



## Trust Programs Committee Agenda

**Date:** February 4, 2013      **Time:** 10:00 a.m. to Noon

**Location:** Boardroom, Islands Trust, 1627 Fort Street, Victoria and by phone

**To:** Alex Allen, Hornby      Tony Law, Hornby  
 Paul Brent (Chair), Saturna      Liz Montague, South Pender  
 Laura Busheikin, Denman      Sheila Malcolmson, Ex-Officio  
 George Grams (V-Chair), Salt Spring      Kate-Louise Stamford, Gambier  
 Ken Hancock (EC Rep), North Pender      Andrew Stone, Bowen

**From:** Lisa Gordon

**cc:** Linda Adams, David Marlor, Cindy Shelest, Clare Frater, Laura Stringer

► To be distributed by e-mail only. *Please notify staff if you require paper at the meeting.*

TIME	AGENDA ITEM	WHO	ACTION
10:00	<b>1. <u>CALL TO ORDER</u></b>  <b>2. <u>REGULAR COMMITTEE BUSINESS</u></b>  2.1 Approve agenda 2.2 Approve regular minutes of November 5, 2012 2.3 Follow Up Action List	Chair Chair LG	Decision Decision Update
10:15	<b>3. <u>TRUST COUNCIL BUSINESS</u></b> 3.1 Briefing – Community Stewardship Awards	CF	Update
10:30	3.2 Briefing – BC Ferries Advocacy – Requests for advice	LG	Decision
11:30	3.3 Discuss plans for Dec 2013 Trust Council session with Electoral Area Directors re Economic Sustainability	All	Discussion
11:45	3.4 Trust Programs Committee Work Program Report	LG	Decision
	<b><u>NEXT MEETINGS</u></b>  Monday, May 13, 2013 (Ladysmith) Monday, August 12, 2013 (Victoria) Monday, November 4, 2013 (Ladysmith)		

ISLANDS TRUST COUNCIL  
TRUST PROGRAMS COMMITTEE

DRAFT MINUTES OF NOVEMBER 5, 2012  
VICTORIA B.C.

**Present:**      Committee Members

Alex Allen, Hornby  
Paul Brent, Saturna (Chair)  
George Grams, Salt Spring (Vice Chair)  
Ken Hancock, North Pender (EC Rep)  
Tony Law, Hornby  
Liz Montague, South Pender  
Sheila Malcolmson, Gabriola (ex officio)  
Kate-Louise Stamford, Gambier (by phone)  
Andrew Stone, Bowen

Staff

Lisa Gordon, TAS Director  
Clare Frater, Policy Analyst  
Laura Stringer, Communications Specialist

**Absent:**

Laura Busheikin, Denman

**1.    CALL TO ORDER**

The meeting was called to order at 10:45 a.m.

**1.1    Approval of the Agenda**

*It was agreed by consent to adopt the agenda with a change to place item 3.3 ahead of 3.2.*

**2.    REGULAR COMMITTEE BUSINESS**

**2.1    Approval of Regular Minutes of August 20, 2012**

*It was agreed by consent to adopt the Regular Minutes of August 20, 2012.*

**2.2    Follow up Action List**

The committee reviewed the list and had no comments.

**2.3    Indicators Briefing**

Staff provided an overview of the briefing and suggested that 100% Census data may be available in early 2013.

**3.    TRUST COUNCIL BUSINESS**

**3.1 Briefing – TPC items on Trust Council’s Strategic Plan**

Staff explained that following Trust Council’s adoption of its Strategic Plan in September, staff were requested to use it as a basis for development of the 2013/14 budget. Staff are now working to estimate some preliminary costs for the approved activities and to identify some options or phases for them. Staff asked committee members for input on potential options and phases for activities that Trust Programs Committee is responsible for. Committee members provided input on the following topics:

### 3.1 “Encourage understanding and voluntary stewardship of water resources”:

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.

### 4.1 Create linkages between islands and Regional Districts to share effective and appropriate economic development models

Committee members supported the idea of developing a proposal for a half-day economic development session at the December 2013 Islands Trust Council meeting that will include regional directors. They discussed that the session could focus on current and proposed economic development activities, roles gaps, barriers, case studies, and successes; and could be video-recorded.

### 4.2 Advocate for sustainable, affordable and appropriate ferry service

Staff updated the committee on the Executive Committee’s work regarding the Ministry of Transportation and Infrastructure’s BC Ferries consultation process. Committee members suggested that there be a focus on the economic impact of ferries, the notion that ferries are ‘subsidized’ while other provincial public transportation systems are ‘funded’ and the fact that island communities settlement patterns were based on ferry service expectations. Staff noted that the Financial Planning Committee is also considering a budget submission for a study of the socio-economic impacts of ferry fares and service changes.

## 3.2 Briefing – Advocacy Policy implementation

Staff advised that they will be providing an overview of the Advocacy Policy to Local Planning Services staff at their November 27, 2012 professional development day, and may develop orientation materials for trustees that can be delivered via distance education.

## 3.3 Request for Decision – NMCA

Staff reported that the Islands Trust has indicated its support for a national marine conservation area in the southern Strait of Georgia for almost a decade. After several years of study, a formal consultation process is now underway focused on a specific boundary. While federal and provincial agencies are aware of Trust Council’s support in principle, it would be useful to confirm support now that more details are available about the extent of the proposed boundaries. Staff invited feedback on the Request for Decision document so it could be improved before submission to the Islands Trust Council.

It was noted that the NMCA initiative might not proceed without support from the Islands Trust Council.

A number of points and suggestions were raised regarding potential improvements to the Request for Decision document.

***By consent, the committee amended the two proposed motions in the Request for Decision document and added a third motion proposing that the Islands Trust be included in a joint management approach to the National Marine Conservation Area Reserve.***

***It was MOVED and SECONDED that the Trust Programs Committee forward the National Marine Conservation Area Request for Decision report to Trust Council as amended.***

### 3.4 Briefing – Legislative Monitoring

Staff provided an overview of the legislative monitoring chart and explained that further changes will be made before it is presented to the Islands Trust Council. Committee members suggested small changes to the chart.

*It was **MOVED** and **SECONDED** that the Trust Programs Committee forward the legislative monitoring chart to Trust Council as amended.*

CARRIED

### 3.5 Trust Programs Committee Work Program Report

Staff presented the draft Trust Programs Committee work program report. Some trustees suggested changes to the report.

*By consent, the committee decided to forward its work program report to Trust Council as amended.*

### 4. NEXT MEETING

*It was **MOVED** and **SECONDED** that the Trust Programs Committee approve Monday, February 4, 2013; Monday, May 13, 2013; Monday, August 12, 2013; and Monday, November 4, 2013 as 2013 meeting dates.*

CARRIED

The meeting was adjourned at 2:25 p.m.

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Clare Frater  
Recorder

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Paul Brent  
Chair



Islands Trust

## Trust Programs Committee Follow Up Action List

### November 5, 2012 meeting

No.	Activity	Responsibility	Target Date	Status
2.1	Have the adopted minutes of Nov 5, 2012 signed and posted to website	CF	Dec-12	Done
3.3	It was Moved and Seconded that the Trust Programs Committee forward the National Marine Conservation Area Request for Decision report to Trust Council as amended.	LG	Nov-12	Done
3.4	It was Moved and Seconded that the Trust Programs Committee forward the legislative monitoring chart to Trust Council as amended.	CF	Nov-12	Done
3.5	The committee decided by consent to amend its work program and forward its work program report to Trust Council as amended.	CF	Nov-12	Done
3.5	Develop proposal for Trust Council session in December 2013 on community economic sustainability.	CF / LG	May-13	Not started
3.5	Contact water conservation groups for existing materials and initiatives	LS	May-13	Seeking relevant publications
3.5	Finalize protected area indicator report and post to website.	CF	Dec-12	Done
3.5	Research further high-priority indicators, such as census and housing			New Census data ordered for 1991-2006
3.5	Deliver 2013 Community Stewardship Awards program	CF	Jun-13	Started
3.5	Monitor legislative changes and report to Trust Council	CF	Jun-13	Started

4.0	It was Moved and Seconded that the Trust Programs Committee approve Monday, February 4, 2013; Monday, May 13, 2013; Monday, August 12, 2013; and Monday, November 4, 2013 as 2013 meeting dates.	CF	Dec-12	Done
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## 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

## ISLANDS TRUST BRIEFING

DATE: January 9, 2013

**TOPIC: ISLANDS TRUST COMMUNITY STEWARDSHIP AWARDS**

**DIRECTED TO:** Trust Programs Committee

**CONFIDENTIAL:** NO

### DESCRIPTION OF ISSUE:

This year will be the twelfth year of the Islands Trust's annual awards program designed to recognize individuals and organizations that are pursuing actions in the islands that have made a significant contribution towards the object of the Islands Trust. This briefing is to advise Trust Programs Committee of the tasks staff are now completing to deliver the 2013 awards program.

### BACKGROUND:

- The purpose of the Community Stewardship Awards (CSA) program is to recognize and encourage the actions of individuals and organizations that support the mandate of the Islands Trust.
- Since its inception in 2002, 56 awards have been given to individuals and organizations across the entire Trust Area. Nominated and award-winning projects have addressed a wide range of issues including: land, water and marine conservation, agriculture, wildlife rescue and rehabilitation, community news publication, and the compilation and management of community records.
- Trust Programs Committee is responsible for reviewing CSA nominations in May and recommending award recipients to Trust Council in June.
- Administration of the CSA program is established in the Administration of the Community Stewardship Awards Program policy (2.1xi) which defines the CSA nomination and eligibility process as follows:

### Awards Timeline and Process

<b>February:</b>	Announce award program (news release with broad distribution to media and potential nominators, notice board posters, web page information and on-line nomination form).
<b>March:</b>	Provide program materials to trustees for local promotion.
<b>End April:</b>	Close of nominations, followed by initial staff screening of nominations for eligibility.
<b>Early May:</b>	Staff seek input on nominations from local trustees
<b>Mid-May:</b>	Nominations forwarded to Trust Programs Committee members for consideration.
<b>May:</b>	Trust Programs Committee recommendations to Trust Council.
<b>June:</b>	Trust Council decision regarding awards and Award recipients notified.
<b>June:</b>	News release issued and names of recipients posted to website
<b>Aug:</b>	Trust Programs Committee review of the program and process, if needed.
<b>Fall:</b>	Awards presentation at a Local Trust Committee or Island Municipality meeting.

## **Awards Process**

**Acknowledgement of nomination:** Following the nomination deadline of April 26, all nominees will receive a certificate of nomination.

**Recommendations to Trust Council:** Trust Programs Committee will review nominations at its May meeting and make award recommendations to Trust Council's June meeting.

**Awards Criteria:** Nominees are assessed according to the following criteria: relationship of project or work to the Islands Trust Policy Statement, benefits to the community or Trust Area, collaboration with others, innovation, and the level of community support and involvement.

**Awards Presentations:** Awards may be presented at a Local Trust Committee or Island Municipality meeting. Each award recipient is presented with a plaque and a letter of congratulations from the Trust Council Chair. In previous years, several award recipients have been honoured at a special event arranged by local trustees, where family, friends, interested community members, local media and others are present. Guidelines for arranging a Community Stewardship Award event (either special or during a regularly scheduled meeting) will be provided to trustees and staff after Trust Council decides on the recipients.

## **Budget and Resources**

- Community stewardship awards consist of an engraved plaque or other small memento. The total cost of all awards should not exceed \$600.00.
- Trust Area Services staff provide support to the Trust Programs Committee in implementing the awards program, which can amount to a week or two of full-time equivalent hours.

**ATTACHMENT:** Community Stewardship Award Program Overview - 2002-2012.

**FOLLOW-UP:** Staff will initiate the 2013 CSA program as directed by policy.

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**PREPARED BY:** \_\_\_\_\_ Clare Frater

**SUBMITTED BY:** \_\_\_\_\_ Lisa Gordon

**REVIEWED BY:** \_\_\_\_\_  
(Chief Administrative Officer)

**REVIEWED BY EXECUTIVE COMMITTEE:**

**OTHER REVIEW:**



# Community Stewardship Award Program

## Overview

### 2002-2012

**Number of Nominations** - Since 2002, there have been 139 nominations with an average of 13 nominations per year. The highest number of nominations (18) occurred in 2012 and the lowest number of nominations (6) occurred in 2011.

**Nominations per Island** since 2002

Pender Islands (North Pender and South Pender) have the most nominations: 39

Salt Spring Island: 24 nominations

Hornby Island: 18 nominations

Denman and Mayne Islands: 9 nominations each

Saturna Island: 8 nominations

Galiano Island: 7 nominations

Gabriola and Lasqueti Islands: 6 nominations each

Bowen Island + Bowyer/Passage: 5 nominations

Thetis Island: 4 nominations

Gambier and Trust Wide: 2 nominations each

**Number of Recipients** – Since 2002, there have been 55 Community Stewardship Awards recipients. There has been a range in the number of awards given each year from three awards in 2002 to six awards given in 2007 and 2008. In 2005, Trust Council awarded four awards and two honourable mentions.

**Recipients per Island** – Over the last eleven years, the 55 awards have been distributed as follows:

Salt Spring Island – 13 awards

Pender Islands – 11 awards

Hornby Island – 6 awards

Denman, Bowen and Saturna Islands – 4 awards each

Mayne Island – 3 awards

Gabriola, Galiano, Gambier, and Lasqueti Islands – 2 awards each

Thetis and Trust wide - 1 award each

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## 2002- 2012 LIST OF NOMINEES/ISLANDS

Note: Award recipients are bulleted in **bold font** at the top of the listings

Year	Individual Nominated & Island	Group Nominated & Island	Islands
2012	<ul style="list-style-type: none"> <li>• <b>Stuart Watson, Gambier Island</b></li> <li>• <b>Margot Venton, North Pender Island</b></li> <li>• <b>Anne Macey, Salt Spring Island</b></li> <li>• <b>Dr. Donald Marshall, Bowen Island</b></li> <li>• <b>Peter Karsten, Denman Island</b> Michael Dunn, Mayne Island Patricia Forbes, Lasqueti Island Lindsay Hamson, South/North Pender Islands Shirley LePers, South/North Pender Islands Ken Millard, Galiano Island Monica and Paul Petrie, South/North Pender Islands Dr. John Sprague, Salt Spring Island Bob Watson, Salt Spring Island John Wiznuk, Saturna Island</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Gabriola Island Health Care Foundation, Society and Auxiliary</b></li> <li>• <b>Hornby Quilters Group</b></li> <li>• <b>Saturna Island Ecological Education Centre</b> Denman Island Residents Association's Parks Committee</li> </ul>	<p style="text-align: center;">Bowen (1) Denman (2) Gabriola (1) Galiano (1) Gambier (1) Hornby (1) Lasqueti (1) Mayne (1) Penders (4) Salt Spring (3) Saturna (2)</p> <p style="text-align: center;">Total = 18</p>
2011	<ul style="list-style-type: none"> <li>• <b>Sue Ellen Fast, Bowen Island</b></li> <li>• <b>Barry Mathias, Pender Islands</b></li> <li>• <b>Sara Steil, Pender Islands</b></li> <li>• <b>Jane Wolverton, Galiano Island</b> Henning Nielsen, Denman Island Gisele Rudischer, Gabriola Island Nadia Krebs, Galiano Island Wayne Hewitt, Salt Spring Island</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Hornby New Clinic Committee, Hornby Island</b></li> <li>• <b>Pender Island Fire Rescue Department, Pender Islands</b></li> </ul>	<p style="text-align: center;">Bowen (1) Denman (1) Gabriola (1) Galiano (2) Hornby (1) Penders (3) Salt Spring (1)</p> <p style="text-align: center;">Total = 10</p>
2010	<ul style="list-style-type: none"> <li>• <b>Tekla Deverell, North Pender</b></li> <li>• <b>Patti Willis, Denman</b></li> <li>• <b>Jon Guy, Saturna</b></li> <li>• <b>Sylvia Pincott, North Pender</b></li> <li>• <b>Dorothy Cutting, Salt Spring</b> Pat Ropars, Saturna</li> </ul>		<p style="text-align: center;">Denman (1) Pender (2) Salt Spring (1) Saturna (2)</p> <p style="text-align: center;">Total = 6</p>
2009	<ul style="list-style-type: none"> <li>• <b>Kelsey Mech, Salt Spring</b></li> <li>• <b>Patricia McLaughlin, Denman</b></li> <li>• <b>Jacqueline Booth, Salt Spring (Posthumous nomination)</b> Andrew Carmichael, Hornby Linda and Peter George, Gabriola Janice Oakley and Martine Paulin, Galiano</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Hornby Island Residents and Ratepayers' Association</b></li> <li>• <b>Salt Spring Island Conservancy</b> Lasqueti Internet Access Society Mayne Island Early Childhood Society Mayne Island Agricultural Society and Fall Fair Pender Islands Community Service Society Pender Organic Community Garden Society</li> </ul>	<p style="text-align: center;">Denman (1) Galiano (2) Hornby (2) Mayne (2) Lasqueti (1) Pender (2) Salt Spring (3)</p> <p style="text-align: center;">Total = 13</p>
2008	<ul style="list-style-type: none"> <li>• <b>Mary Cooper, Mayne</b></li> <li>• <b>Maureen Moore, Salt Spring</b></li> <li>• <b>Geri Crooks, Saturna</b></li> <li>• <b>Alasdair and Nancy Gordon, Lasqueti</b> Peter Askin, Mayne John Arthur Money, Saturna Patricia McLaughlin, Denman Lon Wood, Thetis Grant Gordon, Thetis Patti Willis, Denman Bowie Keefer, Galiano Tekla Deverell, Pender</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Lasqueti Island Nature Conservancy</b></li> <li>• <b>Lyll Creek Salmon and Trout Enhancement Project, Saturna Island</b> Saturna Scribbler Volunteers Land Trust Alliance of British Columbia Pender Islands Animal Welfare Society</li> </ul>	<p style="text-align: center;">Denman (2) Galiano (1) Lasqueti (2) Mayne (2) Pender (2) Saturna (4) Salt Spring (1) Thetis (2) All islands (1)</p> <p style="text-align: center;">Total = 17</p>
2007	<ul style="list-style-type: none"> <li>• <b>Ursula Poepel - Pender Islands</b></li> <li>• <b>Karl Hamson - Pender Islands</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>The Pender Post - Pender Islands</b></li> <li>• <b>Gambier Island Conservancy</b></li> </ul>	<p style="text-align: center;">Pender (7)</p>

Year	Individual Nominated & Island	Group Nominated & Island	Islands
	<ul style="list-style-type: none"> <li>• <b>Jennifer Brown MacLeod - Gabriola</b> Derek Hopzapfel - Pender Islands Sara Steil – Pender Islands David Rae – Pender Islands Beverley Vreeswijk - Thetis</li> </ul>	<ul style="list-style-type: none"> <li>• <b>SSI Alternative Gypsy Moth Control Program</b> Pender Islands Conservancy Association</li> </ul>	Salt Spring (2) Gambier(1) Gabriola (1) Thetis (1)  Total = 12
2006	<ul style="list-style-type: none"> <li>• <b>Bob Burgess, Thetis</b></li> <li>• <b>Anne Johnson, Mayne</b> David Manning, Pender Glenna Borsuk, Gabriola Jan Kirby, Pender Michelle Marsden, Pender</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Michelle Marsden and the B.C. Coastal Clean Up Campaign, Pender Islands</b></li> <li>• <b>Salt Spring Island Conservancy, Mount Erskine Campaign</b></li> </ul>	Pender (4) Salt Spring I(1) Thetis (1) Mayne (1) Gabriola (1)  Total = 8
2005	<ul style="list-style-type: none"> <li>• <b>Hilary Brown, Hornby</b></li> <li>• <b>Katherine Dunster, Bowen</b> Nicholas/Naomi Wilde, North Pender (honourable mention) Christa Grace-Warrick, North Pender Darlene Gage, Hornby Dave and Florence Davidson, North Pender Leigh-Ann Millman, Gabriola Maureen Moore, Salt Spring Newell Smith, North Pender Robert Weeden , Salt Spring Sylvia Pincott, North Pender</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Hornby Water Stewardship Project</b></li> <li>• <b>Mayne Island Japanese Gardens</b> Denman Conservancy Association (honourable mention) Hornby Island Community Economic Enhancement Corporation</li> </ul>	North Pender (5) Hornby(4) Salt Spring (2) Bowen (1) Gabriola (1) Denman (1) Mayne (1)  Total = 15

Year	Individual Nominated & Island	Group Nominated & Island	Islands
2004	<ul style="list-style-type: none"> <li>• <b>Kenneth Millard, Galiano</b></li> <li>• <b>Tom Gossett, Salt Spring</b> Susan Crowe Hornby Island Andrew Carmichael/Dale Chase, Hornby Darlene Gage, Hornby Don Herbert, Mayne David Work, Hornby</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Island Stream and Salmon Enhancement Society, Salt Spring Island</b></li> <li>• <b>Salt Spring Island Residents for Responsible Land Use</b></li> </ul>	Hornby (4) Salt Spring (3) Galiano (1) Mayne (1)  Total = 9
2003	<ul style="list-style-type: none"> <li>• <b>Jenny Balke, Denman</b></li> <li>• <b>Tony Quin, Hornby</b> Margaret Taylor, Gabriola Giles Bassett, Hornby Chris Ferris, Lasqueti Pat Forbes, Lasqueti Donald Twohey, Passage Kathy Reimer, Salt Spring</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Bowen Forest &amp; Water Management Society</b></li> <li>• <b>Islands in the Salish Seas Mapping Project - All Islands</b> Conservancy Hornby Island Hornby Residents &amp; Ratepayers Assn Mayne Agricultural Society and Fall Fair The Pender Islands Museum Society The Pender Islands Parks Commission Whalewych Farm, Pender Island Salt Spring Island Monetary Foundation</li> </ul>	Hornby (4) Penders (3) Lasqueti (2) Salt Spring (2) Bowen (1) Denman (1) Gabriola (1) Mayne (1) Passage (1) All Islands (1)  Total = 17
2002	<ul style="list-style-type: none"> <li>• <b>Maureen Milburn, Salt Spring</b> Tony Quin, Hornby David Spalding, South Pender Bev Bullen, Hornby Earl Hastings, Pender Islands Helen Allison, North Pender Island The Late Allan Brooks, South Pender David and Mary Dennis, North Pender</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Community of Trincomali – North Pender Island</b></li> <li>• <b>Island Wildlife Natural Care Centre - Salt Spring Island</b> Pender Islands Recycling Society Salt Spring Island Monetary Foundation Salt Spring Women – Preserve /Protect Salt Spring Women - Fund raising</li> </ul>	Penders (7) Salt Spring (5) Hornby (2)  Total = 14

## BRIEFING

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**To:** Trust Programs Committee **For the Meeting of:** February 4, 2013  
**From:** Lisa Gordon, Director, Trust Area Services  
**pc:** **File No:**  
**SUBJECT: BC FERRIES ADVOCACY – REQUESTS FOR ADVICE**

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### DESCRIPTION OF ISSUE:

The Islands Trust Council and the Executive Committee are seeking advice from the Trust Programs Committee regarding next steps for advocacy on BC Ferries services and fares. Financial Planning Committee will also be considering the scope of the project within the context of the \$20,000 program item in the 2013-3014 budget proposal.

### BACKGROUND:

There are three requests for advice regarding advocacy on BC Ferries to be discussed by the Trust Programs Committee at the February 4, 2013 meeting:

- 1) In December, 2012, the Islands Trust Council requested that “the Trust Programs Committee and Financial Planning Committee work with staff to reframe the proposed BC Ferries project as a review and summary of available information and a gap analysis with respect to the role of ferry service in sustaining island character and healthy communities.”

The 2011-2014 Strategic Plan currently describes the BC Ferries project (4.2.1 and 4.2.2) as follows:

- Identify partners and develop scope and Terms of Reference for an economic impact study related to ferry fares and service in 2013/14 (\$20,000 for this activity is included in draft budget), and
  - Commission an economic impact study related to ferry fares and service, in 2014/15, subject to funding.
- 2) On January 24, 2013, the Executive Committee requested advice from the Trust Programs Committee on next steps for BC Ferries advocacy and directed staff to provide the Trust Programs Committee with recent briefings as background materials (attached). One of EC’s goals was to sustain the Islands Trust’s influence on this topic beyond the consultation deadline of December 21, 2012 leading up to the May 2013 provincial election and beyond
    - Existing direction to staff on BC Ferries topics and future advocacy options are outlined on page 5 of Attachment 3 (January 2012 briefing to Executive Committee re: BC Ferries Advocacy – Evaluation and next steps).
    - The 2011-2014 Strategic Plan task 4.2.3 is to continue advocacy program regarding ferry fares and service.

- 3) On January 24, 2013, the Executive Committee requested advice from the Trust Programs Committee on how to proceed with a March 2012 Islands Trust Council resolution to send the Minister of Transportation and Infrastructure a letter of support for implementing the BC Ferry Commission's January 2012 recommendations which are consistent with past positions of Trust Council. The minutes of the March 2012 Trust Council meeting indicate that approval of the letter was delegated to the Executive Committee and the letter was to be copied to the Premier and Trust Area MLAs. The letter has not been sent due to other priorities, and there is now some question as to its relevance.
  - At the January 24, 2013 meeting of the Executive Committee staff asked whether this letter is still needed given the December 2012 Islands Trust submission to BC Coastal Ferries Consultation and Engagement process which was accompanied by a letter to the Minister of Transportation and Infrastructure. One of the four key requests in the submission was a request that the Province should follow the recommendation of the BC Ferry Commissioner to cushion fuel price volatility in order to hold future price cap increases at the rate of inflation. Many of the points made in the submission were consistent with past positions of Trust Council.
  - The BC Ferry Commission's recommendations are in Attachment 4.
  - Past resolutions of Trust Council with regard to BC Ferries are listed on page 7 of Attachment 2 – the December 2012 RFD to the Islands Trust Council re: Submission to BC Coastal Ferries Consultation and Engagement Fall 2012 Process.

#### **ATTACHMENT(S):**

- 1) December 2012 RFD to the Islands Trust Council re: Submission to BC Coastal Ferries Consultation and Engagement Fall 2012 Process
- 2) January 2012 Briefing to Executive Committee re BC Ferries Advocacy – Evaluation and next steps
- 3) The recommendations section of the BC Ferry Commission's Review of the *Coastal Ferry Act* report, January 2012. The full report is available at: <http://www.bcferrycommission.com/wp-content/uploads/2012/01/12-01-24-BCFC-CFA-Regulatory-Review-FINAL1.pdf>

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#### **AVAILABLE OPTIONS:**

Request #1: Trust Council asks the Trust Programs Committee and Financial Planning Committee work with staff to reframe the proposed BC Ferries project as a review and summary of available information and a gap analysis with respect to the role of ferry service in sustaining island character and healthy communities.

- 1) Recommend the Islands Trust Council amend Strategic Plan tasks 4.2.1 and/or 4.2.2 after considering the following questions:
  - What is the purpose of the information? (How will it be used?)
  - What types of 'available information' are needed and on what topics?
  - What is the scope of the desired information? (E.g. should it include feasibility studies of bridges, or on the impacts that bridges might have on *island character and healthy communities*?)
  - What resources (staff or contractor) are best allocated to collect, summarize and analyze the acquired information?
  - What steps should be taken to acquire 'available information'? (e.g. informal requests to agency staff and/or Freedom of Information requests)

- Freedom of Information requests by other agencies/individuals to BC Ferries are listed at: <http://www.bcferrries.com/about/foi/tracker.html>

Request #2: Executive Committee requested advice from the Trust Programs Committee on next steps for BC Ferries advocacy. In order to do so, the Committee will need to review the scope of work in the RFD presented to Trust Council in December and consider implications for staff work program.

- 1) Recommend to the Executive Committee specific activity with specific timeframe.
- 2) Recommend to the Executive Committee another specific activity with specific timeframe.

Request #3: Executive Committee requested advice from the Trust Programs Committee on how to proceed with a March 2012 Islands Trust Council resolution to send the Minister of Transportation and Infrastructure a letter of support for implementing the BC Ferry Commission's January 2012 report. Staff advice is that the letter is no longer a significant way to influence provincial policy on BC Ferries.

If Trust Programs Committee agrees with staff advice, it could:

- 1) Recommend to the Executive Committee that the Islands Trust Council rescind its March 2012 resolution (TC 117/12) to send the Minister of Transportation and Infrastructure a letter of support for implementing the BC Ferry Commission's January 2012 recommendations which are consistent with past positions of Trust Council.

If Trust Programs Committee disagrees with staff advice, it could:

- 2) Recommend to the Executive Committee that the Islands Trust Chair proceed with a letter to the Minister of Transportation and Infrastructure as previously directed in March 2012.

#### **FOLLOW-UP:**

Request #1:

1. Staff will forward the resolution resulting from the Trust Program Committee's discussion about reframing the proposed BC Ferries project to the Financial Planning Committee's February 13, 2013 meeting and to Executive Committee's February 5, 2013 meeting.

Requests #2 and #3:

1. Staff will forward resolutions resulting from the Trust Program Committee's discussion to the Executive Committee's February 5, 2013 meeting.

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**Date: January 28, 2013**

**Prepared By: Clare Frater, Policy Analyst**

**Reviewed By: Lisa Gordon, Director, Trust Area Services**

## REQUEST FOR DECISION

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**To:** Trust Council

**For the Meeting of:** December 5, 2012

**From:** Executive Committee

**Date:** November 26, 2012

**SUBJECT: SUBMISSION TO BC COASTAL FERRIES CONSULTATION AND  
ENGAGEMENT FALL 2012 PROCESS**

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### RECOMMENDATIONS:

That the Islands Trust Council endorse the following principles, to inform the Chair's December 21 submission to the BC Coastal Ferries Consultation and Engagement process:

1. Ferries are lifelines for coastal communities and businesses; as highways are in the rest of the province. Businesses and families invested on the islands based on an expectation that the Province would sustain ferry services. Provincial government support for coastal ferry service is not a subsidy or a privilege. In a coastal province, affordable ferry service is as much of a necessity as affordable public transit or affordable highway systems.
2. Ever-increasing fares are hurting our residents and reducing ridership. Fares have risen dramatically over the last six years and are imposing significant hardship on ferry dependent communities. The Province should immediately provide sufficient funding to significantly reduce fares on the minor routes as island communities have been hard hit by substantial cumulative fare increases.
3. Islanders acknowledge the budget challenges facing the provincial government and are willing to help find innovative solutions. But, they are telling us that the current consultation framework and lack of information prevents them from contributing meaningfully on coastal ferry governance and service issues.
4. British Columbia's prosperity depends on an integrated, accessible, and affordable transportation system that efficiently links all communities and businesses - whether separated by land or water.
5. Increasing island property taxes to help fund BC Ferries is unjustifiable in light of the fact that ferry users' fares already cover 85% of ferry operating costs; a much higher rate of fare box recovery than other BC transit systems.

**CHIEF ADMINISTRATIVE OFFICER COMMENTS:** The maintenance of healthy island communities and economies is recognized in the Islands Trust Policy Statement, as is the need for public consultation regarding transportation services. The impact of ever-increasing ferry fares has been of significant concern for several years. The Islands Trust Executive Committee and individual trustees, sitting on Ferry Advisory Committees, have been very active in advocating on behalf of island communities in regards to the impacts of ferry fares. The province's current consultation initiative offers an opportunity for the Islands Trust to advocate on behalf of islanders for sustainable, affordable and appropriate ferry service.

## **IMPLICATIONS OF RECOMMENDATION**

**ORGANIZATIONAL:** Trust Council's strategic plan includes advocacy about sustainable, affordable and appropriate ferry service. So far, staff has collectively invested over a week in this project and estimate another week is required to develop the submission, circulate drafts for review and implement the communications plan. There may be additional staff time (including the CAO's time) to research more detailed positions and / or to seek support from contractors or other partners.

If Executive Committee decides to proceed with an opinion editorial by the Chair about the submission and the consultation process, a further 1 to 2 days of staff time (including the CAO's) may be required. In addition up to a week of the Chair's time is required to finalize these documents and respond to media interviews.

To participate at the recommended level in the BC Coastal Ferries Consultation and Engagement process by December 21, 2012, other projects assigned to Trust Area Services staff would be delayed until at least January. The most significant projects that would be delayed include:

- Website launch
- Video project
- Advocacy and Chair correspondence on other topics

**FINANCIAL:** Executive Committee has allocated up to \$5,000 from its communications budget in case the services of a contractor are needed to support BC Ferries advocacy work to March 31, 2013.

**POLICY:** None.

**IMPLEMENTATION/COMMUNICATIONS:** If Trust Council supports the recommendations, staff would draft a letter for the Chair's signature, using the key messages outlined above (or amended by Trust Council) and the Policy Statement policy 5.3.2 which states that it is *Trust Council's policy that no island in the Trust Area should be connected to Vancouver Island, the mainland or another island by a bridge or tunnel, notwithstanding the existing bridge between North and South Pender Islands.*

Staff will continue to provide research support to back up any request Trust Council may wish to make for a significant reduction in fares.

The letter will be sent to [coastalferriesengagement@gov.bc.ca](mailto:coastalferriesengagement@gov.bc.ca) by December 21, 2012. Copies of the letter will be sent to:

Minister of Transportation and Infrastructure  
BC Ferries Commissioner  
BC Ferries President and CEO  
Islands Trust Area MLAs  
Bowen Island Municipality  
FACC c/o Trustee Law  
Coastal Regional District Chairs

Staff would also develop a news release for the Executive Committee sponsorship regarding Trust Council's submission and will consider submitting an opinion editorial by the Chair to a major BC newspaper as part of the provincial budget process. The news release will be posted on the website and announced on the Islands Trust's Twitter account.

Staff will continue to monitor media related to the consultation and circulate relevant articles to trustees.



## **BACKGROUND**

The Islands Trust Council has demonstrated an on-going commitment to advocating on behalf of islanders in regards to the coastal ferry service. Since 2005, it has been actively concerned about the socio-economic harm to island communities caused by increasing ferry fares (see attached for history of Islands Trust Council resolutions).

On October 29, 2012, the Hon. Mary Polak, Minister of Transportation and Infrastructure, announced a public consultation and engagement process on the future of coastal ferry service in British Columbia to run until December 21, 2012. The consultation process is in response to a recent review by the independent BC ferry commissioner.

In September 2011, the Islands Trust Council hosted the BC ferry commissioner, Gordon Macatee and put forward the following recommendations:

- Short term
  - Recommend a significant increase in the provincial contribution, to enable drastic and immediate fare cuts and fare freezes.
  - Keep subsequent increases at a level consistent with the Consumer Price Index, possibly by amending the Coastal Ferry Act to lock in the proportion of costs that the province will contribute.
- Long term
  - Recommend changes to the Coastal Ferry Act that will align the coastal ferry service with the three priorities of the new provincial agenda:
    - *Families, open government and jobs*
  - Recommend changes to the Coastal Ferry Act that will include the coastal ferry service within the purposes of the Ministry of Transportation and Infrastructure, as defined in its 2011/12 – 2013/14 Service Plan:
    - *“...innovative, forward-thinking transportation strategies that move people and goods safely, and fuel our provincial economy. Improvement of vital infrastructure is a key goal, along with enhancing the competitiveness of BC’s transportation industries, reducing greenhouse gases and providing BC with a safe and reliable highway system.”*
  - Recommend changes to the Coastal Ferry Act that recognize BC Ferries as an essential part of the public infrastructure, similar to provincial highways.
  - Develop a long term strategy for BC Ferries’ service to the minor routes that considers the socio-economic impact of ferry fares and schedules and the sustainability of the ferry service itself.
  - Identify, in consultation with Ferry Advisory Committees, communities and local governments, options for modifying service to increase efficiency while meeting the needs of ferry-dependent communities.

The Commissioner submitted his report to the Province in January 2012. The review made a number of key recommendations to address a new direction for coastal ferry services, including:

1. future price cap increases should be held to the rate of inflation;
2. capacity utilization of the ferry fleet should be improved;
3. the commissioner should have more explicit authority to hold the operator accountable, and a new authority to conduct performance audits;
4. there should be more oversight on capital plans and acquisitions;
5. the Province should consider an increase in financial support for the ferry system and should further consider cushioning at least a portion of fuel price volatility, as is presently done on the northern routes;

6. municipal and regional governments should have the ability to play a role in keeping fares affordable and increasing ridership;
7. BC Ferries should place a high priority on upgrading its reservation and point-of-sale systems; and:
8. the commissioner should have additional tools for when setting price caps to better consider the interests of ferry users and taxpayers.

In the section on inflation-based price caps, the report stated: "The overwhelming issue which came up at every public meeting and in virtually every written submission during this review has been that of the affordability of fares. Over the first eight years that the Act has been in place, fares on all routes have gone up significantly.

Route Group Price Cap Increase 2003 – 2011

- Majors 47%
  - Langdale 73%
  - Northern 78%
  - Minors 80%
- Provincial CPI 14%."

In 2005, families living in the Islands Trust Area earned 16% less than BC's median family income.

On May 9, 2012, the government announced that:

- It will increase its contribution to BC Ferries by \$79.5 million through to 2016
- BC Ferries will need to find efficiencies.
- There will be significant adjustments to service levels, and discussions with communities about trade-offs among service adjustments, fare increases and potential community contributions.
- Government will seek public input to develop strategies to support a vision for connecting coastal communities.
- Future investments will look at providing greater interoperability of ferries between routes, reducing operating costs by implementing new technologies, such as LNG-fuelled and cable ferries, and allowing for alternative methods to connect coastal communities, such as passenger-only ferries and other service improvements.

On May 31, 2012, the Province passed the *Coastal Ferry Amendment Act, 2012*

The amendments were introduced in response to the recommendations contained in January's report from the independent BC Ferry Commissioner.

The Province said the principles of the Act were amended to ensure that the primary role of the BC Ferry Commissioner is to balance the interests of ferry users, the interests of taxpayers and the financial sustainability of ferry operators.

The Province said the amendments will provide the Ferry Commissioner with additional tools and discretion to ensure the sustainability of the ferry system. In particular, the Ferry Commissioner now has greater discretion when setting price caps and may cross subsidize between routes; approve major capital expenditures; conduct routine performance reviews; request ferry operators to prepare plans, review policies, conduct public consultations; and use measures, other than fare increases, to respond to extraordinary situations.

On October 1, 2012, the British Columbia Ferry Commission announced that the final price cap for all route groups for the remaining three years of the third performance term for BC Ferries would be:

- April 1, 2013 – 4.1 per cent;
- April 1, 2014 – 4.0 per cent; and
- April 1, 2015 – 3.9 per cent.

These price caps were set based on an expectation that BC Ferries would find more than \$54 million in efficiencies, including service level adjustments.

On October 29, 2012, the Ministry of Transportation and Infrastructure launched a province-wide consultation and engagement program, seeking input into two issues outlined as follows:

- “1. Immediate Challenge: The Ministry of Transportation and Infrastructure, working with BC Ferries, has identified considerations to achieve \$26 million in savings to 2016. The first part of this consultation and engagement seeks feedback on the considerations.*
- 2. Long-Term Vision: The second part of this consultation and engagement invites feedback on what elements should be pursued to connect coastal communities in an affordable, efficient and sustainable manner in the long-term.”*

The consultation periods ends on December 21, 2012. Executive Committee has discussed this project over several meetings and decided on November 20, 2012 on the following goals for this project:

1. To influence the (current and future) provincial government’s policies and decisions about BC Ferries
2. To promote the Islands Trust position regarding BC Ferries to islanders, elected officials (MLAs, Electoral Area Directors), other coastal community local governments and British Columbians in general.
3. To sustain the Islands Trust’s influence on this topic beyond the consultation deadline of December 21, 2012 leading up to the May 2013 provincial election and beyond.
4. To demonstrate Islands Trust leadership on this topic to constituents.

The consultation program announced October 29 also seeks input on bridges as an alternative to ferry service; this is a topic that Trust Council already has policy guidance on, through the Islands Trust Policy Statement and several Official Community Plans.

**REPORT/DOCUMENT:**

1. Trust Council resolutions on ferries 2005-2011
2. Islands Trust BC Ferries Advocacy webpage:  
<http://www.islandstrust.bc.ca/poi/bcferriesinfo.cfm>
3. Further information is available at <http://coastalferriesengagement.ca/> and at the Ferry Advisory Committee Chairs’ webpage at: <http://facchairs.wordpress.com/>

**KEY ISSUE(S)/CONCEPT(S):** Preservation and protection of diverse island communities.

**RELEVANT POLICY:**

From the Policy Statement 5.3.1:

*Trust Council holds that local trust committees and island municipalities should be consulted and involved in the decision-making process regarding provision of utilities, transportation services or facilities that might affect land use in their local planning areas.*

From the Policy Statement 5.3.2:

*It is Trust Council’s policy that no island in the Trust Area should be connected to Vancouver Island, the mainland or another island by a bridge or tunnel, notwithstanding the existing bridge between North and South Pender Islands.*

Advocacy Policy

Communications Policy

Islands Trust Council — Strategic Plan 2011-2014

Policy Statement Goal C: Sustain Island Character and Healthy Communities

Objective: Enhance community economic sustainability and security

Strategy 4.2: Advocate for sustainable, affordable and appropriate ferry service

**DESIRED OUTCOME:** Sustainable, affordable and appropriate ferry services that support healthy island economies and diverse communities.

**RESPONSE OPTIONS**

**Recommended:** As above

**Alternatives:**

1. Trust Council may wish to suggest changes to the key messages, which will directly inform the submission's tone and content.
2. Do not make a submission to the Ministry of Transportation and Infrastructure.

**Prepared By:** Lisa Gordon, Director, Trust Area Services  
Clare Frater, Policy Analyst  
Laura Stringer, Communications Specialist

**Reviewed By/Date:** Executive Committee – November 20, 2012  
by RWM November 26, 2012

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Linda Adams, Chief Administrative Officer

**Trust Council Resolutions re BC Ferries (2005-2011)**

Meeting Date	Resolution Name	Resolution Statement
June 2011	Letter to BC Transportation Minister re BC Ferries Fares	<i>That the Islands Trust Council request the Chair to send a letter to Transportation and Infrastructure Minister Lekstrom advocating for provincial support to stabilize BC Ferries fares on minor routes, incorporating the principles outlined below.</i>
2009 UBCM	Islands Trust sponsored resolution on A Minor Routes Strategy for Coastal Ferry Service	<i>WHEREAS the transportation services provided by BC Ferries on minor routes along the south coast are as essential for ferry dependent communities as the provincial road network is for other communities, and are an integral element of provincial tourism goals, yet have been subject to fare increases of as much as 120% over the last five years; AND WHEREAS the British Columbia Ferry Advisory Committee Chairs have, through extensive research and analysis, proposed a minor routes strategy that supports the sustainability of island economies and the coastal ferry service: THEREFORE BE IT RESOLVED that the Union of BC Municipalities request that the British Columbia Ministry of Transportation and Infrastructure work with coastal communities and BC Ferries to develop a strategy for the minor southern coastal ferry routes, as proposed by the Ferry Advisory Committee Chairs.</i>
Sept. 2007	BC Ferries	<i>That Islands Trust Council request the Chair to write to Transportation Minister Kevin Falcon expressing Trust Council's profound disappointment in the Minister's decision to not <u>adjust government funding to BC Ferries to keep ferry fare increases to tolerable levels, which will result in substantial socio-economic harm to our ferry-dependent communities, residents and local businesses.</u></i>
Sept. 2006	BC Ferries – Discussion Paper	<i>That the Islands Trust Council <u>endorse the general principles in Trustee Brian Hollingshead's Discussion Paper regarding BC Ferries dated August 20, 2006</u> and request the Executive Committee to use it as a basis for a formal position document and advocacy plan.</i>
June 2006	Community Awareness of BC Ferries Issues	<i>That the Islands Trust Council request the Executive Committee to write a letter of concern to the Minister of Transportation requesting that the <u>Province assume a reasonable share of the forthcoming ferry fuel surcharge.</u></i>
March 2006	Ferry Service Fee	<i>That Islands Trust Council request the Chair to send a letter to the Minister of Transportation, Kevin Falcon, advising him of Islands Trust Policy Statement 5.3.1 and that Trust Council <u>expects that the service fee paid by the Province for ferry service to the islands would be at least the same percentage operating costs as it is under the present base contract and that services level not be reduced</u> and that copies of the letter be sent to the Premier, all Trust Area MLAs, Carol Taylor, Minister of Finance, Martin Crilly, BC Ferry Commissioner, David Hahn, President of BC Ferries, Trustees and posted on the Islands Trust website.</i>
Dec. 2005	Fuel Tax Surcharge	<i>That Islands Trust Council request the Executive Committee to approach the Ministry of Transportation to consider options to <u>partially offset any fuel surcharge approved for the BC Ferries minor routes, such as seeking an increase in the government-contributed 'service fee'.</u></i>
June 2005	BC Ferries Fee Surcharge	<i>That Islands Trust Council request the Executive Committee to write to the BC Ferry Commissioner with the following request: 1. <u>That the Commissioner approve only enough to match proportion of fares versus service fee on minor routes;</u> and 2. <u>That the surcharge for overweight commercial vehicles be redistributed over the rest of fare-paying public and provincial service fee, as:</u>     ➤ They pay disproportionate fees already     ➤ The extra costs load directly back on island residents – not visitors, weekenders, etc.     ➤ They are already being severely hit by fuel prices. <i>That Islands Trust Council appoint Trustee Brian Hollingshead as its representative to present its position to the BC Ferry Commissioner re the proposed Fuel Tax Surcharge.</i></i>
March 2005	BC Ferries Communications Program	<i>That the Islands Trust Council request the Executive Committee to ensure that its <u>regular annual meetings</u> with the British Columbia Ferry Services Inc. (BC Ferries) management and Board members, the Ministry of Transportation and the Ferry Commissioner is held in preparation for the next performance term of the Coastal Ferry Service Contract and are <u>used to discuss the maintenance of adequate service fees and service levels for ferry routes serving the islands in the Trust Area</u> and to address other issues related to ferry service in the Trust Area.</i>



## BRIEFING

**To:** Executive Committee **For the Meeting of:** January 23-24, 2013

**From:** Lisa Gordon, Director, Trust Area Services

**pc:** **File No:**

**SUBJECT: BC FERRIES ADVOCACY – EVALUATION AND NEXT STEPS**

### DESCRIPTION OF ISSUE:

The Islands Trust submission to the province on BC Ferries, released in December 2012, required the greatest team effort of any advocacy project in memory. This briefing provides Executive Committee with a summary of the staff resources used, products developed, and feedback received. It also outlines options for continued advocacy about BC Ferries. Staff hope this briefing will lead to more accurate estimates of effort for similar projects in the future.

### BACKGROUND:

The BC Ferries submission required dedicated focus from Trust Area Services staff for most of November and December 2012. As the topic was new to staff, the project required significant research and collaboration with other groups, such as the Ferry Advisory Chairs. The level of media coverage of this topic also meant media monitoring was also much busier than usual. This briefing summarizes the outcomes, staff hours, contractor costs, media coverage, and feedback received. It also provides a summary of further work on BC Ferries that has already been directed by the Islands Trust Council or the Executive Committee, as well as additional options.

### Estimate of staff hours:

Staff member	Hours (October – December)
Chief Administrative Officer	20
Director, Trust Area Services	54
Policy Analyst	88
Communications Specialist	56
Secretary, Executive Office	16
Finance staff (contracts / invoices)	2
<b>TOTAL:</b>	236 @ avg. \$40/hr = <b>\$9,440</b>

### Contractor costs:

Item	Cost
Advice re advocacy strategy	\$1,120
Graphic design	\$1,378
<b>TOTAL:</b>	<b>\$2,498</b>

**Milestones and products:**

<b>Completion Date</b>	<b>Product/Task</b>
November 1	Write and post new BC Ferries webpage
November 6 (EC telecon)	Project Terms of Reference and funding decision
Nov 6 – Dec 14	Liaison with advocacy consultant
November 6 – December 18	Solicit and select photos from staff, trustees, media, island photography and conservation groups. Prepare and distribute photo consent form.
November 13	Enter contract for advocacy advice
November 20 (EC mtg)	Communications Plan
November 20 (EC mtg)	Executive Committee Briefing
November 20 (EC mtg)	Draft Trust Council Request for Decision
November 26 (EC special mtg)	Revise Trust Council Request for Decision
December 14	Enter contract for graphic design
December 15	Draft submission and graphic concept to EC
Dec 14 – 20	Liaison with graphic designer through several versions
December 20	Final submission to BC Ferries Consultation and Engagement Process, including letter to Minister with 13 cc's
December 20	Issue news release (and media liaison), including messages to subscribers & webposting
December 17 - 20	Prepared and completed Questions and Answers for Chair to use in responding to media
November – December	Monitor media and distribute clippings to staff and trustees

**Media Coverage:**

Please note: The timing of our news release was poor for pickup – late Thursday afternoon, just before Christmas. We missed deadlines for all monthly island publications, The Islands Independent and Island Tides.

Source	Headline	Date	Comments
Gulf Islands Driftwood	Trust Council demands halt to 'cycle of decline' in ferry	Dec. 20/2012	With photo of Chair Sheila Malcolmson
Nanaimo The Daily News	Editorial: Ferries should again become Crown corporation	Dec. 28/2012	Positive editorial
Nanaimo The Daily News (front page)	Group demands more cash for minor ferry routes	Dec. 28/2012	Front page
The Citizen	Ferries deserve investment, just like roads: Council	Jan. 2/2013	Positive article
Bowen Island Undercurrent	Islands Trust asks province to invest in ferries	Jan. 3/2013	Positive article
Island Tides (front page)	Ferry decline must stop: Islands Trust	Jan. 17/2013	Front page, verbatim from press
<b>TOTAL NUMBER OF ARTICLES: 6</b>			

**Other Coverage:**

Source	Headline	Date	Comments
Civic Info (UBCM newsletter)	Islands Trust Asks the Province to Invest in Ferries	Dec. 21/2012	Second item from the top
Quick Scribe Reporter (A monthly Email summary of past and potential legislation changes)	Islands Trust Asks the Province to Invest in Ferries	Jan. 9/2013	Highlighted under Local Government News

**Feedback received:**

Source	Date	Comments
Brian McDermott Salt Spring Island	Dec. 20/2012	Sent to and forwarded by George Grams Greetings from Santa Barbara. I am writing to applaud the letter (linked below) from Sheila Malcolmson to the BC Government regarding the funding for the ferry system. The letter was well written and hit all the right buttons, in my opinion.
Brian Hollingshead Saturna Island	Dec. 20/2012	Don't know who all was involved with production of your submission, the product is dazzling. Huge tip of the hat to all involved. Your constituents should be most pleased, especially those looking for bread and butter results.
David Graham Denman Island Local Trustee	Dec. 21/2012	Just wanted to say what an excellent job you and your team did on this presentation. The layout, pictures etc really add to the message. Thank you.



Brian Hollingshead Saturna Island	Dec. 21/2012	Sheila I'm sure you'll receive this from Tony, but wanted to make sure. This (below) from our professional writer. Congrats to all who worked on it. And do have a merry Christmas, recharge the batteries, and we'll do it all over again next year.
Jo Mrozewski (FAC communications contractor) Sointula	Dec. 21/2012	Wonderful work. Congratulations Tony and Islands Trustees. Important, well written and fun to look at. It's so gratifying to see such a carefully considered contribution deliver such a powerful message. In a way, it speaks for more than just IT island residents, as it delivers an additional, implicit message: many of us on the coast have common concerns. Very, very well done.
Kevin Bell Salt Spring Island	Dec. 21/2012	Thank you for taking up this cause. Good job with the submission. I understand that in most jurisdictions that have ferry services the government absorbs the capital cost of the ferries and terminals which seems to make sense to me. If the capital costs were removed ferry fares would be far more reasonable and would likely have no trouble in covering the actual operating costs.
Joyce Clegg	Dec. 21/2012	Once again you've sent out a great submission. If MoTI and Kirk don't get the message loud and clear, they're pretty dumb!! There is a real consistency to all the submissions sent up and down the coast.
Brian Crumblehulme Mayne Island Local Trustee	Jan. 8/2013	Please allow me to say how much I valued your letter to the government regarding the ferry fiasco. At first reading I was impressed by the clarity of the paper and the clear presentation of the four cogent issues. The Trust has a very talented staff and great resources and this is a shining example of what can be done on a modest budget. When Trust Council is considering other advocacy proposals in the future, this letter may be cited as an example of what can be achieved and for what cost. It may also be wise to include a contingency budget in the event that a follow up action is necessary. Who knows how this mess will be resolved, I guess we will have to wait until some time after the election.
Philippe Erdmer Salt Spring Island		You are to be congratulated on taking the position outlined in the Trust's submission about ferry service. You speak for a long-suffering majority of islanders. The complete silence on the topic in the government's December announcement is simply irresponsible and needs to be challenged. While you might be receiving unsupportive comments from others, this is to record approval from one Salt Spring resident who could not agree more with your brief.  Thank you for attempting to remind present elected officials that they serve all of the Province's interests; the deplorable part is that they should have to be told.
<b>TOTAL: 9</b>		

## Next Steps:

Existing direction to staff on BC Ferries topics:

Date	Decision Body	Resolution	Status
Oct. 2009	EC	Directed staff to draft a letter to BC Ferries encouraging them to recommit to the review of the protocol agreement, for review at the November 12 meeting.	Pending. 1 <sup>st</sup> draft Jan 25, 2010, 2 <sup>nd</sup> draft Aug 19, 2010
Mar. 2012	TC	That the Islands Trust Council send the Minister of Transportation and Infrastructure a letter of support for implementing the BC Ferry Commissioner's January 2012 recommendations which are consistent with past positions of Trust Council.	Not started On TC FUAL
Oct 30 2012	EC	That the Executive Committee direct staff to provide research and communication support for the BC Ferries consultation such as: 1. Backgrounder to support islanders' participation in the ferry consultation 2. RFD to Council for December 21 deadline 3. Communications such as an op-ed 4. Advice to Local Trust Committees on participation	1. Not done 2. Done 3. Pending – see below 4. Not done
Nov 20, 2012	EC	That the Executive Committee request staff to provide advice on proposing a BC Ferries themed workshop at the 2013 AVICC Convention	Deadline passed
Nov 26, 2012	EC	That the Executive Committee direct staff to continue working to acquire specific BC Ferries data to back up a request for a reduction in ferry fares.	Not done
Dec. 2012	TC	That the Trust Programs Committee and Financial Planning Committee be requested to work with staff to reframe the proposed BC Ferries project as a review and summary of available information and a gap analysis with respect to the role of ferry service in sustaining island character and healthy communities.	To be considered at TPC and FPC meetings in February

## Future advocacy options on BC Ferries:

1. Draft op-ed from Islands Trust Chair: This opinion editorial would be best timed if written in response to a new development regarding ferry fares or services in the Islands Trust Area. Upcoming events that may provide a 'hook' for an opinion editorial include:
  - February 2, 2013 - Speech from the Throne
  - February 19, 2013 - Provincial budget announcement
  - Late February 2013 - Release of the BC coastal ferry consultation and engagement process
  - Spring 2013 - Release of platforms by provincial political parties
  - May 14, 2013 - Provincial election
2. Submit Freedom of Information (FOI) requests regarding selected topics of interest (e.g. bridges): Costs associated with any FOI requests that would depend on the quantity of documents to be released. TAS staff time would also be required to prepare the request, read released documents and prepare a briefing. FOI requests are made public so there could be media interest in the fact that Islands Trust is requesting information in this manner.

**ATTACHMENT(S):** None

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**AVAILABLE OPTIONS:**

1. Receive for information.
2. Re-consider past Executive Committee and Islands Trust Council resolutions directing work on BC Ferries topics.
3. Provide direction to staff regarding ongoing or new advocacy work on this topic.

**FOLLOW-UP:**

1. Staff will continue to monitor media on this topic and distribute clippings.
  2. Staff will undertake further work as directed.
- 

**Date:** January 14, 2013

**Prepared By:** Clare Frater, Policy Analyst with assistance from Laura Stringer, Communications Specialist

**Reviewed By:** Lisa Gordon, Director, Trust Area Services

## 12 Recommendations

The original vision for the current price cap model was a light handed approach to regulatory oversight. Having looked at other regulatory approaches, including more heavy handed versions, it is our view that the light handed approach is in the best interests of all three stakeholders and should be retained if any changes are going to be made to the Coastal Ferry Act. The light handed model is the most cost effective approach and is intended to give the company considerable latitude to manage the business as efficiently and effectively as possible. Price caps provide a considerable amount of freedom to adjust prices up or down within defined limits without prior regulator approval. The fact that ancillary revenue was not regulated was intentional, and permits freedom to be innovative and entrepreneurial. That responsibility resides with the management and board of directors. Collective agreements are not and should not be subject to oversight by the regulator. A more heavy handed approach would see the regulator involved in many of these matters, including for example, the setting of all individual fares, on all routes and for all segments or types of ferry users.

The regulators in “heavy handed” models tend to be relatively large, and resource heavy. Decisions can be slow coming, and the process of seeking approvals can restrict the ability of the company to be nimble, to seize opportunities or respond to challenges. The Commission is presently composed of two individuals, a Commissioner and a Deputy Commissioner, both appointed with an expectation of a 1/3 FTE time commitment and with an annual budget of \$0.5 million. There is provision in the Act for a second Deputy Commissioner which to date has never been filled. It is, by design, a very low cost regulatory model. If the result of this review is additional responsibilities for the Commission, it will likely necessitate some additional resources, but the goal of light handedness should not be lost.

As the authors of this review, the two Commissioners realize the possibility of a regulatory bias. Having a regulator conduct this kind of review creates a risk of “regulatory enthusiasm” where the solution to every problem could default to more regulation and more authority for the regulator. We felt it was necessary to be up front about this risk, and to be vigilant in the development of recommendations. We in fact make several recommendations which would give the regulator additional authority to hold the operator more accountable. These changes are intended to impose only the level of regulatory oversight necessary to protect the interests of the ferry users and the taxpayers, and preserve an appropriate balance with the need for a financially sustainable ferry operator.

This section summarizes the recommendations of the Commissioner’s review. The recommendations are listed in the order in which they appear in Sections 8-11. In addition, a number of other recommendations are listed which are administrative in nature.

### Recommendations from Sections 8-11:

#### Principles

1. The primary responsibility of the Commissioner should be to protect the interests of ferry users and the taxpayer. The term “ferry user” should be interpreted broadly, to include ferry customers, their families, ferry-dependent communities and businesses which depend on ferry services to be affordable and reliable.
2. The secondary responsibility of the Commissioner is to protect the ongoing financial sustainability of the ferry operator by encouraging the ferry operator to:
  - a) operate efficiently;
  - b) take a commercial approach;
  - c) be innovative; and
  - d) minimize its operating expenses.
3. The Commissioner should also have the authority to determine the respective interests of the ferry users, the taxpayers and the ferry operator and how best to balance those interests.

4. The principle of elimination of cross subsidization from the major routes to other routes should be removed from the Act. Future price caps should be set at one level for all routes or all route groups as may be established by the Commissioner.
5. The principle of a greater reliance on a user pay system should be removed from the Act.

#### **Affordability**

6. The Province should work collaboratively with BC Ferries to develop a long-term vision of coastal ferry services in BC. A draft discussion paper should go out for public consultation. The resulting vision should be formally adopted by the Province and provide the basis for the long-term capital plan of the ferry operator. Ideally the vision would be in place before major capital decisions are made regarding PT4.
7. The Act should explicitly require that the Commissioner must approve the long-term capital plan and any modifications thereto and that the Commissioner's approval be based on a determination that the capital plans are compliant with the long-term vision and its guiding principles.
8. The Act should require that all major capital investments (i.e. new vessels and mid-life upgrades, and terminal upgrades above a threshold determined by the Commission) should be approved by the Commissioner based on a determination that such investments are reasonable, prudent and consistent with the long-term capital plan.
9. The Province should make provision for some improvements to capacity utilization within defined parameters. Subject to those parameters, the Commissioner should be given authority to approve specific changes to service levels, based on a consideration of the interests of ferry users, the taxpayer and the financial sustainability of the ferry operator.
10. The Province should empower the Commissioner to approve additional services which have been approved by the BC Ferries board, if the Commissioner is satisfied that adding a new route is in the interests of ferry users, the taxpayers and the ferry operator and can be accomplished without creating an expectation for additional subsidies.
11. The Province should consider an increase in subsidies together with other initiatives to hold price cap increases to the rate of inflation for the balance of PT3.
12. The Act should explicitly authorize the Commissioner to establish fuel deferral accounts and to have discretion to set terms and conditions for their use.
13. The Province should consider extending its policy of absorbing at least a portion of both fuel surcharges and rebates on northern routes to all routes for the balance of PT3.
14. The Act should empower the Commissioner to authorize a municipal or regional government to "buy down" ferry fares on routes to and/or from their communities, to set whatever conditions are considered appropriate, to provide oversight on the arrangement, and to make orders as necessary to ensure that all funds contributed by a local government are used for the exclusive benefit of the intended routes.
15. A high priority should be placed on upgrading BC Ferries' traffic forecasting capabilities, including upgrades to the reservation and point of sale systems.
16. In determining the final price cap decision, the Commissioner should have the option to consider:
  - a) adjusting the price cap;
  - b) ordering a change to service levels on specified routes with whatever terms and conditions the Commissioner considers appropriate;
  - c) ordering a reconsideration of upcoming capital projects; or
  - d) any combination of a) through c).

17. The Commissioner should be provided with additional options for dealing with an extraordinary situation, including the ability to order a temporary reduction to service levels, or a temporary delay to capital projects, without compromising safety or operational reliability. As well, extraordinary decisions by the Commissioner should be able to be reversed or modified if the extraordinary circumstances change, or no longer exist.

### **Financial Sustainability**

18. The section of the Act which prescribes a pre-tax return on equity as the basis for determining price caps should be amended to direct the Commissioner to set targets for equity levels and cash flows sufficient to meet debt requirements to allow the company to maintain its current rating for long-term bonds.
19. Municipal and regional governments should be empowered to pass resolutions requesting the Commissioner to establish a marketing surcharge on ferry routes which lie within their boundaries, for purposes of promoting destination marketing which is reasonably likely to increase ferry ridership. The surcharge would be collected by BC Ferries and remitted to a designated regional tourism entity. Surcharges would only apply to specified routes, and the proceeds would need to be used entirely for the benefit of the community which pays for them. The Commissioner should be authorized to set conditions on use of the surcharge, and to limit the time periods that a surcharge will remain in effect.
20. The Act should be explicit that the Commissioner be expected to encourage the ferry operator to generate new ancillary revenue, if doing so is considered to be in the interests of ferry users and taxpayers.

### **Accountability**

21. The Act should be more explicit that the Commissioner may issue an order which requires the ferry operator to:
  - a) prepare a plan,
  - b) review a policy,
  - c) undertake a public consultation, or
  - d) cause information to be made public.
22. The Commissioner should be authorized to approve or reject a plan or a policy which has been submitted, but should not be authorized to impose an alternative plan or policy created by the Commissioner.
23. The Act should explicitly authorize the Commissioner to conduct routine performance audits on an on-going basis as deemed necessary and in the interests of ferry users and taxpayers.
24. Ferry Advisory Committees should be appointed by the Commissioner and remain advisory. The terms of reference, structure of and appointments to the Committees should be at the discretion of the Commissioner, with the intention of ensuring that each committee includes people with a range of perspectives on the various users of the system, including a resident, a commuter, a tourism operator, a commercial operator and a local government official.

### **Other Recommendations Related to Administrative Matters:**

25. Section 26(1) of the Act should be repealed or amended to restrict its application to Part 2 of the Act.
26. Section 35 of the Act should be amended to create a public body known as the British Columbia Ferry Commission.
27. Section 38 should provide that the Commissioner may authorize the establishment of route groups for purposes of reviewing and monitoring performance of the ferry operator.

28. Section 41.3(c)(i) should be amended to add “and prudent” after “reasonable”.
29. Section 41.3(d) should be amended to give the Commissioner discretion to use replacement costs if the Commissioner considers it to be advisable.
30. Section 53(1) should be amended to require the Commissioner to make a report to the Lieutenant Governor within five months after the end of each fiscal year.
31. Section 59 should be amended to provide that the commissioner’s budget for the fiscal year does not exceed for each quarter  $\frac{1}{20}$  of 1% of the previous year’s tariff revenue.

**TRUST PROGRAMS COMMITTEE REPORT**

To: Islands Trust Council

Updated: November 5, 2012

**WORK PROGRAM****COMMUNITY ECONOMIC SUSTAINABILITY**

- Develop proposal for Trust Council session in December 2013

**ENCOURAGE UNDERSTANDING AND VOLUNTARY STEWARDSHIP OF WATER RESOURCES**

- Contact water conservation groups for existing materials and initiatives

**CONTINUING ITEMS****INDICATOR PROGRAM**

- Finalize protected area indicator report and post to website
- Research further high-priority indicators, such as census and housing

**COMMUNITY STEWARDSHIP AWARDS**

- Deliver 2013 awards program (June 2013)

**LEGISLATIVE MONITORING**

- Monitor changes and report to Trust Council

**VACANT CROWN LAND PROFILES**

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

Lisa Gordon  
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**Chair**