area Services
Clare Frater, Policy Analyst - Recorder
Laura Stringer, Communications Specialist

Media and Others Present:

1. CALL TO ORDER

The meeting was called to order at 10:50 a.m.

2. APPROVAL OF AGENDA

Resolution TPC 113/13

It was MOVED and SECONDED:

That the Trust Programs Committee amend the agenda to include item 4.5 Correspondence relating to the BC Ferries Advocacy Program.

CARRIED

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Resolution TPC 114/13

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

That the Trust Programs Committee August 13, 2013 agenda be approved as amended.

CARRIED

3. MINUTES/COORDINATION

3.1 Minutes of previous Meetings

3.1.1 May 13, 2013

Resolution TPC 115/13

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

That the Trust Programs Committee May 13, 2013 minutes be approved as amended.

CARRIED

3.2 Follow-up Action List

The follow-up action list was provided for information and review. There was no discussion.

4. TRUST COUNCIL BUSINESS ITEMS

4.1 Briefing - Recommended Policy Amendments related to Trust Council Delegation Bylaw 154

Linda Adams, Chief Administrative Officer, provided an update about potential amendments to Trust Council policies as a consequence of the delegation of additional powers to the Salt Spring Island Local Trust Committee regarding water resource protection through Bylaw 154. She invited feedback and questions. The committee discussed the changes proposed to Policy 27 in the Advocacy Policy and discussed whether the policy adequately describes how advocacy resources are allocated.

By consent, the Trust Programs Committee recommended that in the Advocacy Policy policy 28 be moved above policy 27 and that the proposed amendment to policy 27 be revised to start with "Local Planning Services Staff are responsible for".

4.2 RFD - Water education resources project

Laura Stringer, Communications Specialist, introduced the request for decision document, summarized the 100+ documents she gathered from 42 websites, and outlined the recommended next steps for the water

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education resources project. She agreed to amend the charter so that the Trust Programs Committee Chair is correctly identified as Project Champion and Director of Trust Area Services as Project Sponsor, Trust Program Committee is added to the title of the document, and the creation of the charter is removed from the deliverables section.

Committee members suggested that staff include in the survey acknowledgement that individuals or groups may have been missed and that documents created before 2010 might be omitted. Committee members also discussed adding water improvement districts, the Gabriola Groundwater Management Society, and the Nanaimo Regional District drinking water and watershed protection department.

Committee members suggested removing questions 10 and 11 about a potential workshop from the proposed survey questions and suggested adding the following questions:

- Do you feel the need to network / coordinate / communicate with other water groups?
 - o If so what methodology would work for you? (e.g. conference calls, web meeting, face-to face meeting?)
- What ideas do you have for further assistance?
- What activities might the Islands Trust do to help with this coordination?
 - o What would the long term commitment be?
- Do you see the need for an ongoing Islands Trust water stewardship program?
 - o What might that look like?
 - o What would be some components of the water stewardship program?

Resolution TPC 116/13

It was MOVED and SECONDED:

That the Trust Programs Committee direct staff to proceed with a survey of water organizations based on the attached proposal as amended.

CARRIED

Resolution TPC 117/13

It was MOVED and SECONDED:

That the Trust Programs Committee delegate approval of the survey of water organizations to the Trust Programs Committee Chair.

CARRIED

Resolution TPC 118/13

It was MOVED and SECONDED:

That the Trust Programs Committee direct staff to post links to online information resources regarding water as per the attached table.

CARRIED

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Resolution TPC 119/13

It was MOVED and SECONDED:

That the Trust Programs Committee become the Champion of the project and approve the project charter as amended.

CARRIED

4.3 December 2013 Trust Council session on economic development linkages

Clare Frater, Policy Analyst, provided an overview of the draft project charter and session outline for the planned December 2013 Trust Council session. She explained that the documents would be reviewed by the Executive Committee on August 20, 2013 to inform discussions at their breakfast event with electoral area directors at the Union of BC Municipalities Convention in September 2013. Staff invited committee members to suggest changes or make recommendations to the Executive Committee. Committee members suggested inviting the Minister of Jobs, Tourism and Skills Training, Islands Trust Area Members of the Legislative Assembly, the Economic Development Association of BC, the Vancouver Island Economic Alliance and Island Chambers of Commerce. Committee members suggested less time for Islands Trust presentations and more for the invited guests, while maximizing interactive activities. Committee members suggested that the CAO include a discussion of Islands Trust tools to support economic sustainability in her presentation, including advocacy. Trustee Law offered to provide a paper summarizing effective tools.

Resolution TPC 120/13

It was MOVED and SECONDED:

That the Trust Programs Committee recommend that the Executive Committee develop the economic sustainability session in accordance with the project charter as amended August 12, 2013.

CARRIED

Resolution TPC 121/13

It was MOVED and SECONDED:

That the Trust Programs Committee recommend to the Executive Committee that the Strategic Plan 4.1 section refer to economic sustainability rather than economic development.

CARRIED

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4.4 RFD - BC Ferries Advocacy Research Program

Lisa Gordon, Director, Trust Area Services, provided an overview of recent media about BC Ferries. Committee members discussed various advocacy options and emphasized that recent Vancouver Sun opinion pieces provided a good opportunity for an op-ed from the Islands Trust Chair. Clare Frater, Policy Analyst, provided an overview of the request for decision document and the recommendations. Committee members suggested that advocacy messages include the importance of ferries to economic viability and speak to the other priorities assigned to the Minister of Transportation and Infrastructure in his mandate letter.

Resolution TPC 122/13

It was MOVED and SECONDED:

That the Trust Programs Committee direct staff to conduct research into ferry fare affordability and to evaluate the merits of polling islanders about how ferry fare increases have affected the economic well-being of islanders and their businesses.

CARRIED

Resolution TPC 123/13

It was MOVED and SECONDED:

That the Trust Programs Committee direct staff to submit freedom of information requests to the Ministry of Transportation and Infrastructure and BC Ferries for documents relating to: costs of fare reductions on the minor routes; and feasibility and impacts of new bridges in the Islands Trust Area.

CARRIED

Resolution TPC 124/13

It was MOVED and SECONDED:

That the Trust Programs Committee direct staff to develop cost estimates for fare reductions of up to 25% on BC Ferries minor routes.

CARRIED

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Resolution TPC 125/13

It was MOVED and SECONDED:

That the Trust Programs Committee direct staff to prepare trustees and Trust Council to participate effectively in the next round of public engagement on BC Ferries.

CARRIED

4.5 Correspondence relating to the BC Ferries Advocacy Program.

Committee members discussed a draft paper entitled “Identifying minimum levels of ferry service required to meet the needs of British Columbia’s coastal communities”, by John Hodgkins.

5. NEW BUSINESS

There was no new business.

6. WORK PROGRAM

6.1 Trust Programs Committee Work Program Report

Resolution TPC 126/13

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 follows: 1) Develop and implement a research program in support of the BC Ferries advocacy program; 2) Create linkages to share economic development models; and 3) Encourage understanding and voluntary stewardship of water resources; with four continuing items as follows: community stewardship awards, legislative monitoring, indicator program and vacant crown land profiles.

CARRIED

7. CLOSED MEETING

The Trust Programs Committee moved in-camera to consider the in-camera minutes of May 13, 2013.

At 2:16 p.m.

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Resolution TPC 127/13

It was Moved and Seconded that the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s. 90(1)(m) a matter that, under another enactment, is such that the public may be excluded from the meeting and that staff attend the meeting.

CARRIED

The meeting was re-opened to the public at 2:18 p.m.

8. NEXT MEETING

The next meeting will take place on November 4, 2013 in Ladysmith. Committee members agreed to a request by Trustee Allen to hold all future meetings in Ladysmith, unless a majority of northern trustees plan to attend by phone.

10. ADJOURNMENT

By general consent the meeting adjourned at 2:22 p.m.

Paul Brent, Chair

CERTIFIED CORRECT:

Clare Frater, Recorder



Islands Trust

Trust Programs Committee Follow Up Action List

August 12, 2013 meeting

No.	Activity	Responsibility	Target Date	Status
4.1	By consent, the Trust Programs Committee recommended that in the Advocacy Policy policy 28 be moved above policy 27 and that the proposed amendment to policy 27 be revised to start with "Local Planning Services Staff are responsible for".	LA	Aug-13	Done
117/13	Proceed with a survey of water organizations based on the attached proposal as amended	LS	Fall 2013	Nov
118/13	Chair to approve the survey of water organizations	SM	Fall 2013	Nov
119/13	Post links to online information resources regarding water as per the attached table	LS	Fall 2013	In-progress
120/13	Amend Water education resources project charter to make TPC the champion.	LS	Aug-13	Done
121/13	Advise Executive Committee that TPC recommends developing the economic sustainability session in accordance with the project charter as amended August 12, 2013	KH/LG	Aug-13	Done
122/13	Advise Executive Committee that TPC recommends that the Strategic Plan 4.1 section refer to economic sustainability rather than economic development.	KH/LG	Aug-12	Done
123/13	Staff to conduct research into ferry fare affordability and to evaluate the merits of polling islanders about how ferry fare increases have affected the economic well-being of islanders and their businesses	CF	2013	In-progress
124/13	Staff to submit freedom of information requests to the Ministry of Transportation and Infrastructure and BC Ferries for documents relating to: costs of fare reductions on the minor routes; and feasibility and impacts of new bridges in the Islands Trust Area.	CF	Sep-13	In-progress

125/13	Staff to develop cost estimates for fare reductions of up to 25% on BC Ferries minor routes.	CF	2013	Pending FOI results
126/13	Staff to prepare trustees and Trust Council to participate effectively in the next round of public engagement on BC Ferries	CF	2013	In progress
127/13	Forward TPC work program to the Islands Trust Council with the top three items as follows: 1) Develop and implement a research program in support of the BC Ferries advocacy program; 2) Create linkages to share economic development models; and 3) Encourage understanding and voluntary stewardship of water resources; with four continuing items as follows: community stewardship awards, legislative monitoring, indicator program and vacant crown land profiles.	CF	Aug-13	Done

May 13, 2013 meeting

No.	Activity	Responsibility	Target Date	Status
112/13	Finalise Water Education Materials project charter, seek Chair approval and implement.	LS	Aug-13	In-progress

November 5, 2012 meeting

No.	Activity	Responsibility	Target Date	Status
3.5	Develop proposal for Trust Council session in December 2013 on community economic sustainability.	CF / LG	Aug-13	In progress
3.5	Research further high-priority indicators, such as census and housing	CF	On-going	In progress

Earlier meetings

Date.	Activity	Responsibility	Target Date	Status
Dec-00	Trust Council directed Management to update Crown land information profiles in text format for on-island review through Local Trust Committees and the Bowen Island Municipality by April, 2001.	LG		On-hold - Still incomplete: Bowen Island, Gambier Island LTA, Ballenas - Winchelsea

BRIEFING

To: Trust Programs Committee

For the Meeting of: November 4, 2013

From: Clare Frater

Date prepared: October 23, 2013

File No.:

SUBJECT: BC FERRIES RESEARCH PROJECT UPDATE

DESCRIPTION OF ISSUE: This briefing provides an update about work undertaken since Trust Program Committee's August 2013 meeting

BACKGROUND:

On August 12, 2013 the Trust Programs Committee directed staff to:

1. conduct research into ferry fare affordability and to evaluate the merits of polling islanders about how ferry fare increases have affected the economic well-being of islanders and their businesses.
2. submit freedom of information requests to the Ministry of Transportation and Infrastructure and BC Ferries for documents relating to: costs of fare reductions on the minor routes; and feasibility and impacts of new bridges in the Islands Trust Area.
3. develop cost estimates for fare reductions of up to 25% on BC Ferries minor routes.
4. prepare trustees and Trust Council to participate effectively in the next round of public engagement on BC Ferries.

Since the August Trust Programs Committee meeting, staff have made progress on the assigned tasks as follows:

- 1. Conduct research into ferry fare affordability and to evaluate the merits of polling islanders about how ferry fare increases have affected the economic well-being of islanders and their businesses.**

No progress. Staff plan to get updated quotes from polling firms but have not started this work. If the Islands Trust proceeds with polling, it may be worthwhile to wait until the next round of provincial consultations about BC Ferries that will seek input on a route-specific service adjustment plan as well as strategies to achieve the province's long-term vision of connecting coastal communities in an affordable, efficient and sustainable manner.

- 2. Submit freedom of information requests to the Ministry of Transportation and Infrastructure and BC Ferries for documents relating to: costs of fare reductions on the minor routes; and feasibility and impacts of new bridges in the Islands Trust Area.**

Freedom of information requests were submitted on September 19, 2013.

BC Ferries' fee estimate is \$111.10 for 61 pages. Ministry of Transportation and Infrastructure fee estimate is \$522.00 for 420 pages. Staff have paid deposits totaling \$321.

Staff expect to receive the 481 pages between November 6 and November 13, 2013. Depending on the nature of the information provided, staff may hire contractor support to analyze the information. After reviewing the information staff will consult with the Executive Committee about making the information public.

3. Develop cost estimates for fare reductions of up to 25% on BC Ferries minor routes.

Staff have made preliminary efforts to examine this information, but have not had time to make any substantial progress. Staff have discussed with the Islands Trust Chair the idea of approaching the BC Ferry Commissioner with a request to undertake cost estimate but no decision has been made to proceed with this request.

On October 16, 2013, the Ferry Advisory Committee Chairs submitted a report titled *Coastal ferries: An unnecessary crisis* to the Select Standing Committee on Finance and Government Services (<http://faccchairs.files.wordpress.com/2013/10/13oct-facc-budget-2014-submission.pdf>). On page 7 of this report the FACC outline two scenarios for rolling back fares by approximately 25% with costs estimates as follows:

"Scenario B

Roll back fares 25% in FY2015, then increase them 2% for FY2016. Assume traffic increases 10% in FY2015 and is sustained in FY2016.

Additional funding: \$27.6M and \$30.7M in FY2015 and FY2016. Total: \$58.2M. There would also be a cost-neutral transfer from social program funding to service fees of \$3.3M and \$3.7M, total \$7.0M, as a result of the lower fares paid on behalf of the individual beneficiaries.

Scenario C

Roll back fares 13.4% in each of FY2015 and FY2016. Assume traffic increases 3% and 5% in respective years.

Additional funding: \$19.0M and \$34.6M in FY2015 and FY2016. Total: \$53.5M. There would also be a cost-neutral transfer from social program funding to service fees of \$2.3M and \$4.5M, total \$6.8M, as a result of the lower fares paid on behalf of the individual beneficiaries."

4. Prepare trustees and Trust Council to participate effectively in the next round of public engagement on BC Ferries.

On October 9, 2013 staff provided key messages and historical documents to the Islands Trust Chair to support her October 11, 2013 meeting with Jordan Sturdy, MLA and Parliamentary Secretary to the Minister of Transportation and Infrastructure about future ferry fares and service levels. These notes will provide a good foundation for messaging during the next round of public engagement.

Other BC Ferries related activities directed by the Executive Committee include:

October 8, 2013 meeting:

- **Write letter for Chair's signature regarding BC Budget 2014 consultation and BC Ferries - Done**
- **Assist the Chair in requesting meeting with BC Ferries CEO**

February 2, 2013 meeting:

- **Draft op-ed re ferry fares** (on-hold) Staff anticipate that the consultations about a route-specific service adjustment plan may provide a good opening for an op-ed from the Islands Trust Chair.

October 14, 2009 meeting:

- **Draft letter to BC Ferries re protocol agreement** (on-hold)

Upcoming item on Executive Committee's November 6, 2013 agenda:

- RFD about whether to direct the Chair to write to the Minister of Transportation and Infrastructure to request that there be no increase to ferry fares in spring 2014 as per the Chair's discussion with the Coastal Regional District Chairs at the Union of BC Municipalities convention.

Also, at the November 6, 2013, meeting, the Executive Committee will consider how to respond to the Province of BC's 126 page legislative proposal for a new *Water Sustainability Act* by the November 15, 2013 deadline. Staff require direction about whether to postpone the assigned BC Ferries work to focus on a response to the *Water Sustainability Act* consultation. The Islands Trust Chair has written to the Minister of Environment to request that the timeline be extended.

ATTACHMENT(S): N/A

AVAILABLE OPTIONS:

1. Direct changes to the tasks assigned on August 12, 2013.
2. Assign new tasks, recognizing that there is little staff capacity for new work.
3. Cancel one or more of the tasks assigned on August 12, 2013.
4. Provide recommendations to the Executive Committee about the relative importance of a response to the *Water Sustainability Act* and the assigned BC Ferries advocacy research work.

FOLLOW-UP: Staff will continue to work on the assigned tasks as directed.

Prepared By: Clare Frater, Policy Analyst

Reviewed By/Date: Lisa Gordon, Director, Trust Area Services, October 22, 2013

BRIEFING

To: Trust Programs Committee

For the Meeting of: November 4, 2013

From: Laura Stringer

Date prepared: October 22, 2013

File No.:

SUBJECT: ISLANDS TRUST WATER EDUCATION RESOURCES PROJECT UPDATE

DESCRIPTION OF ISSUE: This briefing provides an update about work undertaken since Trust Program Committee's August 2013 meeting.

BACKGROUND:

On November 5, 2012 the Trust Program Committee supported the idea of asking island water groups for their water education materials and best practices. Members discussed that regional districts focus their education initiatives on community water services and there is a gap in both groundwater regulation and education. Staff brought an initial inventory of local water education materials to the May 2013 TPC meeting.

At its August 12, 2013 meeting the Trust Programs Committee:

1. Directed revisions to the project charter.
2. Directed staff to proceed with a survey of water organizations based on the proposal as amended at the meeting and including a question about the need to coordinate and facilitate communications between groups involved in water issues in the Islands Trust Area to determine whether there is a need for an ongoing water stewardship program.
3. Delegated approval of the survey to the Chair.
4. Directed staff to post links to online information resources regarding water as per the table provided at the August 12, 2013 meeting.

Due to other priorities and staff vacation, the project is progressing more slowly than anticipated, and the survey has not been conducted.

The status of work on the project is as follows:

1. **Project charter:** Amended as directed.
2. **List of water organizations to be surveyed:** Complete. Currently obtaining contact names and e-mail addresses
3. **Survey questions for water organizations:** The survey questions require refinement and the survey design must be completed before staff relay to the Trust Programs Committee Chair for approval in December 2013.
4. **Conduct survey:** January, 2014
5. **Link to online resources as per Inventory Table:** The Director of Trust Area Services directed staff to develop individual web pages with links to organizations and water resource education materials by category rather than simply providing a link to the inventory document. The pages will be published by the time TPC meets, November 4, 2013.

Related Projects/Initiatives

The Local Planning Committee is responsible for Strategic Plan item 3.3.1: Development of Water Quality and Quantity Tool Kit. Staff presented a draft project charter at LPC's May 2013 meeting. The Communications Specialist is collaborating with the Planner assigned to this project.

ATTACHMENT(S): N/A

Revised Water Education Resources Project Charter

AVAILABLE OPTIONS:

1. That Trust Programs Committee direct staff to make recommendations for filling information gaps without further consulting/surveying water groups.
2. That Trust Programs Committee direct staff to plan the 2014/15 water stewardship program without consulting/surveying water groups.

FOLLOW-UP:

Staff will continue to work on the project as directed.

Prepared By: Laura Stringer, Communications Specialist

Reviewed By/Date: Lisa Gordon, Director, Trust Area Services, October 22, 2013

Islands Trust Water Resource Education Materials Project – Project Charter

Creation Date: April 29, 2013 Last Updated: October 22, 2013

Role	Name	Approval Signature	Approval Date
Project Champion	Lisa Gordon		August 2, 2013
Project Sponsor	Trust Programs Committee		August 12, 2013
Project Manager	Laura Stringer		

Purpose

To identify existing local water education materials by creating an inventory; to identify information gaps; and to develop options for addressing those gaps, if necessary.

Background

The issue of water quality and quantity has been a long standing issue on the Gulf Islands. As development pressures increase and as understanding grows about the impacts of climate change on the Islands so does the concern over water supply and the need for adequate quantity and quality of water.

There are a number of issues that impact the quality and quantity of groundwater such as saline intrusion, land use impacts, well interference, surface contamination, topography, recharge rates, soils, geology and seasonal water shortage. Climate change may also have an impact on groundwater supplies. The protection of existing groundwater supplies is significantly easier than finding alternative water sources on the islands. Groundwater also plays an important role in maintaining base flows in rivers and streams, which are critical in providing wildlife habitat and maintaining fish spawning areas and wetlands.

The Islands Trust has a role to play in water protection as it controls long-range development (OCPs) and land use planning, zoning, development permit areas, bylaw enforcement, subdivision servicing bylaws and in coordination with the CRD and Ministry of Transportation and Infrastructure deals with water utilities and subdivision approvals. In addition to land use controls, there are several practices (e.g. low flow toilets, showers, rainwater collection, etc.) for residential home owners that can help to conserve water.

The Islands Trust can play an important role in educating islanders about water issues and options to promote the sustainable use of water. Previously the Islands Trust partnered with other agencies to create the Gulf Islands Waterscape poster (2004). In 2009 the Islands Trust also created a series of posters, featuring island artist's work, about special considerations on the islands, including water conservation.

TAS staff are liaising with LPS staff on the development of two new initiatives:

- 1. The water education project*
- 2. The water quality and quantity planner tool kit (see below).*

Islands Trust Council Strategy includes the following:

Strategic Plan Direction: Policy Statement Goal B: Stewardship of Island Resources...

Objective: 3. PROTECT quality and quantity of water resources

Strategies: 3.1 Encourage understanding and voluntary stewardship of water resources

Potential Activities and Phases

FY 2013/14

3.1.1 Compile educational materials about water resources done by local groups and identify gaps

3.1.2 Fill identified gaps with new educational materials about water resources

Trust Programs Committee

Initial direction from the November 5, 2012 meeting provided the following direction:

Committee members supported the idea of asking island water groups for their water education materials and best practices. Members discussed that regional districts focus their education initiatives on community water services and there is a gap in both groundwater regulation and education. Staff committed to bringing an inventory of local water education materials to the February or May 2013 meeting with a report about water stewardship education initiatives that local groups suggest.

Related Projects/Initiatives

Strategic Plan item 3.3.1: Development of Water Quality and Quantity Tool Kit. This project has been assigned to Local Planning Committee. A draft project charter is scheduled for the committee's May 2013 meeting. The project includes a communications element which may link to the Trust Programs Committee project, namely developing communications materials (brochures, website, etc.) for the model water conservation development permit area (DPA) bylaw and the planner's toolkit.

Provincial Water Act: Staff and Executive Committee have made submissions to the province about proposed changes to the Water Act. In response to an Islands Trust question at the 2012 UBCM Conference, BC Environment Minister Terry Lake said Water Act consultation has been extended; a white paper will be ready in spring 2013 and legislation is now planned for 2014.

Objectives

- Identify island water groups and related agencies by March 29
- Conduct research via the internet on water education materials and best practices by March 29
- Contact groups to request any printed materials that are not posted on web sites by June 15
- Create categories for organizing materials in an inventory by July
- Organize inventory materials by category by September
- Identify information gaps by ~~September~~[February 2014](#)
- Develop options for addressing gaps, if necessary, by ~~February 2014~~[October](#).

Scope

In Scope	Out of Scope
"Compile educational materials about water resources done by local groups that encourage understanding and voluntary stewardship and identify gaps" Documents (websites, pamphlets, booklets, posters, videos, etc.) produced since 2010 about: ▪ Local Island water groups ▪ Drinking water on the Islands ▪ Private wells / hydro fracturing ▪ Contaminants (e.g. septic systems, pesticides, agricultural run-off) ▪ Salt water intrusion ▪ Rainwater collection and storage ▪ Drought	Documents about: ▪ Fisheries / Fish enhancement ▪ Streamkeepers ▪ Regulations / Legislation (LPC is doing this) ▪ Lake water quality)Shorelines Subsequent strategic plan activities: • Fill identified gaps with new educational materials about water resources • Develop an on-going water stewardship program

Deliverables

Deliverable / Milestone	Target Completion Date
Create Project Management Charter for TPC approval	Done
Identify island water groups and conduct online research Produce document tracking table	Done
Assemble / collect materials identified by TPC as being within scope	Done
Produce inventory	July 2013 (for Aug TPC) Done
Post available materials on Islands Trust website	Fall 2013 <u>October 2013</u>
Survey of local water groups re current educational needs	Fall <u>January</u> 2013
Produce gap report	Fall <u>February</u> 2013
Develop options for next steps to be considered by TPC	December 2014 <u>February</u> Nov 4 2013

Stakeholders

Stakeholder	Represented by	Interests, expectations, concerns
Trust Council	Trust Programs Committee	- Provision of good quality and quantity of water for all island residents - Islands Trust leadership in public education
Local Planning Committee	Kris Nichols / David Marlor	- Regular collaboration to avoid duplication of effort and to produce complementary results - Developing public education/outreach materials on surface and groundwater protection.
Islanders	Local Trustees	- To have an adequate supply and quality of water. - To protect water sources through awareness.
CAO/Management Team	Lisa Gordon	- Provision of good quality and quantity of water for all island residents - Islands Trust leadership in public education.
Island Water Groups	Specific Group Contacts	To share materials and to provide input on the development of public education materials. (Possible survey?)
Island Media	Specific media contacts	- Interest in issues that affect islanders, such as water. - Expectation of clear, proactive communications on initiatives.
Others (Regional Districts, BC Ministry of Environment)		Information sharing

Project Team Resources

Name	Project Role	Organization	Duration	FTE Hours
Laura Stringer	Project Manager	TAS	November 2012 – November 2013 <u>February 2014</u>	20 days (813 remaining as of <u>October 22</u> May 2)
Lisa Gordon	Project Champion	TAS	November 2012 – November 2013 <u>February 2014</u>	2 days

Project Governance

Role	Responsibility
Project Champion	At May 2013 TPC Meeting - Approval of/revisions to Project Charter - Discuss and document TPC specific interests, expectations and potential project issues or concerns - Identify CAO/Management team interests, expectations, potential project issues/concerns - Provide direction to Project Manager
Project Sponsor - Trust Programs Committee	Review documents, options, provide direction
Project Manager	Prepare Project Management Charter, conduct research, contact groups as necessary, prepare inventory documentation and options for next steps

Project Budget

Item	Details	Fiscal 13/14
Unknown pending research results	Funded by base budget	?
Totals		

Critical Success Factors

This project will be a success if the inventory and gap analysis are complete, options for next steps are identified and a decision made on the preferred option(s).

Links and Dependencies

- Approval of Project Charter by TPC
- Clear direction by TPC
- Availability of Project Manager due to other workload demands
- Liaison with LPC on Development of Water Quality and Quantity Tool Kit (LPC) and any related communications products.

Risk Assessment

Risk Description	Probability	Impact	Risk Response Strategy
Unclear direction	L	M	Seek clarification via Project Champion based on RFD to Sponsor
Project Manager's time is limited	M-H	H	Determine priorities with Director TAS, revise timeline

BRIEFING

To: Trust Programs Committee

For the Meeting of: November 4, 2013

From: Clare Frater

Date prepared: October 22, 2013

File No.:

SUBJECT: ECONOMIC SUSTAINABILITY SESSION UPDATE

DESCRIPTION OF ISSUE: This briefing provides an update about work undertaken since Trust Program Committee's August 2013 meeting

BACKGROUND:

On August 12, 2013 the Trust Programs Committee recommended to the Executive Committee that an economic sustainability session be developed in accordance with the project charter as amended August 12, 2013

On August 20, 2013 the Executive Committee discussed the session outline format, wording, proposed guests, and descriptions and agreed to seek feedback from electoral area directors at UBCM.

On September 19, 2013 the Islands Trust hosted a breakfast for Electoral Area Directors and MLAs at the Union of BC Municipalities Convention. Chair Sheila Malcolmson advised guests of the proposed session at December Trust Council regarding economic sustainability, shared the draft session outline and invited their input. Electoral area directors in attendance included: EAD David Howe, Capital Regional District – Southern Gulf Islands; EAD Wayne McIntyre, Capital Regional District – Salt Spring Island; EAD Bruce Joliffe, Comox Valley Regional District – Denman/Hornby; EAD Merrick Anderson, Powell River Regional District – Lasqueti; and EAD Maria Harris, Metro Vancouver Regional District – Bowyer/Passage

Participants made the following suggestions about the session:

Suggested indicator information: Provide comparative data on economic trends

- School enrollments (compare with provincial trends)
- Compare land assessment changes, perhaps with other communities within the same regional district

BC Ferries related comments:

- Explore whether schools and hospitals are being affected by ferry fares.
- Examine if ferry ridership is down around the world – including free inland ferries
- Is there a way track businesses closing due to ferry fares?

Logistics:

- Would be good to have a pre-meeting exchange to compare notes and check expectations.

New invitation:

- Naomi Yamamoto – Minister of State for Small Business.

Between October 16-18, 2013, staff sent invitations on behalf of the Islands Trust Chair to all Islands Trust Electoral Area Directors, Cortes Island and Quadra Island Electoral Area Directors, the Islands Trust Area MLAs and to San Juan County Councillors characterizing the session as an opportunity for regional district electoral area directors to share effective, appropriate and sustainable economic development models. Electoral area directors were invited to present about island-specific economic development successes and challenges, or to designate someone to speak on their behalf.

Invitees who indicated their willingness to attend include:

- EAD David Howe, Capital Regional District – Southern Gulf Islands;
- EAD Wayne McIntyre, Capital Regional District – Salt Spring Island;
- EAD Bruce Joliffe, Comox Valley Regional District – Denman/Hornby;
- EAD Merrick Anderson, Powell River Regional District – Lasqueti;
- EAD Noba Anderson, Strathcona Regional District (Cortes)
- San Juan County Councillor Rick Hughes

Invitees who have sent regrets include:

- EAD George Holme, Regional District of Nanaimo
- Jordan Sturdy, MLA

Staff will soon be issuing further invitations to other invitees.

Executive Committee is inviting further input from TPC for its meeting on November 6, 2013 at which time it will approve the final session outline and Trust Council's December agenda. On November 7, staff will send follow-up e-mails to all invitees with the agenda attached

The project charter sets out the target completion date of November 4, 2013 for indicator charts proposed for presentation at the session. Draft charts completed by October 22, 2013 are attached for illustrative purposes and staff will bring the remainder to the TPC meeting.

ATTACHMENT(S):

- 1) Draft economic sustainability session outline
- 2) Economic sustainability session project charter – version 2
- 3) Sample draft charts for use during the Islands Trust presentation at the economic sustainability session

AVAILABLE OPTIONS:

- 1) Recommend that Executive Committee amend the economic sustainability session project charter.
- 2) Recommend that Executive Committee amend the economic sustainability session outline.
- 3) Recommend specific charts to be provided.

FOLLOW-UP: Staff will organize the session according to the project charter and session outline.

Prepared By: Clare Frater, Policy Analyst

Reviewed By/Date: Lisa Gordon, October 23, 2013



December 2013 Islands Trust Council Session 1

Economic Sustainability

11:00 a.m. – 3:30 p.m., Tuesday, December 3, 2013

Purpose: To provide a unique opportunity for Regional District electoral area directors, who have responsibility for economic development in the Trust Area, to share effective, appropriate and sustainable economic development models.

Chair: Sheila Malcolmson, Chair, Islands Trust Council

Potential Guests: Trust Area and Quadra and Cortez Islands Regional District Electoral Area Directors; Trust Area Economic Development Commission/Advisory Council Chairs; San Juan County Councillors; Trust Area MLAs; Trust Area Chamber of Commerce representatives; Vancouver Island Economic Alliance; Economic Development Association of BC

Resources: Lisa Gordon, Director, Trust Area Services
Linda Adams, Chief Administrative Officer

11:00 – 11:10	Welcome and Introductions	S. Malcolmson
11:10 – 11:25	Roles re: economic sustainability	L. Adams
11:25 – 12:15	Presentations by regional district representatives	E. A. Directors
12:15 – 1:00	~Lunch~	
1:00 – 1:45	Presentations by regional district representatives	E. A. Directors
1:45 – 2:00	Demographic and economic trends	L. Gordon
2:00 – 2:30	Break out sessions	
2:30 – 2:45	Reporting out from break out sessions	
2:45 – 3:00	Summary/Next steps discussion	S. Malcolmson
3:00 – 3:30	~Networking~	
Relevant Islands Trust Policy Statement goal: <i>Part V: To sustain island character and healthy communities</i> Relevant Islands Trust Policy Statement policy: 5.2.1 Trust Council holds that growth and development in the Trust Area should be compatible with preservation and protection of the environment, natural amenities, resources and community character. 5.7.1 Trust Council holds that economic opportunities should be compatible with the conservation of resources and protection of community character.		

Purpose Create linkages between islands and regional districts to share effective and appropriate economic development models that regional districts can implement.

Background The Strategic Plan has the goal “Create linkages between islands and Regional Districts to share effective and appropriate economic development models.” In Sept 2012 Trust Area Electoral Area directors discussed shared interests and possibility of expanded cooperation and information sharing re economic development in the Trust Area and the Islands Trust Chair noted that the Islands Trust is uniquely positioned to facilitate communication and cross germination of ideas and possible joint initiatives.

Objectives

- Create linkages (relationships) between trustees, Islands Trust Area electoral area directors, electoral area directors for Quadra and Cortez Islands, Bowen Island Municipal Council, San Juan County Council, and economic development commission/advisory committee chairs
- Participants learn about:
 - Islands Trust and LTC roles re economic development;
 - Regional District roles in island economic development;
 - Effective and appropriate projects and models; and
 - Island demographic and economic trends.

In Scope

- Develop session outline
- Select and invite Electoral Area Directors and Regional Economic Development Commission/Advisory Committee Chairs, Members of the Legislative Assembly
- Development of demographic trend charts and other indicator data for presentation via PowerPoint
- Gathering & copying existing reports on effective island projects / models
- Thank you letters from Chair

Out of Scope

- Paying travel costs for external participants
- New non-indicator research
- New reporting on effective island projects / models
- Follow-up report
- Booking separate meeting space for regional district representatives to host their own side meeting

Budget

Item	Cost
Total	

Critical Success Factors

- Participants bring helpful examples of “effective and appropriate economic development models”
- External participants agree to attend and pay travel costs
- Electoral area directors willing to prepare presentation
- Venue must be suitable for desired activities

Links & Dependencies

- Sept. 2013 Islands Trust breakfast with Electoral Area directors at UBCM convention
- Oct. 2013Vancouver Island State of the Island Economic Summit

Project Team

Project Role: Name	Duration	% FTE
Champion: Chair, Trust Programs Committee	Aug 12, Nov 4, Dec TC	
Sponsor: Lisa Gordon	mid-Aug-Dec	5%
Project Manager: Clare Frater	mid-Aug-Dec	20%

Stakeholders

Name	Organization
Trustees	Islands Trust
Electoral Area Directors	Regional Districts
Economic Development Commis-sions / Advisory Councils	Regional Districts/BIM
Chambers of Commerce	various
San Juan County Councillors	San Juan County

Workplan Overview

Deliverable/Milestone	Targeted Completion
Session Outline complete	September 2013
Session Outline review by EAs at UBCM	September 2013
Invitations sent	September 2013
Indicator charts developed	November 4 TPC
PowerPoint about indicators	November 2013
Public speaking points for Chair and media	November 2013
Thank you letters	December 2013

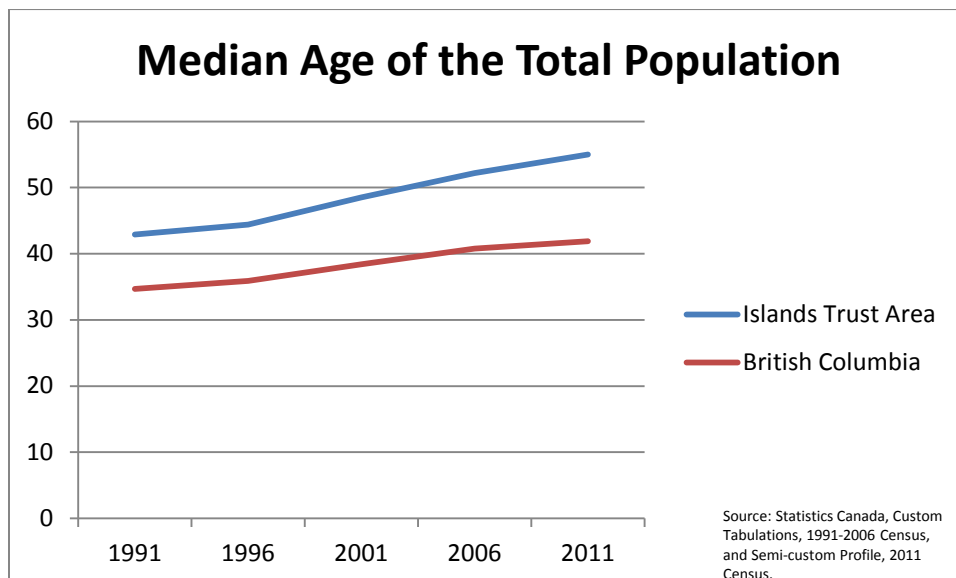
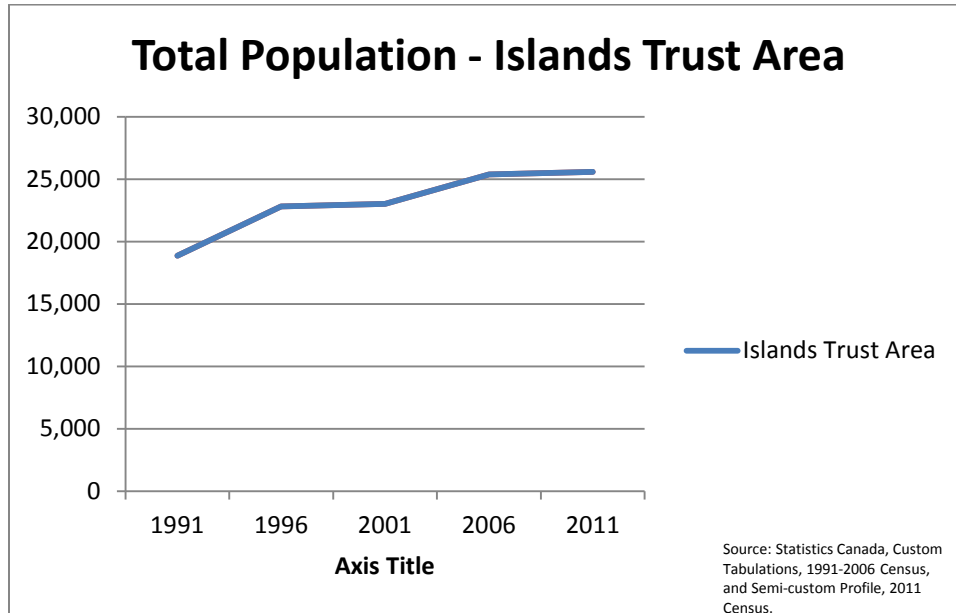
Governance

Name/Project Role	Responsibility
Trust Programs Committee	Charter development
Trust Programs Committee	Project scope and objec-tives
Executive Committee	Approval of session out-line.
Executive Committee	Oversight of detailed plan-ning and delivery

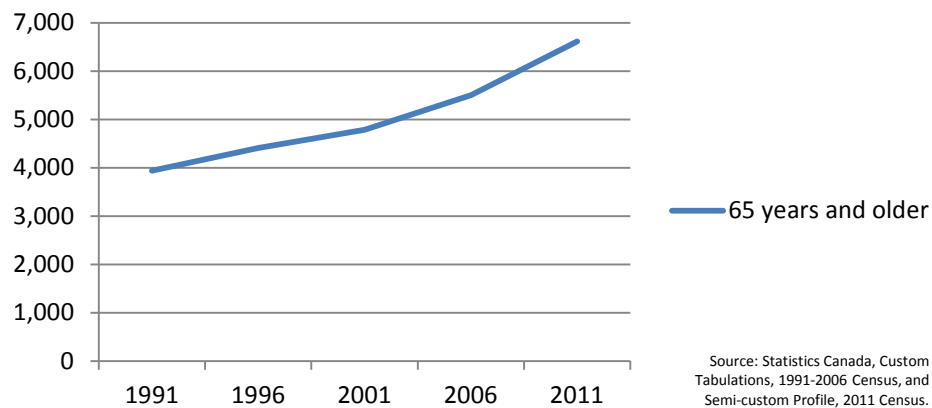
Risk Assessment

Risk	Proba-bility	Im-pact	Response Strategy	Residual Risk
Key invitees cannot attend—already committed	Med	High	Issue invitations early	Low
Key invitees cannot attend—travel costs	Med	High	Consider web/Skype hookups	Low
Public criticism of Islands Trust role in economic development (doing too much or too little)	High	Med	Prepare speaking points re roles	Low

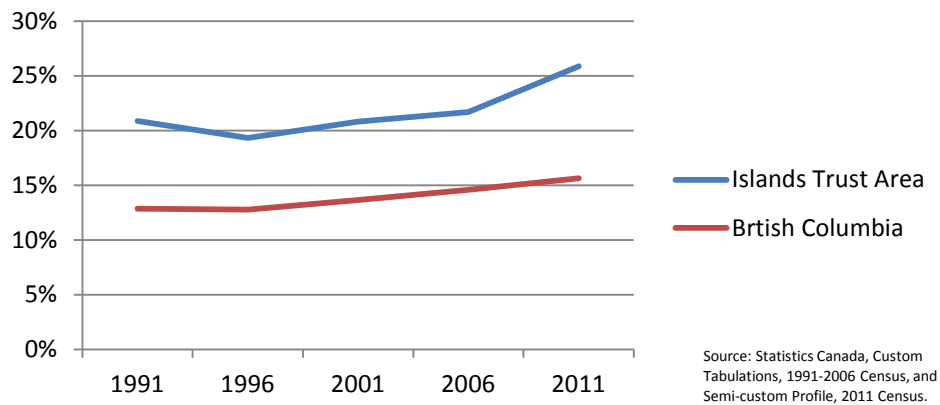
Sample draft charts for use during the Islands Trust presentation
during the Economic Sustainability Session at December Trust Council



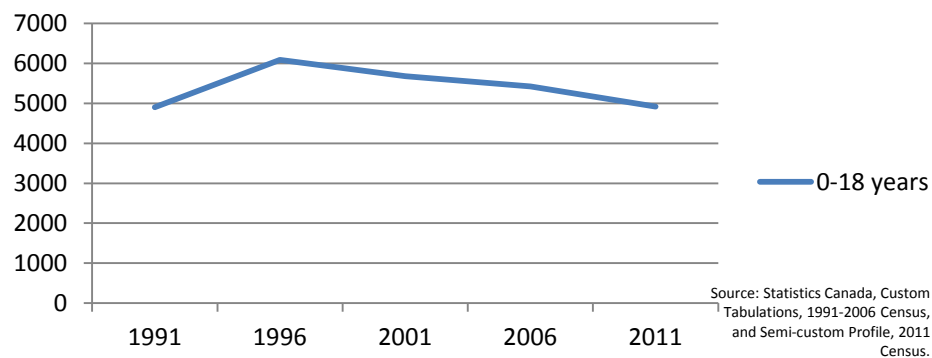
Total Population 65 years and older in Islands Trust Area



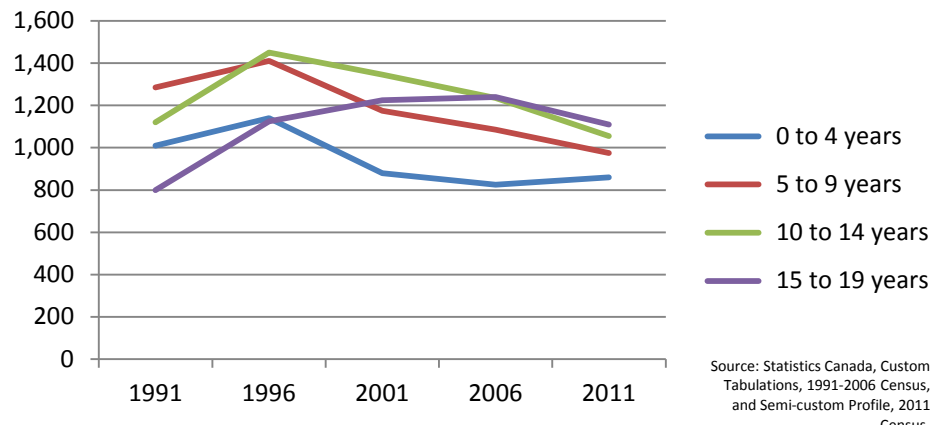
% of Total Population 65 Years and Over



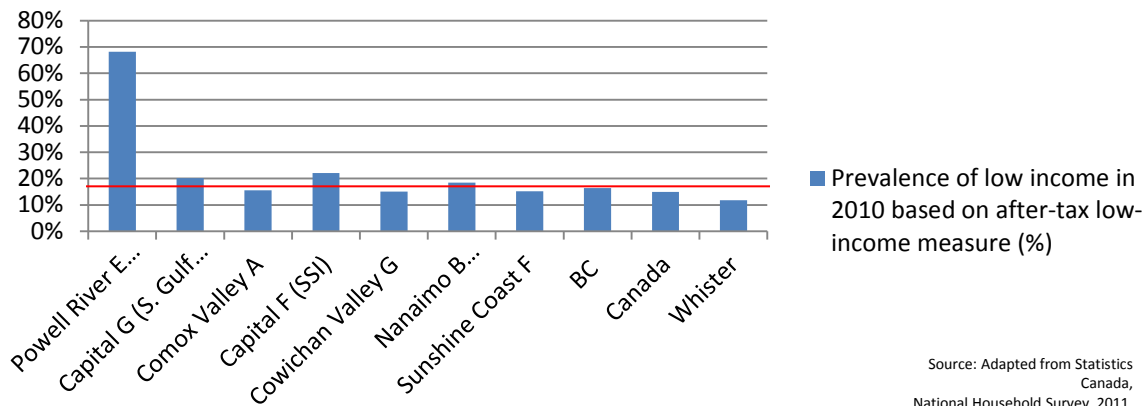
Total Population of Children in Islands Trust Area



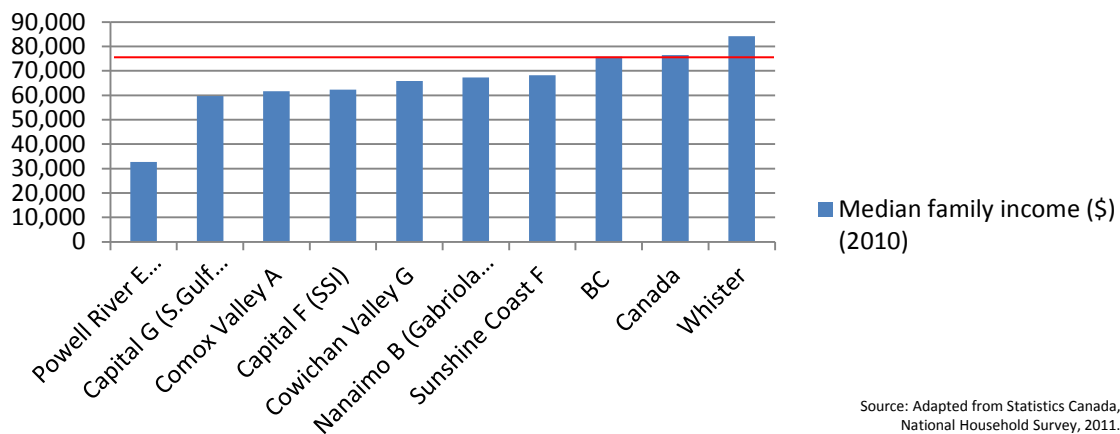
Population of Children in Islands Trust Area



Prevalence of Low Income in 2010 Based on After-Tax Low-Income Measure (%)



Median Family Income (\$) (2010) Electoral Areas in the Islands Trust Area



BRIEFING

To: Trust Programs Committee

For the Meeting of: November 4, 2013

From: Linda Adams
Chief Administrative Officer

Date prepared: **October 4, 2013**

File No.: **Strategic Plan**

SUBJECT: ISLANDS TRUST COUNCIL STRATEGIC PLAN – TPC INPUT

DESCRIPTION OF ISSUE:

Trust Programs Committee input to Islands Trust Council Strategic Plan.

BACKGROUND:

At its meeting in September 2013, the Islands Trust Council endorsed the Objectives, Strategies, Activities and Phases (columns 1-3) illustrated in the August 27, 2013 version of its Strategic Plan for 2011-2014 (Attachment 1).

Trust Council also requested Council Committees, Local Trust Committees and the Trust Fund Board to provide recommendations to the Financial Planning Committee and the Executive Committee in November, regarding:

- a. Their projected ability to complete Strategic Plan items on target
- b. Identification of any Strategic Plan items they recommend for amendment, removal or delay
- c. Identification of any items that should be added to the Strategic Plan
- d. Recommendations regarding any new resources that should be included in the annual budget in order to complete Strategic Plan items on target

Trust Council has requested the Financial Planning Committee to use the August 27, 2013 version of the Strategic Plan for the purposes of budget development, after considering recommendations of other Council committees, local trust committees and the Trust Fund Board. It has also requested the Executive Committee to make recommendations in December 2013 regarding amendments to the Strategic Plan for 2011-2014.

The August 27, 2013 version of Trust Council's Strategic Plan is being circulated to Council Committees, local trust committees and the Trust Fund Board as requested.

The Financial Planning Committee will meet on October 30 and November 13 to discuss a first draft of the 2014/2015 annual budget for Trust Council's review in December 2013. Following public consultation in February 2014, Trust Council would then adopt a budget in March 2014 and amend its Strategic Plan, as necessary, in response to the budget it has adopted.

ATTACHMENT(S):

- Attachment 1 - Islands Trust Council Strategic Plan – August 27, 2013 (status has been updated to September 12, 2013)
- The Request for Decision material considered by Trust Council in September 2013 is available in Trust Council's September 2013 Agenda Package (see Item 3.4) at:

AVAILABLE OPTIONS:

The Trust Programs Committee may wish to provide advice to the Financial Planning Committee and the Executive Committee in regards to any items on the Strategic Plan that relate to its operations, specifically:

- a. The Trust Programs Committee's projected ability to complete Strategic Plan items on target
- b. Identification of any Strategic Plan items that the Trust Programs Committee recommends for amendment, removal or delay
- c. Identification of any items that the Trust Programs Committee indicates should be added to the Strategic Plan
- d. Recommendations regarding any new resources that the Trust Programs Committee indicates should be included in the annual budget in order to complete Strategic Plan items on target

FOLLOW-UP:

Trust Programs Committee to consider providing advice to the Executive Committee and the Financial Planning Committee, by resolution, as indicated.

While early advice regarding Strategic Plan items that relate to Trust Programs Committee work would be most helpful, the committee could also undertake further review and provide input after the December 2013 meeting of Trust Council.

Prepared By: Linda Adams, Chief Administrative Officer

Reviewed By/Date: n/a

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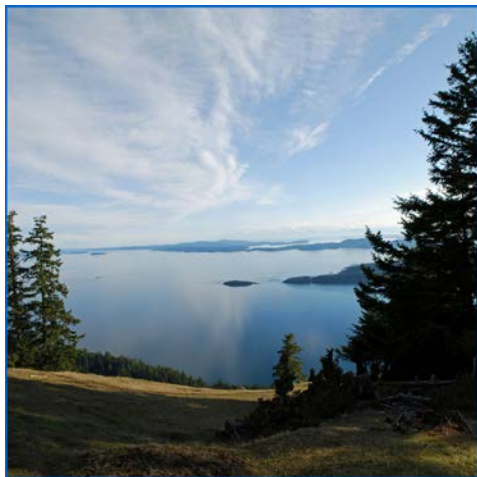
Islands Trust

Preserving Island
communities, culture
and environment

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



Islands Trust Council — Strategic Plan 2011-2014

Adopted September 12, 2012 – updated to September 12, 2013

The 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 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 3-year term during BC Local General Elections in November 2011. Trustee terms will end in November 2014.

A Strategic Plan for the 2011-2014 term

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, Trust Council has confirmed the following focus areas for its 2011-2014 term:

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

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

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 affordability, food security and farmland protection

Goal D – In Cooperation with Others

The Islands Trust will work with others by:

- Strengthening relations with the many First Nations who have interests in island land use decisions
- Continually working to improve our organizational effectiveness

Shaded text=activities primarily achieved in prior fiscal years or proposed for future fiscal years and subject to future budget decisions;
Italics=changes since last Trust Council meeting

NOTE: Status column has now been 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, 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	<u>FY 2011/12- 2014/15</u> 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
		<u>FY 2012/13 – 2013/14</u> 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	Website information complete ITF presentation to LPS not started
		<u>FY 2012/13 – 2014/15</u> 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 in 2013/14 \$22K for eelgrass mapping; \$10K for forage fish mapping Further work subject to 2014/15 budget \$22K for eelgrass mapping; 10K for forage fish mapping	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 completed for Gambier, Thetis, Thetis associated islands (except Valdes) Lasqueti, North Pender, South Pender and Mayne and forage fish habitat mapping completed for North and South Pender; additional eelgrass mapping in progress
		<u>FY 2013/14</u> 1.1.4 Research and develop a pilot landowner contact program in collaboration with a local conservancy	TFB	Subject to external funding	By whether a landowner contact pilot program is implemented	Planning in progress

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS **
		<u>FY 2011/12 - 2014/15</u> 1.1.5 Support island-based land trusts with partnerships, funding and capacity building opportunities	TFB		Funded by base budget and donations	By whether the Opportunity Fund grows by at least 10% per year and by the amount of grants issued	Recent grants awarded to Pender Island Conservancy (\$5,000) and Salt Spring Island Conservancy (\$5,000)
		<u>FY 2013/14</u> 1.1.6 Council workshop regarding invasive species	TFB		Funded by base budget	By whether a Trust Council workshop has been held	Scheduled for Dec/13 Trust Council meeting
		<u>FY 2013/14 - 2014/15</u> 1.1.7 Share information with the public about managing invasive species	TFB		Subject to funding in 2014/15 program budget	By whether information has been shared with the public	In progress. Invasive species control information shared through ITF website and e-newsletter
	1.2 Expand Natural Areas Protection Tax Exemption Program (NAPTEP) program to entire Islands Trust Area	<u>FY 2012/13</u> 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	Complete. BIM declined for current term
		<u>FY 2013/14</u> 1.2.2 Seek support from Metro Vancouver RD for NAPTEP.	TFB		Funded by base budget	By whether support from Metro Vancouver RD (MVRD) has been sought	Complete
		<u>FY 2013/14 - 2014/15</u> 1.2.3 Launch NAPTEP on the islands in MVRDRD (subject to BIM and MVRD approval)	TFB		Funded by base budget	By whether NAPTEP has been launched on the islands within the MVRD	Complete. Program launched on Gambier LTC islands. BIM declined for current term.
	1.3 Protect fish habitat by implementing Riparian Areas Regulation	<u>PHASE 1 - Identify watersheds</u> <u>FY 2014/15</u> 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	Not due Not started
		<u>PHASE 2 - Improve mapping</u> <u>FY 2012/13</u> 1.3.2 Improve mapping of some riparian areas on SSI	LTCs**		Funded by 2012/13 program budget	By whether new mapping of priority riparian areas is complete	Complete
		<u>FY 2013/14</u> 1.3.3 Improve mapping of additional riparian areas on Denman, Hornby and Salt Spring islands	LTCs**		Funded in 2013/14 program budget \$71,000 RAR budget \$30,000 Sci/Tech budget	By whether new mapping of riparian areas is complete	Project planning underway
		<u>FY 2014/15</u> 1.3.4 Improve mapping of additional riparian areas on Gambier, Lasqueti and Salt Spring islands	LTCs**		Subject to budget	By whether new mapping of riparian areas is complete	Not due Not started
		<u>PHASE 3 - Adopt bylaws</u> <u>FY 2012/13 - 2013/14</u> 1.3.5 Adopt new bylaws to implement RAR on selected	LTCs**		Funded by 2013/14 program budget	By whether Gabriola, Mayne and Saturna are RAR compliant through bylaw development	Saturna complete Gabriola, Mayne & Thetis in progress

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS **
		islands (Gabriola, Mayne, Saturna, Thetis)					
		<u>FY 2014/15</u> 1.3.6 Adopt new bylaws to implement RAR on all islands where still required (Ballenas/Winchelsea, Denman, Hornby, and one Salt Spring watershed)	LTCs**		Subject to budget	By whether Ballenas/Winchelsea, Denman, Hornby and one Salt Spring watershed are compliant with RAR through bylaw development	Not due Not started
		<u>FY 2015/16 - ?</u> 1.3.7 Adopt new bylaws to implement RAR on all Lasqueti, Gambier and remainder of Salt Spring)	LTCs**		Subject to budget	By whether all Gambier, Lasqueti and Salt Spring watersheds are compliant with RAR through bylaw development	Not due Not started
	1.4 Establish reliable, adequate and sustainable funding for the Islands Trust Fund	<u>FY 2012/13 – 2013/14</u> 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
		<u>FY 2011/12 – 2014/15</u> 1.4.2 Engage in outreach to expand donor base, develop legacy giving program and secure acquisition funds	TFB*		Partially funded through 2012/13 program budget	By whether the TFB has implemented outreach regarding funding needs and legacy gifts	Information package prepared re Planned Giving
		<u>FY 2014/15</u> 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
		<u>FY 2015/16</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 2011/12- 2012/13</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 of high priority areas underway
		<u>FY 2011/12 – 2014/15</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 500 hectares of high biodiversity land in the timeframe of the Regional Conservation Plan 2011-2015	144 hectares protected since 2011
	1.6 Use land use planning tools and decisions to increase protection of special areas	<u>FY 2013/14</u> 1.6.1 Explore model land use planning tools that protect species and ecosystems at risk	LPC		Funded by base budget	By whether a staff report on model land use planning tools has been completed	Not started. Pending provincial working group recommendations. Staff participating on prov. working group.

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS **
		1.6.2 Trustee workshop about protection of special areas	TFB	Funded by base budget	By whether a trustee workshop has been held	Complete
		FY 2011/12 – 2014/15 1.6.3 Develop policy, OCP and LUB amendments that include protective measures for biodiversity	LTCs**/BIM***	Funded in 2013/14 program budgets	By whether OCPs and LUBs have been amended to address improved protection of biodiversity	Some reviews underway (details to be confirmed)
	1.7 Reduce greenhouse gas emissions	FY 2012/13 – 2013/14 1.7.1 Include GHG emission reduction targets, policies and actions in all OCPs, as required by LGA	LTCs	Funded by program budget	By whether all OCPs comply with LGA re GHG emissions	18 of 19 comply. Outstanding OCP (Piers Island) on work program for 2013, but work not started
		FY 2012/13 – 2014/15 1.7.2 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 working on regulations to implement OCP policies
		FY 2012/13 – 2013/14 1.7.3 Develop policy regarding carbon-neutral operations and purchase of carbon credits to balance GHG emissions that cannot be eliminated	FPC	Funded by base budget	By whether Trust Council has adopted a policy	Complete
2. PROTECT coastal and marine ecosystems	2.1 Encourage understanding of shoreline processes and voluntary stewardship of coastal and marine ecosystems	FY 2012/13 2.1.1 Develop integrated shoreline and watershed protection mapping for major islands	LPC	Funded by external grants	By whether integrated shoreline and watershed protection mapping has been developed for major islands	Complete
		FY 2013/14 2.1.2 Identify and post updated website links regarding existing shoreline stewardship information	TAS	Funded by base budget	By whether website links have been updated	Complete
		FY 2014/15 2.1.3. Pilot a Green Shores for Homes credit rating incentive system in one LTA	LTCs**	Subject to successful grant application	By whether an LTC has piloted a Green Shores for Homes credit rating incentive system	Not started. Funding not recommended by LPC. Dependent upon grant application. LPC to reconsider in Nov/13
	2.2 Use land use planning tools and decisions to improve protection of coastal areas	FY 2013/14 – 2014/15 2.2.1 Adopt regulatory bylaws with respect to integrated shoreline and watershed protection mapping	LTCs**	Subject to funding in future program budgets	By whether LTCs have adopted regulatory bylaws	Reviewed by Thetis LTC. Educational program being considered/developed by N Pender, S Pender, Thetis

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?			IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS **
	2.3 Participate in planning for National Marine Conservation Area Reserve	2.2.2 Develop mechanisms for proactive bylaw enforcement of illegal structures on the foreshore	LPC/LTCs**			Funded in 2013/14 program budget (\$2000)	By whether mechanisms have been developed	LPC recommends educational approach, not proactive enforcement
		FY 2011/12 – 2014/15 2.3.1 Advocate for implementation of the NMCA reserve	EC			Funded by base budget	By whether the EC has continued to actively advocate for implementation of the NMCA reserve	Resolution supported by TC in Dec 2012 Feb 2013 Chair letters to Ministers Lake & Kent
		2.3.2 Participate in NMCA workshops and consultation opportunities	LTCs**	TAS	EC	May require additional funds	By level of participation in NMCA workshops and consultation opportunities	Workshops attended in Aug and Oct No funding proposed in 2013/14 budget. LTCs commenting on boundary details
		Future fiscal years (TBD) 2.3.3 Respond to NMCA implementation steps with complementary activities, as required	LTCs**			May require additional funds	TBD	Not due Not started
		FY 2011/12 – 2014/15 2.4.1 Chair correspondence regarding oil spill prevention and response	EC			Funded by base budget	By whether the Chair has sent correspondence to advocate for oil spill prevention and response	2011: 7 letters sent 2012: 1 letters sent 2013: 3 letters sent Related resolutions passed at UBCM 2012 and AVICC 2013 conventions
	2.4 Advocate for protection of the Salish Sea and Howe Sound from oil spills, derelict vessels and industrial activities	2.4.2 Chair participation in hearings related to tanker traffic increases	EC			Funded by base budget	By whether the Chair has participated in hearings related to tanker traffic increase	NEB hearing presentation Aug 2012
		2.4.3 Host local government workshops to raise awareness of gaps in oil spill prevention and response capacity	EC			Funded by base budget	By whether workshops have been held	One workshop held at AVICC. Jan 2013 Chair presentation to Regional District Nanaimo Board. 2013: Chair presentation at San Juan County marine managers workshop
		2.4.4 Participate in mock oil spill exercises to understand gaps in oil spill response capacity	EC			Funded by base budget	By whether participation has taken place	Participation in two exercises in 2012
		FY 2011/12 – 2014/15 2.4.5 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 Mar/13 Letter to minister seeking

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS **
						action on Transport Canada report Organized resolution, clinic and meeting with Minister at UBCM
		<u>FY 2011/12 – 2013/14</u> 2.4.6 Advocate regarding potential impacts of the proposed Raven Coal Mine upon Baynes Sound	EC	Funded by base budget	By whether the Executive Committee has advocated regarding the proposed Raven Coal Mine	Complete May/13 BC EAO rejected proposal as submitted
		<u>FY 2012/13 – 2014/15</u> 2.4.7 Advocate regarding potential impacts of the proposed Burnco Gravel Mine upon Howe Sound	EC	Funded by base budget	By whether the Executive Committee has advocated regarding the proposed Burnco Gravel Mine	Not started
		<u>FY 2013/14 – 2014/15</u> 2.4.8 Clarify jurisdictional issues related to Islands Trust Area boundary	EC	Funded by base budget	By whether a method to clarify jurisdictional issues has been implemented	Preliminary discussion with ministry staff Initial briefing prepared for EC
	2.5 Advocate for appropriate regulation of aquaculture	<u>FY 2013/14 – 2014/15</u> 2.5.1 Collaborate with Department of Fisheries and Oceans regarding shellfish regulations through local government advisory committee as a pilot project for one LTC (Denman)	LTCs**	Funded in 2013/14 program budget (\$1000)	By whether the Denman Island LTC has collaborated with DFO on a pilot project	Not3.3.Impl started (Denman unsuccessfully sought representation on DFO committee)
	2.6 Advocate for effective regulation of marine sewage	<u>FY 2011/12 – 2014/15</u> 2.6.1 Chair correspondence regarding marine sewage regulation	EC	Funded by base budget	By whether the Chair has written to advocate for regulation of marine sewage	Research and mapping in progress
		2.6.2 Amend OCP policies to require sewage pump-outs as a condition of new/expanded marinas (i.e. during rezoning applications)	LTCs**/BIM***	Funded by base budget	By whether OCP policies require sewage pump-outs as a condition of marina development/expansion	No new OCP amendments since adoption of Strategic Plan

NOTE: Status column has now been colour coded to provide a quick visual indicator, as follows

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

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

TC	STRATEGIES	ACTIVITES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
3. PROTECT quality and quantity of water resources	3.1 Encourage understanding and voluntary stewardship of water resources	<u>FY 2013/14</u> 3.1.1 Compile educational materials about water resources done by local groups and identify gaps	TPC	Funded by base budget	By whether the need for new educational materials had been defined.	Complete
		3.1.2 Fill identified gaps with new educational materials about water resources	TPC	Funded by base budget	By whether new educational materials have been created	Not started
		<u>FY 2014/15</u> 3.1.3. Develop an on-going water stewardship program	TPC	Subject to 2014/15 program budget	By whether an on-going water stewardship program has been funded and launched	Not due Not started
	3.2 Advocate for provincial Water Act reform	<u>FY 2011/12 – 2014/15</u> 3.2.1 Continue to participate in Water Act reform consultations	EC	Funded by base budget	By whether participation in Water Act reform has taken place	Not started Pending provincial action
	3.3 Use land use planning tools and decisions to protect water quality and quantity	<u>FY 2013/14</u> 3.3.1 Develop toolkit for use by LTCs/BIM that illustrates options for using planning tools to protect water quality and quantity	LPC	Funded by 2013/14 program budget (\$2500)	By whether a toolkit has been developed	Project charter approved by LPC; Report underway
		<u>FY 2013/14 – 2014/15</u> 3.3.2 Amend OCPs to include new policies for water resource protection	LTCs**/BIM***	Funded in 2013/14 program budget	By whether OCPs have been amended to include new policies about water resource protection	Galiano DAI bylaw adopted - addresses water protection
		3.3.3 Amend LUBs to include new regulations aimed at protection of water quality and quantity	LTCs**/BIM***	Funded in 2013/14 program budget	By whether LUBs have been amended to include new regulations aimed at protection of water quality and quantity	No LUB work begun
		<u>FY 2013/14</u> 3.3.4 Develop model Development Permit Areas that LTCs and BIM may consider in regards to water conservation	LPC	Funded in 2013/14 program budget (\$2500)	By whether model Development Permit Areas have been developed	Not started

TC	STRATEGIES	ACTIVITES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
		<u>FY 2014/15</u> 3.3.5 Adopt new Development Permit Areas to enhance water conservation	LTCs**/BIM***	Subject to funding in 2014/15 program budget	By whether LTCs/BIM have adopted new Development Permit Areas to enhance water conservation	Not due Not started
	3.4 Explore alternative tools for improving watershed management	<u>FY 2012-13</u> 3.4.1. Identify options within the Islands Trust Act for coordination of watershed protection	EC	Funded by base budget	By whether options have been identified	Complete
		<u>FY 2013-14</u> 3.4.2 Consider pilot project for coordination of watershed protection within one LTA	LTCs**	Partially funded by base budget.	By whether a pilot project has been considered	Complete St. Mary Lake Watershed Working Group formed on SSI. June/13 - TC adopted bylaw to delegate some TC coordination and advocacy powers to SSILTC.

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	Not started – Behind target

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 community economic sustainability and security	4.1 Create linkages between islands and Regional Districts to share effective and appropriate economic sustainability models	<u>FY 2013/14</u> 4.1.1 Half day session on Trust Area economic sustainability at Dec 2013 Council in Victoria, inviting all EA reps	TPC	Funded by base budget	By whether a joint session has occurred	Sept/12 RD discussion at UBCM breakfast Aug/13 TPC approved project charter
	4.2 Advocate for sustainable, affordable and appropriate ferry	<u>FY 2013/14</u> 4.2.1 Develop and implement research program in support of advocacy program	TPC	Funded in 2013/14 program budget (\$20,000)	By whether a research program has been developed and implemented	Aug/13 TPC approved research program

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
	service	<u>FY 2011/12 – 2014/15</u> 4.2.2 Continue advocacy program regarding ferry fares and service.	EC	Funded by base budget	By whether advocacy actions have been taken in regards to ferry fares and service	Submission sent to Minister Polak Chair meetings with Minister Polak, opposition critics and ferry commissioner
	4.3 Use land use planning tools and decisions to improve the availability of affordable, accessible, appropriate housing (as described in Trust Council's toolkit, Community Housing Toolkit)	<u>FY 2011/12 – 2014/15</u> 4.3.1 Amend OCPs to include affordable housing policies	LTCs**/BIM***	Funded in 2013/14 program budgets	By whether OCPs have been amended to include new affordable housing policies	Some OCP reviews underway. Hornby considering OCP amendments to allow secondary suites.
		4.3.2 Amend LUBs to improve availability of affordable housing	LTCs**/BIM***	Funded in 2013/14 program budgets	By whether LUBs have been amended to improve availability of affordable housing	SSI LUB amended to legalize secondary suites in some locations.
		<u>FY 2012/13 – 2014/15</u> 4.4.1 Amend OCPs to include food security and farmland protection policies	LTCs**/BIM***	Funded in 2013/14 program budgets	By whether OCPs have been amended to address food security and farmland protection	Included in Gabriola OCP reviews (details to be confirmed)
	4.4 Use land use planning tools and decisions to increase local food security and farmland protection (as described in Trust Council's 2010 report, Exploring Food Security in the Trust Area)	4.4.2 Amend LUBs to improve food security	LTCs**/BIM***	Funded in 2013/14 program budgets	By whether LUBs have been amended to improve food security	Included in Gabriola LUB review (details to be confirmed)

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	Completed
	In Progress – On Target
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	In progress - Behind Target (e.g. not funded, delayed by other priorities, etc.)
	Not started – Behind target

Goal D: In cooperation with others...

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 consultation / engagement with First Nations during land use referrals	FY 2011/12 – 2014/15 5.1.1 Adopt First Nations Consultation Strategy	TAS	LPS	Funded by 2011/12 program budget	By whether Trust Council has adopted a First Nations Consultation Strategy	First draft to TC Jun/12. Final draft pending LPS capacity to consider financial and staffing implications
		5.1.2 Trustee workshop on working with aboriginal peoples	EC		Funded by 2012/13 program budget	By whether a trustee workshop has been held	Complete
		FY 2012/13 – 2014/15 5.1.3 Implement 'essential' and 'quick start' improvements to land use referral system that do not require additional resources, as identified in FN Consultation Strategy	LPS	TAS	Funded by base budget	By whether all 'essential' and 'quick start' improvements that do not require additional resources have been implemented	2 of 2 'essential' improvements in progress 3 of 8 'quick start' improvements in progress
		FY 2013/14 5.1.4 Identify resource needs for improved FN consultation and engagement	EC		Funded by base budget	By whether the resource needs for improved consultation and engagement has been identified	Not started. Pending completion of First Nations Consultation Strategy
		FY 2014/15 5.1.5 Implement improvements identified in the FN Consultation Strategy as longer term or requiring additional resources	LPS	TAS	Subject to increase in future base budget to support an additional LPS position	By whether all improvements identified in the FN Consultation Strategy as longer term or requiring additional resources have been implemented	Not started Not due
	5.2 Improve consultation / engagement with First Nations during Trust Council's marine and terrestrial protection work	FY 2014/15 5.2.1 Improve consultation and engagement re free Crown grant program	TAS		Subject to increase in base budget	By whether consultation and engagement has been improved	Not started. Not due. Pending increased staff capacity
		FY 2012/13 – 2014/15 5.2.2 Improve communication and coordination during marine protection advocacy	EC		Subject to increase in base budget	By whether consultation and engagement has been improved	Not started. Pending staff capacity
6. IMPROVE organizational	6.1 Confirm a fair distribution of Islands	FY 2012/13 6.1.1 Review and amend	FPC		Funded by base budget	By whether Policy 7.2.vi has been amended	Complete

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
cost and operational effectiveness	Trust Services to Bowen Island Municipality	Policy 7.2.vi (Municipal Requisition Cost Allocations)					
		FY 2012/13 – 2014/15 6.1.2 Identify Bowen Island Municipality needs for services provided by Trust Area Services unit	TAS		Funded by base budget	By whether BIM needs for TAS services have been identified	Initial discussion held Sep/12. Chair follow up sent Oct/12 and Jan/13 Awaiting BIM response
		6.1.3 Identify improved opportunities for BIM to access services provided through Trust Area Services unit	TAS		Funded by base budget	By whether opportunities for BIM to access TAS services have been identified	Pending requests from BIM Staff follow up e-mail to CAO sent Jan/13 Awaiting BIM response
		6.1.4 Review budget lines to ensure accurate allocation of costs	FPC		Funded by base budget	By whether budget lines have been reviewed	Staff review of line items underway. Initial discussion at FPC complete. BIM staff contacted for discussion.
		FY 2013/14 6.1.5 Provide additional TAS services to BIM	TAS		Funded by base budget	By whether BIM is accessing additional TAS services as identified	Improved notice of IT items to BIM. Pending requests from BIM. BIM staff invited to training opportunities.
	6.2 Improve cost-recovery from development application fees	FY 2013/14 6.2.1 Develop model fees bylaw for consideration by LTCs	LPC	FPC	Subject to annual program budget	By whether a model bylaw has been developed	TC referred to LPC/FPC before bylaw drafting begins. Not funded in 2013/14 program budget. LPC and FPC recommend 10% fee increase
		FY 2013/14 6.2.2 Consider adoption of amended fees bylaws.	LPC/LTCs**		Funded by base budget	By whether LTCs have adopted amended fees bylaws that improve cost recovery	Not started
	6.3 Prepare Island Trust organization to adapt to the potential incorporation of Salt Spring Island (if province advances a	FY 2013/14 6.3.1 Provide input into provincial study that assesses impact on Islands Trust of the potential incorporation of Salt Spring Island and identifies	EC		Funded and managed by province	By whether input has been provided	In progress. Input into study terms of reference complete. Response to initial info requests from

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
	provincial restructure study for SSI)	alternative adaptation strategies					consultant complete.
		<u>FY 2014/15</u> 6.3.2 Consider options and adopt an adaptation strategy, for Islands Trust to implement in the event of municipal incorporation of Salt Spring Island	FPC	EC	Subject to future budgets	By whether options for an adaptation strategy have been considered and a preferred strategy adopted by Trust Council.	Not started. Not due unless a SSI restructure study is launched and is nearing completion
		<u>FY 2014/15(?) - ?</u> 6.3.3 Implement adopted adaptation strategy	EC		Subject to future budgets	By whether an strategy has been implemented to adapt to incorporation of SSI	Not started Not due unless SSI community passes a referendum to incorporate as a municipality
		<u>FY 2014/15(?)</u> 6.3.4 Review existing IT-MCSCD protocol agreement regarding incorporation of municipalities in the Islands Trust Area	EC		Funded by base budget	By whether the protocol agreement with the ministry has been reviewed and amended	Not started Not due unless a SSI restructure study is launched
	6.4 Review service delivery regarding application processing	<u>FY 2013/14</u> 6.4.1 Consider development and use of a quality management system pilot on Salt Spring Island for processing of development applications	LTC**		Funded in 2013/14 program budget	By whether a quality management system has been considered by the SSILTC for one type of application process	Not started

* 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
 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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Visit our website at:
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

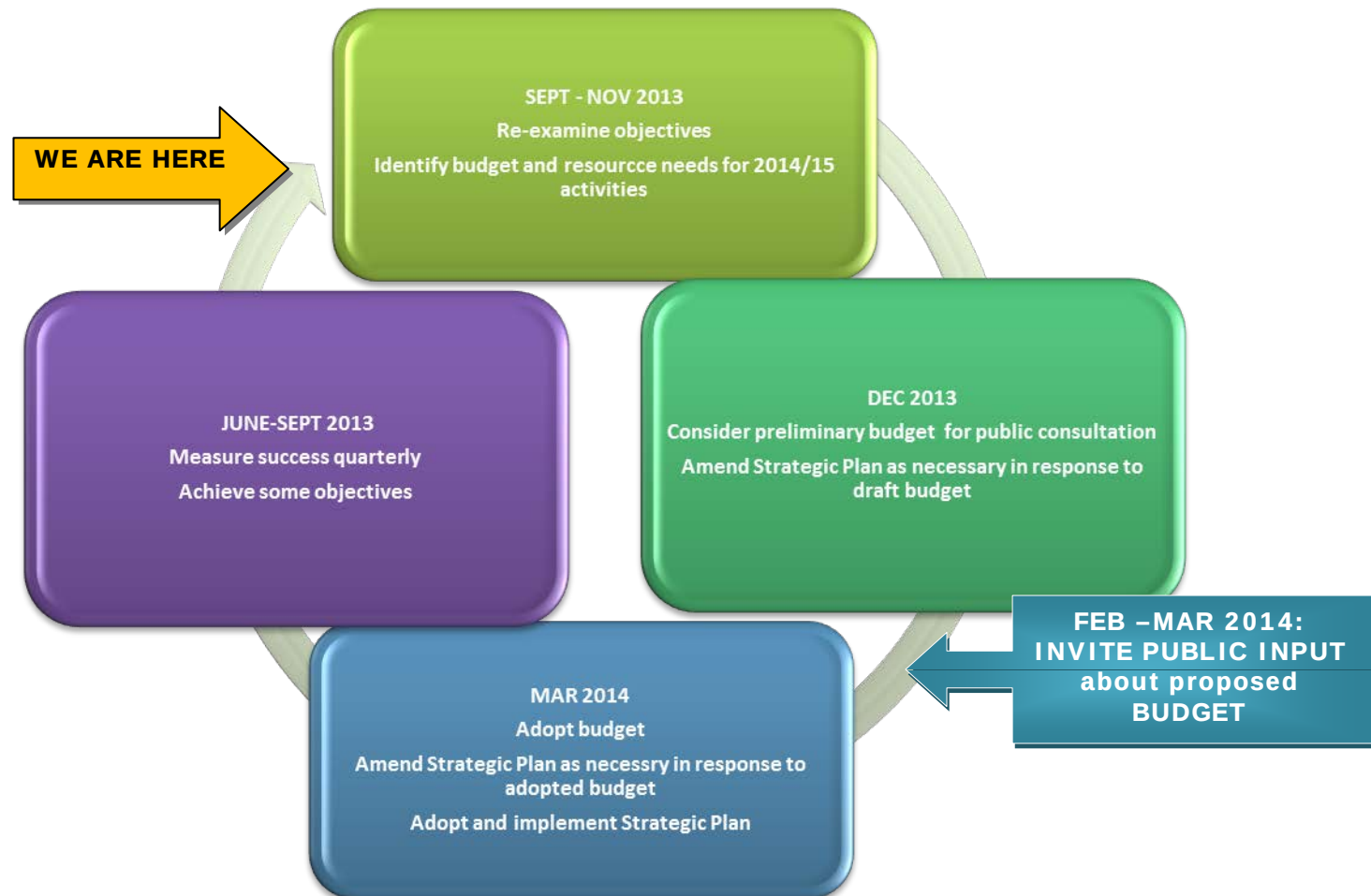
**** Colour Key for Status Column:**

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Islands Trust

Strategic Planning Process (2013-2014)



BRIEFING

To: Trust Programs Committee

For the Meeting of: November 4, 2013

From: Clare Frater

Date prepared: October 21, 2013

SUBJECT: INDICATOR PROGRAM UPDATE

DESCRIPTION OF ISSUE: As time permits, the Policy Analyst is acquiring and interpreting data that describe trends in the Islands Trust Area. This briefing provides an update about work undertaken since Trust Program Committee's May 2013 meeting.

BACKGROUND:

Census data

The Policy Analyst met with planners in late May 2013 about the Census data and received feedback that the new 100% Census information for 1991-2011 should be provided by local trust area/island municipality rather than by year. The work was completed in October 2013 and has been distributed to staff.

The Policy Analyst has also created a document for planners with links to the 2011 National Household Survey data (attached), but has recommended to planners that they not use this data set as the Global Non Response rates are very high and in most cases data is not available by local trust area, but only by electoral area. Previously, Census data quality standards were that geographic areas with a non-response rates higher than or equal to 25% were suppressed from tabulations. The National Household Survey data exceeds this previous threshold for every electoral area in the Islands Trust Area. Planners have the discretion to use the National Household Survey data as it has been deemed statistically valid by Statistics Canada.

In November 2013 staff will post the Census information to the Islands Trust website. Trust Area Services staff plan to use the new data to develop 20-year trend indicator charts for the Trust Area and to provide charts for local trust committee/Bowen Island Municipality upon request.

ATTACHMENT(S): Islands Trust Area National Household Survey Profiles 2011

AVAILABLE OPTIONS:

- 1) Amend the TPC work program which currently has "Research further high priority indicators, such as housing" as a goal under 'continuing items'.

FOLLOW-UP: Staff will post the Census information to the website and develop trend charts as requested by committees and staff.

Prepared By: Clare Frater, Policy Analyst

Reviewed By/Date: David Marlor, Director, Local Planning Services, October 24, 2013

Islands Trust Area National Household Survey Profiles 2011

Local Trust Area/Island Municipality	Information available	Global non-response rate¹ (response rate would be 100-GNR)
Bowen Island	Suppressed for data quality reasons	GNR = 50%+ ²
Denman Island LTA Hornby Island LTA	Comox Valley A , British Columbia (Regional district electoral area) [map]	GNR = 31.7%
Gabriola Island LTA	Nanaimo B , British Columbia (Regional district electoral area) [map] (Gabriola LTA)	GNR = 35.8%
Gambier Island LTA	Sunshine Coast F , British Columbia (Regional district electoral area) [map]	GNR = 40.4%
Lasqueti Island LTA	Powell River E (Regional district electoral area), British Columbia [map] (Lasqueti LTA)	GNR = 44.1%
Galiano Island LTA Mayne Island LTA North Pender Island LTA Saturna Island LTA South Pender Island LTA	Capital G , British Columbia (Regional district electoral area) [map]	GNR = 40.9%
Salt Spring Island LTA	Capital F (Regional district electoral area), British Columbia [map] Not the whole LTA (Salt Spring Island only, excludes Piers and Parker Islands)	GNR = 40.9%
Thetis Island LTA	Cowichan Valley G , British Columbia (Regional district electoral area) [map]	GNR = 32.3%

¹ The GNR for British Columbia was 26.1% (2011 National Household Survey).

² The threshold used for estimates' suppression is a GNR of 50% or more.

From: [John Tylee](#)
To: [Executive Admin](#); [Lisa Gordon](#)
Cc: [George Grams](#); [Peter Grove](#); [Sheila Malcolmson](#)
Subject: Study on Trust website
Date: September-08-13 9:10:12 PM

I want to bring to your attention a major concern with regard to the sole economic document on the Islands Trust website – the 2011 Summary of Economic Dependency Data and Trends in the Islands Trust Area (SEDDT). The SEDDT is used in many Trust analytical activities (eg SSI Industrial Advisory Planning Commission) to gauge the relative importance of different sectors of the economies of islands within the Trust area.

I believe the SEDDT substantially underestimates the importance of the tourism sector to the Salt Spring economy. And while there are cautions regarding the accuracy of the data, and acknowledgement they are “only one of several indicators that can provide insight”, there is no user-friendly guide to the limitations of the analysis provided. The result is that some Salt Springers believe that the tourism sector is not that important, accounting for only 7% of the local economy (SEDDT, p.11).

This perception, seriously at odds with the reality that tourism is Salt Spring's most important economic sector, makes it more difficult to reach a community consensus on economic development strategies.

The SEDDT underestimates Salt Spring's tourism sector because of the methodology on which it is based. This methodology estimates the size of the tourism sector in any area to be proportional to the number of residents who declare themselves, in Statistics Canada's censuses, to be primarily employed in the accommodation services sector. It therefore underestimates the size of the tourism sector where:

- A high proportion of tourists are daytrippers (46% of SaltSpring visitors in 2012, according to the Visitors Information Centre)
- Many tourists stay in marinas, which are not considered part of accommodation services (according to a 2008 study for the CRD, about 30% of Salt Spring's tourist bed capacity is in marinas)
- Many part-time workers in accommodation services declare themselves as working in other sectors – this particularly applies to B&B owners and the owners of short-term vacation rentals, but also impacts other types of accommodation

I have raised these issues with Gary Holman, the author of the report; he has

referred me to Garry Horne, the author of the report's methodology, who is retired and may not choose, or be in a position, to respond to our queries. I am pleased that Gary has also acknowledged, in his correspondence on this issue, the importance of the tourism sector as one of Salt Spring's key economic drivers.

The SEDDT methodology relies on regional and provincial averages of various vintages, which inevitably reduces accuracy. The report does not mention the impact of the business cycle on accuracy – many sectors (including tourism and especially construction), while others (public administration) are not. So a single year's data taken at the top of the business cycle will give very different results from the same data taken at the bottom of the business cycle. The size of cyclical variation in output on Salt Spring can be seen in the CRD's data on the value of building permits issued over the last decade.

Moreover, a single year's data takes no account of the unique, critical role that tourism plays in an island economy. The overwhelming majority of businesses on Salt Spring, and likely on other islands too, is very small. They cannot survive or grow serving just local customers, and they typically do not have the resources to seek off-island customers, particularly in their start-up phase. So they must rely on the tourism industry to bring clients to them.

This phenomenon is well known in real estate and construction – tourists come, like what they see, then later buy property and provide a major proportion of the work in the construction industry through building on, or renovating, their properties. But the same process works for other industries too – manufacturers such as Salt Spring Soapworks start by selling their products to tourists in the market, and then move up to establishing their own on- and off-island outlets.

In sum, I believe the SEDDT report can be seriously misleading as regards the importance of the tourism sector on Salt Spring and appropriate caveats should be placed on the Trust website; the website could also be expanded to include relevant data, studies and documents from other credible sources, notably government agencies.

More importantly, as the planning agency for the Trust area, I believe the Trust should provide far more user-friendly data and analytical support for local trust committees and island residents. This is particularly important in light of the elimination of the Canada census long form, which will drastically reduce the amount and accuracy of data available to Trust communities.

I would be happy to assist in this work.

Sincerely

John Tylee

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John Tylee
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To: Islands Trust Council

Updated: August 28, 2013

WORK PROGRAM

- 1. DEVELOP AND IMPLEMENT RESEARCH PROGRAM IN SUPPORT OF BC FERRIES ADVOCACY PROGRAM (Strategic Plan 4.2)**
 - Carry out research program approved at August 12, 2013 meeting
- 2. CREATE LINKAGES TO SHARE ECONOMIC SUSTAINABILITY MODELS (Strategic Plan 4.1)**
 - Carry out activities in project charter approved at August 12, 2013 meeting.
- 3. ENCOURAGE UNDERSTANDING AND VOLUNTARY STEWARDSHIP OF WATER RESOURCES (Strategic Plan 3.2)**
 - Carry out activities in project charter approved at August 12, 2013 meeting.

CONTINUING ITEMS

COMMUNITY STEWARDSHIP AWARDS

- Deliver 2013 awards program

LEGISLATIVE MONITORING

- Monitor changes and report to Trust Council (Dec 2013)

INDICATOR PROGRAM

- Research high-priority indicators, such as census and housing

VACANT CROWN LAND PROFILES

- Bowen Island, Gambier LTC, and Ballenas-Winchelsea Islands – on hold

Lisa Gordon
Designate Staff

Paul Brent
Chair