Islands Trust Council
Decision and Information Items Agenda

Date: Wednesday, September 16 - Thursday, September 17, 2015

Location: Cates Hill Chapel Hall
661 Carter Road
Bowen Island

		Pages
1.	GENERAL	
1.1	Resolutions Without Meeting - TC-RWM-2015-003 and TC-RWM-2015-004	5 - 6
1.2	June 2015 Trust Council Meeting Draft Minutes - Adoption by General Consent	7 - 26
1.3	Trust Council Follow-Up Action List	27 - 28
2.	LOCAL PLANNING	
2.1	Director of Local Planning Services Report	29 - 30
2.2	Local Planning Committee Work Program Report - Decision	31 - 31
	That the Islands Trust Council approve the top priorities of the Local Planning Committee Work Program Report.	
2.3	Hornby Island Local Trust Area Development Approval Information Bylaw No. 161 - Decision	32 - 47
	1. That Trust Council Bylaw No. 161, cited as "Hornby Island Local Trust Committee Development Approval Information Bylaw No. 161, 2015". be read a First Time. 2. That Trust Council Bylaw No. 161, cited as "Hornby Island Local Trust Committee Development Approval Information Bylaw No. 161, 2015". be read a Second Time. 3. That Trust Council Bylaw No. 161, cited as "Hornby Island Local Trust Committee development Approval Information Bylaw No. 161, 2015". be read a Third Time.	
2.4	Riparian Areas Regulation Implementation Update - Briefing	48 - 50
3.	EXECUTIVE	
3.1	Chief Administrative Officer's Report	51 - 52
3.2	Executive Committee Work Program Report - Decision	53 - 53
	That the Islands Trust Council approve the top priorities of the Executive Committee Work Program Report.	
3.3	Continuous Learning Plan	54 - 57

3.4 Adaptation Strategy – Briefing 58 - 62

3.5 Protocol Agreement re Island Incorporation – Briefing 63 - 73

3.6 Select Committee – Review of Victoria Office Location - Decision

3.6.1 Ballot Selection to determine trustees appointed to Select Committee 74 - 74

3.6.2 RFD re Select Committee Terms of Reference and Budget - Decision 75 - 112

1. That the Islands Trust Council approve the Terms of Reference for a Select Committee for Review of Victoria Office Location, dated September 16, 2015 (NOTE: Attachments 3 and 4 of the Terms of Reference are to be approved or amended by Trust Council at a workshop on September 15, prior to consideration of the entire Terms of Reference).
2. That the Islands Trust Council appoint the following trustees (six names to be chosen by ballot at 9:00 a.m. on Wednesday September 16, from those trustees who expressed an interest prior to August 30, 2015) to the Select Committee for Review of Victoria Office Location.
3. That the Islands Trust Council appoint Policy Advisor Clare Frater and Regional Planning Manager Robert Kojima as staff representatives to the Select Committee for Review of Victoria Office Location.
4. That the Islands Trust Council approve expenditure of up to $18,000 from the contingency budget line currently allocated for office moves, to fund the operations of the Select Committee for Review of Victoria Office Location, for the balance of the 2015/16 Fiscal Year.

3.7 Strategic Plan 2014-2018 - Decision 113 - 315

Adopt the Goals, Objectives and Strategies identified in the document entitled "Islands Trust Strategic Plan for 2014-2018”(or as amended);
Endorse the activities, phases and success measures identified for the remainder of the 2015/16 fiscal year in the document entitled “Islands Trust Council Strategic Plan for 2014-2018”(or as amended); and
Request the Financial Planning Committee and staff to use the proposed activities for the 2016/17 fiscal year in the Islands Trust Council Strategic Plan for 2014-2018 (or as amended) as a basis for developing a proposed budget for the 2016/17 fiscal year.

4. ORGANIZATIONAL/FINANCE

4.1 Director of Administrative Services Report 316 - 316

4.2 Financial Planning Committee Work Program Report - Decision 317 - 317

That the Islands Trust Council approve the top priorities of the Financial Planning Committee Work Program Report.

4.3 10 year Budget History - Briefing 318 - 334

4.4 Statement of Financial Information - Briefing 335 - 337

4.5 Budget Assumptions and Principles - Briefing 338 - 346

5. TRUST AREA SERVICES

5.1 Director of Trust Area Services Report 347 - 347

5.2 Trust Programs Committee Work Program Report - Decision 348 - 348

That the Islands Trust Council approve the top priorities of the Trust Programs Committee Work Program Report.

5.3 Legislative Monitoring - Briefing 349 - 373

5.4 Trust Fund Board Report 374 - 375

5.5 CDFCP Conservation Strategy - Briefing 376 - 404

5.6 NAPTEP Letter of Understanding with Bowen Island Municipality – Decision (Session 4) 405 - 412

That the Islands Trust Council endorses the draft letter of understanding with Bowen Island Municipality dated August 26, 2015 (or as amended on a later date).

5.7 Bylaw 162 re NAPTEP expansion to Bowen Island - Decision 413 - 415

1. That Islands Trust Council Bylaw No. 162, cited as "Islands Trust Council Designation of Natural Area Protection Tax Exemption Areas Bylaw No. 162, 2015," be read a first time.
2. That Islands Trust Council Bylaw No. 162, cited as "Islands Trust Council Designation of Natural Area Protection Tax Exemption Areas Bylaw No. 162, 2015," be read a second time.
3. That Islands Trust Council Bylaw No. 162, cited as "Islands Trust Council Designation of Natural Area Protection Tax Exemption Areas Bylaw No. 162, 2015," be read a third time.

5.8 Trust Fund Board 2014-15 Audited Financial Statement 416 - 432

6. CORRESPONDENCE

6.1 Rita Archer re Opposition to Head Office Study 433 - 433

6.2 Oliver Brandes re POLIS Project on Ecological Governance 434 - 435

6.3 Peter Johnston re suggestion re use of past trustees 436 - 436

6.4 Association for Denman Island Marine Stewards re marine environment 437 - 437

7. SUMMARY/UPDATES

7.1 Trustee Updates

7.1.1 BC Ferries (A. Morse)

7.1.2 First Nations

7.1.3 Gulf Islands National Park Reserve Advisory Committee (D. Masselink)

7.1.4 Watershed Protection Report for Salt Spring Island Local Trust Committee (G. Grams)

7.1.5 Howe Sound Community Forum

7.2 Priorities Chart - General Consent 438 - 438

7.3 Proposed December 2015 Trust Council Agenda Program - Information 439 - 439

7.4 2016 Trust Council Meeting Schedule – Decision 440 - 440

7.5 Disposition of Delegations and Town Hall Requests - General Consent

8. NEW BUSINESS

8.1 Advocacy to Amend the Islands Trust Act – Decision 441 - 443

1. That the Islands Trust Council supports in principal amending the Islands Trust Act to add "First Nations" to the list of those with whom we work "in co-operation."
2. That the Islands Trust Council request the Executive Committee to consider asking the Minister of Community Sport and Cultural Development to make this amendment, at an appropriate time with respect to available resources and the potential for the amendment to be achieved.

8.2 Advocacy about Canada's role in UN Climate Change Conference (COP 21) - Decision 444 - 445

That the Islands Trust Council requests the Chair to write to the newly elected Prime Minister of Canada urging Canada to take a constructive role at the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 21) in Paris and make whatever commitments are required to achieve a legally binding agreement that will keep global warming to below 2°Celsius.

9. NEXT MEETING - December 8-10, 2015, Salt Spring Island

10. ADJOURNMENT

ISLANDS TRUST COUNCIL
RESOLUTION WITHOUT MEETING MINUTES

RESOLUTION WITHOUT MEETING NO. TC-RWM-2015-003

It was Moved by Trustee Susan Morrison and Seconded by Trustee George Grams:
"That Islands Trust Council Bylaw No. 158, cited as "Revenue Anticipation Borrowing Bylaw, 2015 - 2016" be adopted.

TRUSTEES CONTACTED	DATE VOTE RECEIVED	VOTE
Susan Morrison	July 28, 2015	In Favour
George Grams	July 28, 2015	In Favour
Kate-Louise Stamford	July 28, 2015	In Favour
Sue Ellen Fast	July 28, 2015	In Favour
Brian Crumblehulme	July 28, 2015	In Favour
Heather Nicholas	July 28, 2015	In Favour
Sandy Pottle	July 28, 2015	In Favour
Paul Brent	July 28, 2015	In Favour
Laura Busheikin	July 28, 2015	In Favour
David Critchley	July 28, 2015	In Favour
Peter Grove	July 28, 2015	In Favour
Alison Morse	July 28, 2015	In Favour
George Harris	July 28, 2015	In Favour
Peter Luckham	July 28, 2015	In Favour
Bruce McConchie	July 29, 2015	In Favour
Wendy Scholefield	July 29, 2015	In Favour
Tony Law	July 29, 2015	In Favour
Jeanine Dodds	July 29, 2015	In Favour
Melanie Mamoser	July 29, 2015	In Favour
Lee Middleton	July 31, 2015	In Favour
Timothy Peterson	July 31, 2015	In Favour
Dianne Barber	July 31, 2015	In Favour
Dan Rogers	August 4, 2015	In Favour
Ken Hunter	August 4, 2015	Opposed

TRUSTEES VOTE NOT AVAILABLE
Alex Allen
Derek Masselink

FINAL VOTE COUNT

23 IN FAVOUR
1 OPPOSED
CARRIED

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE *ISLANDS TRUST ACT* ON AUGUST 4, 2015.

CHAIR'S SIGNATURE

RECORDER'S SIGNATURE

ISLANDS TRUST COUNCIL
RESOLUTION WITHOUT MEETING MINUTES

RESOLUTION WITHOUT MEETING NO. TC-RWM-2015-004

It was Moved by Trustee Susan Morrison and Seconded by Trustee George Grams:
"That Islands Trust Council Bylaw No. 159, cited as "Islands Trust Financial Plan Bylaw, 2015/2016" be adopted.

TRUSTEES CONTACTED	DATE VOTE RECEIVED	VOTE
Susan Morrison	July 28, 2015	In Favour
George Grams	July 28, 2015	In Favour
Kate-Louise Stamford	July 28, 2015	In Favour
Sue Ellen Fast	July 28, 2015	In Favour
Brian Crumblehulme	July 28, 2015	In Favour
Heather Nicholas	July 28, 2015	In Favour
Sandy Pottle	July 28, 2015	In Favour
Paul Brent	July 28, 2015	In Favour
Laura Busheikin	July 28, 2015	In Favour
David Critchley	July 28, 2015	In Favour
Peter Grove	July 28, 2015	In Favour
Alison Morse	July 28, 2015	In Favour
George Harris	July 28, 2015	In Favour
Peter Luckham	July 28, 2015	In Favour
Bruce McConchie	July 29, 2015	In Favour
Wendy Scholefield	July 29, 2015	Opposed
Tony Law	July 29, 2015	In Favour
Jeanine Dodds	July 29, 2015	In Favour
Melanie Mamoser	July 29, 2015	In Favour
Lee Middleton	July 31, 2015	In Favour
Timothy Peterson	July 31, 2015	In Favour
Dianne Barber	July 31, 2015	In Favour
Dan Rogers	August 4, 2015	In Favour
Ken Hunter	August 4, 2015	In Favour

TRUSTEES VOTE NOT AVAILABLE
Alex Allen
Derek Masselink

FINAL VOTE COUNT

23 IN FAVOUR
1 OPPOSED
CARRIED

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE *ISLANDS TRUST ACT* ON AUGUST 4, 2015.

CHAIR'S SIGNATURE

RECORDER'S SIGNATURE

Islands Trust Council
Minutes of Quarterly Meeting
June 23-25, 2015
Galiano Island

Present:

Executive Committee:	Peter Luckham, Chair (Thetis) George Grams, Vice Chair (Salt Spring) Susan Morrison, Vice Chair (Lasqueti)
Local Trustees:	David Critchley, Denman Melanie Mamoser, Gabriola Heather Nicholas, Gabriola George Harris, Galiano Sandy Pottle, Galiano Dan Rogers, Gambier Kate Louise Stamford, Gambier Alex Allen, Hornby Tony Law, Hornby Tim Peterson, Lasqueti Brian Crumblehulme, Mayne Jeanine Dodds, Mayne Dianne Barber, North Pender Peter Grove, Salt Spring Paul Brent, Saturna Lee Middleton, Saturna Bruce McConchie, South Pender Wendy Scholefield, South Pender Ken Hunter, Thetis
Municipal Trustees:	Sue Ellen Fast, Bowen Alison Morse, Bowen
Regrets:	Laura Busheikin, Vice Chair (Denman) Derek Masselink, North Pender
Staff:	Linda Adams, Chief Administrative Officer Clare Frater, Policy Advisor (June 23, 2015) Lisa Gordon, Director, Trust Area Services David Marlor, Director, Local Planning Services Cindy Shelest, Director, Administrative Services Carmen Thiel, Corporate Secretary (Recorder)
Guests:	San Juan County Council: Bob Jarman, Chair and District 1 Rep. (San Juan) Rick Hughes, District 2 Rep. (Orcas) Jamie Stephens, District 3 Rep. (Lopez/Shaw)

DRAFT

TUESDAY, JUNE 23, 2015

Call to Order

The meeting was called to order at 12:30 pm. Chair Luckham acknowledged that the meeting was being held in traditional territory of the Coast Salish First Nations.

Twenty four Trustees were in attendance. Trustees absent: Laura Busheikin, Denman Island and Derek Masselink, North Pender Island

The Chair recognized the recent Distinguished Membership Award received by Linda Adams from the Local Government Management Association for individuals who have made an extraordinary contribution to the Association and its members.

Chair Luckham also recognized Linda Adams for her 25 years of service with Islands Trust and Marie Smith for her 20 years of service with Islands Trust.

BC FERRIES SESSION (1)

Michael Corrigan, BC Ferries (BCF) President and Chief Executive Officer and Deborah Marshall, Director, Media Relations, BCF were in attendance.

Mr. Corrigan gave a presentation on a number of topics including:

- an update on the current structure, safety record and history of BCF;
- observations on the 2014 service reductions;
- future fare changes and how ferry rates are currently set;
- BCF initiatives in the Islands Trust Area; and
- options for review in the Islands Trust – BCF Protocol Agreement.

Mr. Corrigan noted the need for BCF to do a better job of finding out the long term plans of island communities. He stated that Mark Collins would be responsible for Ferry Advisory Committees and would be the BCF point person for Islands Trust.

Trustee Harris presented a Gulf Islands Tour des Iles 2015 t-shirt to Michael Corrigan and explained the concept of the event, to celebrate and support the reconnection of the southern islands. He reviewed the number of people who participated in the four-day free shuttle service and other related events and hoped that BCF would join in supporting the event as a sponsor in future years.

A question period ensued and the following matters were discussed:

- the possibility of BCF participation in supplementary service for passenger-only vessels, ie - short run taxis;
- consideration of acceptable improvements in schedules with proposed new ferries;
- the need for an adequate sized replacement vessel when Queen of Cumberland goes for refit for four months;
- concern around replacement of aged vessels; BCF could achieve efficiencies by doing multi leg routes through smaller islands;
- appreciation for the prompt attention to Lasqueti Island foot passenger service and increased consultation;
- exploration of electric ferry technology such as in Scandinavia;
- whether BCF could change its policies to pay for one chaperone per school trip, morning and afternoon to accompany Gambier/Keats Island students to Langdale;
- with the proposed renewal of BCF Ferry Advisory Committee focus on community relations, could it be made easier to get critical factual information on ferry operations;
- have WebEx communication available for Fall Ferry Advisory Committee meetings;

- exploration of Federal Government subsidy or funding to BCF and the current differences between the west coast where the Federal Government classifies BCF as an intra provincial ferry service and the east coast marine Atlantic system which receives a general grant from the Federal Government.

The Chair thanked Michael Corrigan for the presentation and for answering questions.

Notice of New Items - The Chair noted the late correspondence items.

Trustees Harris and Pottle welcomed Islands Trust Council to Galiano Island and noted there were brochures on local sights and hike/bike trails. They stated that they were looking forward to meeting and welcoming the San Juan Island councillors and discussing the possibility of including the San Juan Islands in the Tour des Iles events.

STRATEGIC PLANNING (2)

Chief Administrative Officer Linda Adams introduced Allison Habkirk, Local Government Specialist and facilitator for the upcoming session. Ms. Habkirk polled trustees about what they wanted to accomplish in the session.

The meeting recessed at 2:42 pm and reconvened at 2:57 pm.

TC-2015-037
It was MOVED by Trustee Brent and SECONDED by Trustee Grove,
That Trust Council delay this process for one full quarter until September Trust Council.

Discussion ensued.

TC-2015-038
It was MOVED by Trustee Law and SECONDED by Trustee Morse,
That the motion be tabled until the business meeting (portion of the agenda).

CARRIED

Trustees were provided with an overview of the strategic planning process and desirable outcomes and the opportunity to identify the relative priority of their top ten objectives.

The meeting recessed at 4:49 pm.

WEDNESDAY, JUNE 24, 2015

The meeting reconvened at 8:30 am. Twenty four Trustees were in attendance. Trustees absent: Laura Busheikin, Denman Island and Derek Masselink, North Pender Island

CLOSED MEETING (3)

TC-2015-039
It was MOVED by Trustee Morrison and SECONDED by Trustee Grove,
That the Islands Trust Council meeting be closed to the public subject to Sections 90(1)(b), (c), (g) and (i) of the *Community Charter* in order to consider matters related to personal information about an identifiable individual who is being considered for an award or honour, labour relations or other employee relations, litigation and the receipt of advice subject to solicitor-client privilege.

CARRIED

The meeting closed to the public at 8:35 am and reopened to the public at 9:25 am.

Approval of Agenda

By general consent the agenda was approved with the addition of the following under Item 6. Correspondence and Item 8. New Business:

6.4 David and Laura Slik re Truth and Reconciliation Report
6.5 Vice-Chair Laura Busheikin re Sharing information on alternative dispute resolution
6.6 Chair Peter Luckham re UN Biosphere Reserve for the Salish Sea
6.7 Trustee George Harris re Tour des Iles
8.1 Mayne Island Conservancy Proposed Oil Spill Response Meeting

DECISION AND INFORMATION ITEMS (4)

1. GENERAL

1.1 Resolutions Without Meeting – TC-RWM-2015-001; TC-RWM-2015-002

Provided for information.

1.2 March 2015 Trust Council Meeting Draft Minutes – *Adoption by General Consent*

Trustee McConchie asked that his vote in opposition be noted under the motions in item 4.5 on pages 14 and 15.

By general consent the March 2015 Trust Council Meeting Minutes were adopted, as amended.

1.3 Trust Council Follow-Up Action List

There was a question about whether a report was done on the San Juan Marine workshop. Chair Luckham indicated that he will provide a summary on the workshop.

2. LOCAL PLANNING

2.1 Director of Local Planning Services Report

Trustee Stamford requested that when staff or Executive Committee members attend external events, a brief written report be prepared which can be sent on to constituents. She suggested that the Executive Committee provide suggestions on parameters of what would be relevant to Trustees and which would apply when Trustees attend events or conferences.

2.2 Local Planning Committee Priorities – Survey Results – Decision

TC-2015-040
It was MOVED by Trustee Brent and SECONDED by Trustee Allen,
That Trust Council assign the following top priorities to the Local Planning Committee:
1. Community Housing Needs
2. Shoreline/Marine Planning
3. Appropriate Economic Development

During discussion it was noted that marine planning seems to straddle Trust Programs Committee (TPC) and Local Planning Committee (LPC) business. It was pointed out that LPC directs planning work and TPC addresses advocacy and the two committees could work together on this.

The question on the motion was then called,

CARRIED

2.3 Local Planning Committee Work Program Report – Decision

TC-2015-041
It was MOVED by Trustee Brent and SECONDED by Trustee Nicholas,
That the Islands Trust Council approve the top priorities of the Local Planning Committee Work Program Report with wording as amended in previous motion.

CARRIED

2.4 Improving Relationships with First Nations – Decision

TC-2015-042
It was MOVED by Trustee Grams and SECONDED by Trustee Morrison,
1. That the Islands Trust Council confirm that it has a vision to have an enduring relationship with First Nations based on mutual trust, honour and goodwill and a mission to respect First Nations constitutional rights while carrying out the Object of the Islands Trust.

CARRIED

It was pointed out that First Nations are not noted in the Islands Trust Object and that Islands Trust could consider requesting a change to the *Islands Trust Act* to include them. Chair Luckham noted that this would be a New Business item.

TC-2015-043
It was MOVED by Trustee Morrison and SECONDED by Trustee Peterson,
2. That the Islands Trust Council allocate $50,000 in 2015-2016 to enable the vision of an enduring relationship with First Nations approximately as follows, subject to adjustment and on-going reports to the Executive Committee:
    1. $15,000 for research to clarify roles and jurisdictions to consult with First Nations;
    2. $10,000 for training and workshops at the local and council level, including honoraria and travel for First Nation participation;
    3. $10,000 to match UBCM Community to Community (C2C) funding for local meetings, including honoraria and travel for First Nation participation;
    4. $10,000 to design and populate a contact database for staff and trustee use based on the provincial consultative database; and
    5. $5,000 for additional staff and trustee travel and meeting costs related to above activities.

TC-2015-044
It was MOVED by Trustee Brent and SECONDED by Trustee Dodds,
That the motion be amended to change $50,000 to $25,000 in the first line and to strike 3, 4, and 5.

Trustees speaking in favour of the amending motion noted the need to first understand our role and strategy and consider staff resources. Several Trustees speaking against the motion stated that the original motion allows for flexibility and the ability to apply for grant funding.

The question on the motion was then called,

DEFEATED
Trustees Middleton, Hunter, Barber, Harris, McConchie, Brent, Dodds and Allen In Favour

The question on the original motion was then called,

CARRIED
Trustees Middleton, Hunter, McConchie, Brent and Allen Opposed

TC-2015-045
It was MOVED by Trustee Grams and SECONDED by Trustee Morrison,

3. That Islands Trust Council request Staff to develop business cases for the 2016-17 budget to include funding requests:
    1. to support the implementation of a First Nations speaker series;
    2. to support trustees undertaking proactive regular relationship building; and
    3. to undertake a structural interest-based process with First Nations.

It was indicated that the audience for speakers would be included in the business case and could just be Trust Council meetings, and possibly expanded to Local Trust Committee meetings, which the public would be welcome to attend.

Several Trustees spoke against the motion citing the reasons that it was premature to do a business case before learning has taken place and that Trust Council has not completed its strategic plan and therefore has not decided on the approach to take.

TC-2015-046
It was MOVED by Trustee McConchie and SECONDED by Trustee Morse,
that the motion be tabled.

CARRIED
Trustees Law, Luckham and Stamford Opposed

2.5 Bylaw Enforcement Report – Briefing

By general consent the report was received for information with a request to the Executive Committee that data be provided correlating island populations with open files.

3. EXECUTIVE

3.1 Chief Administrative Officer's Report

Provided for information.

3.2 Executive Committee Work Program Report – Decision

TC-2015-047
It was MOVED by Trustee Morrison and SECONDED by Trustee Hunter,
That the Islands Trust Council approve the top priorities of the Executive Committee Work Program Report.

The top priorities noted were: 1: Governance, Policy, Strategic Planning and Trust Council; 2. Communications, Advocacy, Policy Statement, Interagency and Public Relations; and 3. Organizational Improvements.

The question on the motion was put,

CARRIED

3.3 Islands Trust Adaptation Strategy – Decision

Chief Administrative Officer Linda Adams introduced the item and noted that the *Islands Trust Impact Analysis*, received by Council in March, identified possible scenarios for the Islands Trust to respond, in the event of a successful incorporation referendum on Salt Spring Island in June, 2016. She noted the tentative understanding that Islands Trust would have approximately three years to adapt to such a situation and that the Ministry of Community Sport and Cultural Development had provided funding for the Islands Trust to develop a more detailed 'adaptation strategy'. She also noted that the Islands

Trust Council had an existing agreement with the Ministry of Community, Sport and Cultural Development regarding municipal incorporations, which was in need of an update.

During discussion on the points that would be covered in an adaptation strategy and the links between an Island Municipality and Islands Trust, it was pointed out that the Letters Patent for an island municipality would supplement direction provided in the *Islands Trust Act*. It was also noted that a link to the Letters Patent for Bowen Island Municipality (BIM) is available on BIM's website.

TC-2015-048
It was MOVED by Trustee Grams and SECONDED by Trustee Grove,

1. That the Islands Trust Council request the Executive Committee, in consultation with the Financial Planning Committee, to oversee the development of an Islands Trust Adaptation Strategy, to be further developed and implemented in the event of the incorporation of Salt Spring Island.

During debate on the timing for preparation of an adaptation strategy, it was suggested that the public, and in particular people on Salt Spring Island, want more information as to what would happen to Islands Trust in the event of Salt Spring Island incorporation. It was indicated that an adaptation strategy could provide that.

The question on the motion was put,

CARRIED
Trustees Critchley, Middleton, Scholefield, Hunter, Brent, Allen and Mamoser Opposed

TC-2015-049
It was MOVED by Trustee Morrison and SECONDED by Trustee Grove,

2. That the Islands Trust Council add the development of an Islands Trust Adaptation Strategy to its draft Strategic Plan for 2014-18 and request the Islands Trust Executive Committee, the Financial Planning Committee and the management team to make the development of an Islands Trust Adaptation Strategy one of their top three priorities, until the Islands Trust Council has adopted a strategy.

CARRIED

During discussion on the decision making process about whether an incorporation referendum would take place on Salt Spring Island, it was confirmed that the Salt Spring Island Incorporation Study Committee would make a recommendation about a referendum to the Minister of Community, Sport and Cultural Development, who would then make the final decision as to whether a referendum should take place.

TC-2015-050
It was MOVED by Trustee Law and SECONDED by Trustee Nicholas,

3. That the Islands Trust Council add to its draft Strategic Plan the review of its existing agreement with the Ministry of Community Sport and Cultural Development re municipal incorporation, and request the Executive Committee to provide recommendations regarding potential amendments.

There was discussion on the motion.

TC-2015-051
It was MOVED by Trustee Peterson and SECONDED by Trustee Harris,
That the motion be amended to the effect "that Islands Trust Council request the Executive Committee to provide recommendations regarding potential amendments to the existing agreement with the Ministry of Community Sport and Cultural Development regarding municipal incorporation".

CARRIED

TC-2015-052
It was MOVED by Trustee Law and SECONDED by Trustee Nicholas,

That the Islands Trust Council add, to its draft Strategic Plan, the review of its existing agreement with the Ministry of Community Sport and Cultural Development re municipal incorporations, and request the Executive Committee to provide recommendations regarding potential amendments to the existing agreement with the Ministry of Community Sport and Cultural Development regarding municipal incorporations.

The question on the main motion as amended was put,

CARRIED

3.4 Islands Trust Head Office Location Study - Decision

Trustee McConchie summarized his Request for Decision and explained the recommendations, noting that the purpose is to have an objective look and valuation of where the Islands Trust's headquarters office should be located to best serve the Islands Trust and its constituents. He advised that this initiative is a result of discussion with fellow trustees and community members and that it coincides with the expiry of the Victoria office lease in September 2016. He also pointed out that part of the adaptation strategy might be applicable to address this issue.

It was agreed that consideration of this topic will resume at 2:30 pm under Decision and Information Items.

The meeting recessed at Noon and reconvened at 1:34 pm. The Chair welcomed guests and Trustees introduced themselves.

Community Stewardship Awards – Announcement of Recipients

Chair Luckham announced the recipients of the 2015 Community Stewardship Awards as follows:

Individual Category:
- Michael Dunn, Mayne Island
- Susan Yates, Gabriola Island
- Leigh Ann Milman, Gabriola Island

Organization Category:
- Saturna Island Marine Research and Education Society
- Island Futures Society

Special Award for Advocacy and First Nations Relationship Building:
- Protect Grace Islet Group

Enduring Achievement:
- Mayne Island Agricultural Society

DELEGATIONS AND TOWN HALL (5)

1. Stephen Foster re: Initiatives Underway in Howe Sound

Stephen Foster, Howe Sound Campaign Lead with David Suzuki Foundation presented a summary briefing of initiatives underway in Howe Sound. Topics included proposed industrial, commercial and residential projects in Howe Sound, the need for comprehensive land and marine planning, accomplishments of the Suzuki Foundation in Howe Sound, partnerships with First Nations and local forums and workshops. Mr. Foster stated that goals for the future are the creation of a State of the Sound initiative, compilation of a Howe Sound data inventory, designation of an information hub, and

increased monitoring and volunteer efforts. Trust Council was asked to support local trustees in the Howe Sound area and serve as a significant participant in initiatives to support the area.

2. Mayne Island Conservancy (MICS) re: Oil Spill Response Preparedness

MICS representatives Helen O'Brian and Malcolm Inglis spoke to the lack of oil spill response preparedness at the community level in the Salish Sea. They stated that the recently published government agency response time is 72 hours for a large spill and that Gulf Islanders would not want to standby for that length of time and do nothing. They pointed to the network in San Juan County (Islands' Oil Spill Association – IOSA) which provides communities with effective oil spill response training, coordinating responders, and maintaining equipment which is available around the clock. It was explained that MICS would like to plan and organize a workshop this Fall with IOSA, the public and local government representatives, to learn more about what IOSA does and how the Southern Gulf Island communities could start taking steps toward community based oil spill preparedness. Trust Council was asked to support this initiative at the local level to address the response gap.

3. Gary Coward re Mother Nature

Gary Coward talked about principles of colonization and First Nations land claims and stated that real reconciliation can take place when complete decolonization creates an attachment between indigenous and non-indigenous people. He suggested that the Islands Trust and First Nations are natural allies and outlined an action plan asking Trust Council to endorse the UN Declaration on the Rights of Indigenous Peoples and repudiate the Doctrine of Discovery and concept of terra nullius. Lastly, he recommended that the Truth and Reconciliation commission and all First Nations with interests in the Trust Area receive a record of the aforementioned Declaration endorsement and the Doctrine repudiation.

4. Ken Millard re: Object of the Trust

Ken Millard spoke about the "preserve and protect" Object of the Islands Trust and proposed that the Legislature didn't realize the importance of putting "environment" in it. He noted that the Object is meeting the needs of the present generation without compromising future generations. He explained the concept of the three nested dependencies model where the environment is the overarching element which includes society, which in turn includes the economy. He indicated that the growing movement today is that environment is the overarching concern and Islands Trust has supported the Blue Dot Movement and the Public Trust Doctrine. In closing, he referred to recent quotes from Pope Francis regarding climate change and consequences to the planet's eco systems.

5. Akasha Forest re: Changing Climate in the Gulf Islands

Akasha Forest indicated that in November 2014 the Supreme Court changed the way we do business on First Nations territories, ie. the Crown is required to consult with First Nations groups about proposed uses of land. She noted that climate change has physical, social and economic effects and that the global trends of a growing wealth gap and hard times for young families are not unique to our islands. She stated that forty years ago the Islands Trust was created which was in essence an ecologically balanced government. Ms. Forest advised that there are consequences to not paying attention to our economic footprint and that First Nations voices are not included. It was suggested that Islands Trust is the best organization to guide us through these challenging times and the following requests were made to Trust Council: 1. follow up on the twenty two actions from 2002 re: First Nations; 2. educate islanders on what the Trust means; and 3. community solar farms are coming to the Trust area and the Trust can be a leader in renewable energy - climate change requires visionary thinking.

6. Elizabeth Latta

Elizabeth Latta endorsed the mandate of the Islands Trust to preserve our natural environment. She stated that the most important thing we can do is use the unique opportunity with Islands Trust to help mitigate homo sapien destruction of the environment, including looking after flora and fauna, to make a difference.

7. Graham Brazier, Gulf Islands Alliance re: Preserving and Protecting the Marine Environment in the Salish Sea

Graham Brazier explained that Denman Island has commercial and industrial practices taking place on Denman beaches and, despite protests, nothing has stopped this harmful practice. He indicated that throughout Islands Trust's history it has focussed its attention on land use while in recent years industrial activity and construction on island beaches, increased tanker traffic, derelict vessels, house boats and other deep sea cargo vessels have posed increasing threats to our marine environment. Trust Council was urged to: 1. explore ways in which it can address marine issues more effectively; 2. establish a permanent committee to develop a comprehensive and coordinated approach to marine issues throughout the Trust Area, including the development of a bylaw template for local trust committees to consider; and 3. conduct a comprehensive study of the implications of a change in legislation to bring marine zoning under the authority of the Trust Council.

8. David Steen, Gulf Islands Alliance re: Strategic Planning

David Steen referred to a Dutch Court decision ordering reduction of greenhouse gases by 25% and stated that this is the public trust doctrine. Mr. Steen expressed Gulf Islands Alliance's concern that strategic planning can get so complicated that it affects delivery and gains and that preoccupation of a process can obscure the purpose. On behalf of Gulf Islands Alliance he asked that strategic planning be clear, robust, and with an eye on the Islands Trust mandate. Further, he asked that Islands Trust cut back on using strategic planning sessions to conjure up new Trust visions, consider other governance structures or bother too much to improve cooperation with other levels of government.

Town Hall

Tom Hennessy reported on the progress of the Galiano Green Affordable Home Ownership Project which intends to offer affordable housing using the simplest and best technologies with the least impact on the environment. He stated that the Galiano Green project addresses six of Trust Council's priorities and that this will be a model for affordable housing perhaps province wide.

Doug Latta stated that he is also involved in Galiano Green and noticed that there is a co-op and land trust on Denman Island. He asked for Islands Trust support for affordable housing and noted its importance for the health of people.

Michael Sketch recommended four matters for action by Trust Council. These included a revision to the Object of the Islands Trust, revision to Trust Council responsibilities to include the appointment of all senior officer employees, revision to the structure and emphasis of senior staff responsibilities, and provision for a published annual performance review of senior officer employees and Trust Council review of same.

Debbie Holmes, former Galiano Island Local Trustee, spoke in support of the work done by Galiano Trustees to uphold the mandate of the Islands Trust and recognized former Local Trustee Margaret Griffiths for her contributions to Galiano Island. A booklet written by Margaret Griffiths, entitled *The Story of Galiano Island – across thirty important years* was distributed.

Following the close of the Delegation and Town Hall session, the Chair called for any new business items. Trustee Tony Law suggested the addition of: 1. Request Amendment to *Islands Trust Act* to include First Nations in the Object; and Recognition of work being done by Islands Trust Policy Advisor. Trustee Critchley requested addition of: Enhancing Preservation of the Marine Environment – for presentation tomorrow.

TC-2015-053
It was MOVED by Trustee Grove and SECONDED by Trustee Nicholas,
That the following items be added to the agenda under New Business:

- Request Province to Amend Object of Islands Trust to include First Nations
- Recognition of work done by Islands Trust Policy Advisor
- Request for Referral re Marine Planning to Trust Programs Committee and Local Planning Committee.

CARRIED
Trustee Scholefield Opposed

The Chair asked whether Trust Council wished to continue with discussion of the Office Location or the Strategic Plan item.

TC-2015-054
It was MOVED by Trustee Dodds and SECONDED by Trustee Law,
That Trust Council discuss the Strategic Plan for the balance of today's agenda.

DEFEATED

3.4 Islands Trust Head Office Location Study – Decision – continued

TC-2015-055
It was MOVED by Trustee McConchie and SECONDED by Trustee Hunter,

1. That the Islands Trust Council approve the constitution of a Select Committee to Review Victoria Office Location to investigate and prepare a report for Trust Council deliberations on whether relocation of some or all of the Islands Trust Victoria office might better serve the interests of Trust Area constituents.

Points raised during discussion on the motion included timing of this initiative and whether it creates more uncertainty to put it off; concern regarding workload implications on top of other priorities; time management; timing related to the Salt Spring Island incorporation referendum; benefits to island communities to retain property tax dollars; staff satisfaction and retention; telecommuting and cutting down on office space; budget implications; whether a move of the Islands Trust office might better serve constituents; and the need to collaborate with other levels of government located in Victoria.

TC-2015-056
It was MOVED by Trustee Stamford and SECONDED by Trustee Dodds,
That the motion be amended to add at the end: "to begin after the Salt Spring Island referendum".

There was debate on the motion.

The question on the motion was put,

DEFEATED

The question on the main motion was put,

CARRIED
Trustees Mamoser, Stamford, Law, Pottle and Luckham Opposed

TC-2015-057
It was MOVED by Trustee McConchie and SECONDED by Trustee Grams,

2. That the Select Committee be comprised of both trustees and staff who will oversee an independent, unbiased and transparent process.

CARRIED

TC-2015-058
It was MOVED by Trustee McConchie and SECONDED by Trustee Grove,

3. That the Islands Trust Council direct staff, in consultation with Executive Committee or its trustee designate, to develop a Terms of Reference for the Select Committee for Trust Council's consideration at its September 2015 meeting;
4. That the Islands Trust Council request trustees to make expressions of interest to sit on the Select Committee by August 30th, 2015;
5. That the Islands Trust Council request the CAO to recommend two staff members to participate in the Select Committee, for Trust Council's consideration at its September 2015 meeting; and
6. That the Islands Trust Council reflect the work of a Select Committee to Review Office Location in its Strategic Plan for 2014-2018.

CARRIED

It was pointed out that the Executive Committee work program will need to be amended to recognize this new work item.

DIALOGUE WITH SAN JUAN COUNTY COUNCIL (6)

San Juan County Councillor Bob Jarman noted that there are similarities in obligations and responsibilities between San Juan County (SJC) and Islands Trust and reviewed some differences. He read out the SJC Vision statement, written in the 1990's and good to 2020, and stated that it helped SJC to do a critical ordinance shoreline masterplan. He indicated that SJC was the first to declare itself a 'leave no trace behind' area and continues to get that point across to tourists and residents. He observed that he sees that reflected on Galiano Island.

SJC Councillor Rick Hughes reviewed the SJC strategic planning process and commented on the following issues:

- Storm water has become a major issue;
- Encourages Islands Trust communities to pull together with other levels of government to achieve necessary and desirable actions;
- Economic development – is tourism based; local goods including those from breweries are packaged for sale within and outside the community;
- infrastructure – broadband connectivity (internet) can go to 100 MB per household over next 5 years;
- Affordable housing;
- Transportation without relying 100% on ferry system;
- How to support chambers of commerce;
- Dreams include: how to create free trade zone within the Gulf Islands for locally made products; direct flights between SJC and the Gulf Islands; and
- Passenger ferry service.

SJC Councillor Jamie Stephens outlined concerns about increased vessel traffic, including coal, and oil spills. He stated that he was not able to find a good map showing US and Canada shipping lanes so he created a map. He indicated that the biggest risks are from vessels running aground or colliding and the risk of oil spill. He noted that the only thing that has helped is oil transport by rail. Reference was made to a study on oil response capacity where a test spot was used and the findings were that within 72 hours if you mobilized all assets, you might be able to pick up 60% of a 2 million gallon spill. Within 10 hours oil dispersed to island shorelines. Recommendations of the study included:

- Ensuring that existing response system is capable of rapid large scale mobilization of response resources;
- Further enhancing capabilities by positioning free-oil recovery assets in a region and tailoring to local conditions - could be on US or Canadian side; the question arises as to who would fund and the Federal Governments of both countries would have to get together; and
- Pre-positioning emergency towing vessel in area.

It was confirmed that SJC wants to review and update the Trans Border Agreement between SJC and Islands Trust which was approved in 2007. Items of focus for SJC in such a review are:

- Cross border travel;
- Joint economic development;
- More communications; and
- Mutual Aid Agreement – re: vessel traffic and first response.

Mr. Stephens stated that they will go back and determine what changes they'd like to see to the agreement and send the draft to Chair Luckham in three to four weeks.

A discussion period ensued.

The meeting recessed at 5:17 pm.

THURSDAY, JUNE 25, 2015

The meeting reconvened at 8:00 am. Twenty four Trustees were in attendance. Trustees absent: Laura Busheikin, Denman Island and Derek Masselink, North Pender Island.

CHIEF ADMINISTRATIVE OFFICER HIRING SESSION (7)

Chair Peter Luckham noted that a Chief Administrative Officer (CAO) Hiring Committee had recently formed, consistent with Trust Council's policies, upon receipt of CAO Linda Adam's notice of her plans to retire in early 2016. CAO Linda Adams introduced Iris Colyn, Director, Business Consulting with the BC Public Service Agency (PSA), which will assist the CAO Hiring Committee during the hiring process.

Ms. Colyn gave a presentation on merit based hiring in the BC Public Service which included the following topics:

1. Using the PSA executive recruitment team for assistance in filling the CAO position at Islands Trust
2. Hiring framework based on the *Public Service Act*
3. Factors of merit and the principle of merit in hiring processes
4. Documentation and record keeping
5. Selection criteria
6. Assessment options
7. Interviews
8. Past work performance including reference checks
9. Feedback to candidates
10. Process of review of decisions
11. Executive Recruitment Services provided to the CAO Hiring Committee by PSA: role profile/description; posting/advertising; responding to incoming applications; conducting initial screening; scheduling interviews, reference checking; offer/regret letters; relocation process (if required) and on boarding/new employee orientation and signup documentation.

Trustees were invited to ask questions and to provide feedback to the CAO Hiring Committee in regards to the job description and the desired qualities of the next CAO. The following points were made in regards to the hiring process:

- PSA would make sure that any necessary recruitment ('head hunting') happens;
- advertising would be based on marketing plan in consultation with the CAO Hiring Committee;
- executive recruiters will meet with the CAO re job and job description;
- confirmation that the salary freeze for excluded staff positions is still in effect;
- the Hiring Committee is made up of the Chairs of Council Committees and the Executive Committee;
- Trustees have the opportunity to provide input to the Hiring Committee; and
- request that the final draft of the job description be circulated to all of Trust Council for comment.

In regards to the CAO job description, the following points were made:

- support for a statement in the job description regarding a comprehensive knowledge of local government and land use planning law;
- support for land use planning experience as a requirement;
- concern about multi facets of the position and the educational requirements of land use management or public administration but nothing about law degree as a possible option; suggestion to look at the management structure;
- more variety could be added to the education requirements;
- consider whether we are looking for people management skills or for specific skills such as planning;
- looking for someone to facilitate continuance of a well running organization;
- suggest some criteria around the main Object of the Islands Trust, i.e. a background in conservation; and
- consider how to broadly draw people with conservation interests.

The Chair thanked Iris Colyn for coming over to Galiano Island to meet with the Islands Trust Council.

CLOSED MEETING (8)

TC-2015-059
It was MOVED by Trustee Morrison and SECONDED by Trustee Fast,
That the Islands Trust Council meeting be closed to the public subject to Sections 90(1)(c),(g) and (i) of the *Community Charter* in order to consider matters related to:

- labour relations or other employee relations
- litigation affecting the Islands Trust, and
- receipt of advice that is subject to solicitor-client privilege;

that Chief Administrative Officer Linda Adams be invited to attend the entire meeting, and that other Islands Trust staff be invited to attend Parts 2 and 3 of the meeting.

CARRIED

The meeting closed to the public at 8:57 am and reconvened in open session at 9:11 am.

Rise and Report – It was reported that Trust Council received updates on litigation activity.

Chair Peter Luckham clarified that trustees should send notice of new agenda items to the Executive Committee well in advance of the Trust Council meeting, and that the Executive Committee solicited such items before each meeting. He noted that new business items raised at the meeting should only be those that are urgent, i.e. related to issues that have arisen since the agenda deadline and requiring resolution before the next Trust Council meeting.

STRATEGIC PLANNING (2) - continued

In regards to the earlier proposal to delay the Strategic Planning process by one quarter, Chief Administrative Officer Linda Adams reviewed the outline that the Executive Committee had adopted for

the Strategic Planning Process (2014-2018). She identified where Trust Council currently is on the adopted timeline. She noted that, at this stage, Trust Council approval is being sought for a list of potential objectives and strategies, but only for the purpose of undertaking public consultation over the summer. Once public consultation has taken place, Trust Council will have another opportunity to discuss and adopt its initial Strategic Plan in September, which will indicate the objectives, strategies and actions that are approved for the remainder of the current fiscal year. It would also adopt a tentative plan for the 2016/17 fiscal year, for the purposes of budget development. Then in December, when Trust Council looks at its draft budget and draft Strategic Plan, the budget can be tweaked according to cost and the Strategic Plan adjusted for those things that Trust Council decides not to fund. Trust Council's final adoption of a Strategic Plan for the 2016/17 fiscal year would take place in March 2016, concurrent with budget approval.

TC-2015-060
It was MOVED by Trustee Grove and SECONDED by Trustee Harris,
That the draft Strategic Plan include as an objective "to have a vision statement for Islands Trust" and remove the same from potential strategies.

CARRIED
Trustees Mamoser, Stamford, Allen, Law, Pottle, Fast, Luckham, Morrison, Morse, Scholefield and Rogers Opposed

Trustee Grove clarified that his motion referred to a vision would be for the overall Islands Trust area (community) which the organization would emulate.

Under the list of strategies Trustees were asked to identify any to delete, amend or tweak.

TC-2015-061
It was MOVED by Trustee Mamoser and SECONDED by Trustee Scholefield,
That objective 4. be changed to read: "Protect quality and quantity of water resources."

CARRIED

TC-2015-062
It was MOVED by Trustee Grams and SECONDED by Trustee Nicholas,
That Council alter the draft Strategic Plan table to include the words "Examples of" at the head of columns identifying Strategies and Activities.

CARRIED

TC-2015-063
It was MOVED by Trustee Rogers and SECONDED by Trustee Fast,
That the strategies be amended under 2. "2.4 To participate in the Howe Sound Forum".

During debate it was questioned how Trust Council could participate without amending the Forum participants. There was a suggestion that the wording should be included as an activity but not as a strategy.

The question on the motion was put,

DEFEATED
Trustees Stamford, Petersen, Crumblehulme, Luckham, Morrison, Grams, Fast, Scholefield, Rogers, Middleton and Critchley In Favour

TC-2015-064
It was MOVED by Trustee Harris and SECONDED by Trustee Allen,
That we include a strategy to work with San Juan County to have a coordinated oil spill response.

TC-2015-065
It was MOVED by Trustee Mamoser and SECONDED by Trustee Crumblehulme,
That the motion be amended to remove "to work with the San Juan County".

DEFEATED
Trustees Critchley, Middleton, Rogers, Barber, Nicholas, Fast, Law, Pottle, Crumblehulme, Allen, Stamford and Mamoser In Favour

The question on the main motion was put,

CARRIED
Trustees Crumblehulme and Stamford Opposed

TC-2015-066
It was MOVED by Trustee Grams and SECONDED by Trustee Nicholas,
1. That the Islands Trust Council approve the draft Islands Trust Strategic Planning Process – Potential Objectives, Strategies and Activities for 2014-2018, dated June 24, 2015 (Attachment 1 - as amended) for the purposes of soliciting public comment.

TC-2015-067
It was MOVED by Trustee Middleton and SECONDED by Trustee Brent,
that the motion be amended by adding additional wording as follows: "to prioritize a list of these objectives and strategies for endorsement at the September Trust Council meeting".

CARRIED
Trustees Fast and Crumblehulme Opposed

The question on the main motion, as amended, was put,

CARRIED

TC-2015-068
It was MOVED by Trustee Morse and SECONDED by Trustee Harris,
2. That the Islands Trust Council request the Executive Committee to facilitate public consultation regarding the draft Islands Trust Strategic Plan – Potential Objectives and Strategies as amended for 2014-2018 and forward all public input for the consideration of Council Advisory committees in August 2015 and Trust Council in September 2015.

CARRIED

TC-2015-069
It was MOVED by Trustee Grams and SECONDED by Trustee Morrison,
3. That the Islands Trust Council request the Executive Committee to consult with Local Trust Committees, Council Advisory committees, and the Trust Fund Board and to prepare recommendations regarding a strategic plan including more details regarding potential strategies, actions, timeframes, resource needs and performance measures related to each proposed objective, for the consideration of Trust Council in September 2015.

Chief Administrative Officer Linda Adams noted that the additional consultation with local trust committees, over the summer period, was not an original part of the process, so specific materials had not been prepared for that purpose. She indicated that local trust committees would therefore receive the same materials that were prepared for public consultation.

The question on the motion was put,

CARRIED

DECISION AND INFORMATION ITEMS (4) cont'd.

4. ORGANIZATIONAL/FINANCE

4.1 Director of Administrative Services Report

Received for information.

4.2 Financial Planning Committee Work Program Report – Decision

TC-2015-070
It was MOVED by Trustee Grove and SECONDED by Trustee Brent,
That the Islands Trust Council approve the top priorities of the Financial Planning Committee Work Program Report.

CARRIED

Top priorities were: First Draft of the 2016/17 budget and completing the 2014/15 year-end audit.

4.3 March 31, 2015 Audited Financial Statement and Report – Decision

It was noted that the auditors were complimentary about Director of Administrative Services and Finance staff work.

TC-2015-071
It was MOVED by Trustee Grove and SECONDED by Trustee Brent,
That the Islands Trust Council approve the audited financial statements of the Islands Trust including the Statement of Financial Position, the Statement of Operations, the Statement of Changes in Net Financial Assets and the Statement of Cash Flows, for the year ended March 31, 2015.

CARRIED

5. TRUST AREA SERVICES

5.1 Director of Trust Area Services Report

Received for information

5.2 Trust Programs Committee Work Program Report

TC-2015-072
It was MOVED by Trustee Crumblehulme and SECONDED by Trustee McConchie,
That the Islands Trust Council approve the top priorities of the Trust Programs Committee Work Program Report.

CARRIED

Top priorities were: Amend Crown Land cooperation agreements, Community Stewardship Awards and Islands Trust Policy Statement.

5.3 2014-2015 Annual Report – Decision

Trustee McConchie noted that amendments from South Pender are not reflected in the report and it is minuted so they can be sent to the Director of Trust Area Services. It was also noted that there are typos on page 19.

TC-2015-073
It was MOVED by Trustee Morrison and SECONDED by Trustee Grove,
That the Islands Trust Council approve the 2014-2015 Annual Report, as amended, for submission to the Minister of Community, Sport and Cultural Development.

CARRIED

5.4 Community Stewardship Awards – Briefing – done

Chair Luckham stated that Trust Council is very grateful for the work of these individuals and group recipients.

5.5 Trust Fund Board Report

Provided for information.

5.6 Natural Area Protection Tax Exemption Program (NAPTEP) Certificate, Achilles Property, Salt Spring Island SSI-NAP-2015.1 - Decision

TC-2015-074
It was MOVED by Trustee Morrison and SECONDED by Trustee Crumblehulme,
That the Islands Trust Council request the Secretary to issue a Natural Area Protection Tax Exemption Certificate for a portion of the land described as "PID 017-434-297, Lot 2, District Lot 39, North Salt Spring Island, Cowichan District, Plan VIP52771", subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.

CARRIED

It was noted that this is the twenty fourth NAPTEP agreement.

6. CORRESPONDENCE

By general consent the following were received for information:
6.1 Southern Gulf Islands Trustees Meeting
6.2 Woodfibre LNG re Submission of Comments
6.3 Megan Walker re Deer Management Plan
6.4 David and Laura Slik re Truth and Reconciliation Report
6.5 Vice-Chair Laura Busheikin re Sharing information on alternative dispute resolution
6.6 Chair Peter Luckham re UN Biosphere Reserve for the Salish Sea
6.7 Trustee George Harris re Tour des Iles

7. SUMMARY/UPDATES

7.1 Trustee Updates

7.1.1 BC Ferries (A. Morse)

Trustee Morse indicated that we will find out the preliminary price cap by Sept. 30th. Chair Luckham pointed out that the Islands Trust is getting support from other local government Boards and Councils on the request to the Ministry of Transportation for funding to BC Ferries that would enable a 25% fare reduction.

7.1.2 First Nations

Trustee Morrison reported that the Lasqueti Island Local Trust Committee is working with the Qualicum First Nation Band office and the Chief is coming to Lasqueti Island in July. Trustee Dodds stated that Mayne Island held the first

Aboriginal Day and is having a Roundtable on the Truth and Reconciliation Report. Chair Luckham stated that Thetis Island representatives are visiting bat caves with Penelukut First Nation representatives.

7.1.3 Gulf Islands National Park Reserve Advisory Committee

Trustee Middleton noted that the committee met locally with parks staff.

7.1.4 Salt Spring Island Water Protection Authority (G. Grams)

Trustee Grams reported that within two weeks the Salt Spring Island Watershed Protection Authority will have the draft watershed management plan for St. Mary Lake and will then move on to other watersheds, tackling Cusheon Lake next. Trustee Grams stated that he will send a copy of the St. Mary Lake report to Trustees when in final format and expressed appreciation for the support of Trust Council.

7.1.5 Howe Sound Community Forum

Trustee Stamford stated that the Forum held a meeting on May 1st at which Chair Luckham did a presentation about Islands Trust and she did a presentation about the Trust Fund Board. She indicated that people are looking for leadership and Islands Trust is the logical group. It was noted that there was lots of interaction with First Nations groups and others at the meeting and several initiatives were discussed including a kayaking route in the area. Bowen Island was thanked for hosting the meeting and it was indicated that another meeting is planned for September.

7.2 Priorities Chart – General Consent

By general consent the Chart was received for information.

7.3 Proposed September 2015 Trust Council Agenda Program – Information

Chair Luckham asked that Trustees give the Executive Committee feedback on the September Trust Council meeting and that new business be submitted early in the agenda development process. Trustees indicated that they appreciated the time allocated to a facilitated strategic planning session and recommended that more time (e.g. three hours) be allotted for strategic planning at the next meeting.

7.4 Disposition of Delegations and Town Hall Requests – General Consent

By general consent the Chair was requested to write to delegations to thank them for coming and for their input.

8. NEW BUSINESS

8.1 Mayne Island Conservancy Proposed Oil Spill Response Meeting

TC-2015-075
It was MOVED by Trustee Crumblehulme and SECONDED by Trustee Dodds,
That Trust Council endorse the Mayne Island Conservancy's proposal to facilitate discussions with island trustees, regional districts and other authorities about the concept of community-led rapid-response to marine oil spills in the Southern Gulf Islands; authorize meeting expenses for trustee participation at one meeting; and ask Executive Committee to consider

supporting staff attendance at one meeting to listen, respond as necessary, and report back to the Executive Committee.

Trustee Crumblehulme noted that there would be an open invitation to Trustees to attend the meeting. Several Trustees expressed the hope that the knowledge and benefits of this meeting could be expanded to the northern and Howe Sound islands. There was discussion about the suggestion that the word southern be deleted from the motion and that Howe Sound be added. Trustee Crumblehulme clarified that funding for the meeting would come from the Mayne Island Conservancy. CAO Linda Adams noted Trust Council's adopted budget had not provided sufficient funding for ad hoc meetings, and questioned whether Trust Council wished to include a dollar amount in the motion, to indicate the degree to which it was willing to go over-budget.

The question on the motion was put,

CARRIED

9. ADJOURNMENT

The Chair noted that new business items which were not dealt with today, due to lack of time, may be brought forward either through a Resolution Without Meeting or to the next Trust Council Meeting.

TC-2015-076
It was MOVED by Trustee Brent and SECONDED by Trustee Morrison,
that the meeting adjourn at 10:45 am.

CARRIED

Next meeting: September 15-17, Bowen Island, BC.

_____
Peter Luckham, Chair, Islands Trust Council

CERTIFIED CORRECT

_____
Carmen Thiel, Recorder and Corporate Secretary

DRAFT

Islands Trust Council
Follow up Action List

Updated: Aug 25/15

Codes

TC	Trust Council	**TFB**	Trust Fund Board
EC	Executive Committee	**LTC**	Local Trust Committees
FPC	Financial Planning Committee	**LPS**	Local Planning Services Unit
TPC	Trust Programs Committee	( )	Staff Member Lead for Action Required
LPC	Local Planning Committee		

LA–Linda Adams; LG–Lisa Gordon; DM–David Marlor; CS-Cindy Shelest; CF–Clare Frater; MS–Marie Smith; JE–Jennifer Eliason; CT-Carmen Thiel; JC – Jas Chonk

MEETING/Item * Next TC Agenda ▲ to Bowen Island Municipality	Action By/To	Target/ Status
Previous Meetings		
Riparian Areas Regulation (June 2010)		
* Status report to Council until completed	LPC (DM) to TC	September
NAPTEP Certificates - Issue subject to survey, covenant and baseline report	(LG/JE)	
NP-NAP 2014.1 (Philpot)		Pending
Communications Towers Process		
* Advise whether Council actions are necessary	LPC (DM) to TC	December
March 2015 Meeting		
Budget History		
* Prepare report regarding budget history 2004-2014	CS to TC	Done
Budget Bylaw 159		
Prepare RWM for 4th reading after ministerial approval	CT/JC	Done
Right to a Healthy Environment		
Advise EC re request for UBCM vote	LG	Done
Revenue Anticipation Borrowing Bylaw 158		
Prepare RWM for 4th reading after ministerial approval	CT/JC	Done
June 2015 Meeting		
March Meeting Minutes		
- sign, post and file	CT/JC	Done
Reports re Conference Attendance		
- Add to EC agenda - develop guidelines for reports to Council re training	LA	Done
LPC Priorities		
- Advise LPC of top priorities assigned	DM	Done
First Nations		
- Research to clarify roles and jurisdiction	DM	2015-16
- First Nations Training and workshops	LA/Mgmt	2015-16
- Advise LTCs re C2C funding mechanisms/opportunities	DM/MR	2015
- Design and populate FN contact database	DM	2015-16
- Develop business cases for 2016-17 budget	DM	Sept
Islands Trust Adaptation Strategy		
- Develop Islands Trust Adaptation Strategy	LA/Mgmt	2016

- Add Adaptation Strategy to Strategic Plan	LA	Done
- Add Adaptation Strategy to EC and FPC top priorities	LA/CS	Done
- Develop draft amendments to Agreement with MCSCD re municipal incorporation	LA	Done
Victoria Office Location Study		
- Create RFD and Terms of Reference for Select Committee for EC input	LA/CS	Done
- Invite trustees to make expression of interest to EC	LA	Done
- Recommend two staff to participate on Select Committee	LA	Done
- Add Victoria Office Location Study to Strategic Plan	LA	Done
Strategic Plan		
- Undertake public consultation re Strategic Plan and fwd to Council Committees	LA/LG	Done
- Add Strategic Plan to agendas for all Council Committees and LTCs	LA/Mgmt	Done
Audited Financial Statement and Report		
- Include in Annual Report	CS/LG	Done
- Post on website	CS	Sept
Annual Report		
- Finalize and circulate	LG/PH	Aug
Community Stewardship Awards		
- Advise all nominees	LG	Done
- News release	LG	Done
- Arrange for award distribution	LG	Sept
NAPTEP Certificate SSI-NAP-2015.1(Achilles)		
- Issue certificate subject to survey, covenant and baseline report	JE	Pending
Mayne Island Conservancy – Proposed Oil Spill Response Meeting		
- Ask EC to consider supporting staff attendance at one meeting	LG	Done
Follow-up Letters		
Acknowledge Delegates and Guests	(LG)	Done
Next Trust Council		
Jun 2015 Follow Up Action List to Trustees and staff (after EC review)	(LA/JC)	Done
Jun 2015 Council meeting decision highlights to website (after EC review)	(CT/JC)	Done
News Release and Agenda for Sept 2015 Council meeting	(JC)	Done
Invitations – Area MLA, Electoral Area Director, former trustees	(JC)	Done
Agenda Package - Review/Distribution to Trustees	(JC)	Sept
Post notice on community bulletin boards (on island of meeting only)	(JC)	Done

Director of Local Planning Services
FIRST QUARTER REPORT

Date: 20/08/2015

COMPLETED SINCE LAST REPORT *(needs to be a header that continues on subsequent pages)*	**PLANNED FOR NEXT QUARTER**
Executive Committee and Council • Attended Executive Committee meetings on July 15. • Attended June Trust Council meeting on Galiano Island • Drafted Project Charter for First Nations database	**Executive Committee and Council** • Attend Executive Committee meetings. • Attend September Trust Council meeting on Bowen Island • Manage RFP process for first nations database • Develop project charter research and clarify roles and jurisdictions to consult with First nation • Develop guidelines for Community to Community funding.
Local Planning Committee • Organised and attended meeting planned for Aug 20 2015. • Undertook follow-up action items for the Local Planning Committee with focus on community housing issues.	**Local Planning Committee** • Organise and attend meeting planned for November 2015 • Undertaking work on development of community housing project charter.
Management of Local Planning Services Unit • Local Planning Services Management Meetings with regional planning managers (RPMs) held on June 8 and Aug 26. • Attended the Northern Office on June 14, July 8, July 21 and July 30 • Attended the Salt Spring planning offices on June 16, July 7 and July 29 • Completed recruitment process for Regional Planning Manager positions in the Salt Spring Office and Northern Office. Salt Spring office in place, Northern Office to start on August 26 with orientation in Victoria. • Attended Canadian Institute of Planners Conference July 26 to July 30. • Took vacation July 2 and August 4 to 14.	**Management of Local Planning Services Unit** • Local Planning Services Management Meetings planned monthly. • Orientation of new regional planning manager – initial orientation Aug 26 to Aug28 in Victoria, ongoing after that in Northern Office. • Organise a Local Planning Services professional development day for September 2015. • Attend the Northern Office on regular basis. • Attended the Salt Spring planning offices on a regular basis. • Complete hiring process to fill two planning vacancies on Salt Spring and one administrative vacancy in the Northern Office.
Planning Support to Local Trust Committees • Worked with regional planning managers on providing planning services to local trust committees with a focus on establishing and beginning to implement objectives and priorities for the next year. • Continued to have presence on the Green Shores for Homes steering committee. • Continued to review and improve First Nations	**Planning Support to Local Trust Committees** • Organise a sea level rise workshop for planners in in 2015 to be facilitated by Capital Regional District staff. • Continue to have presence on the Green Shores for Homes steering committee. • Continue to review and improve First Nations engagement in bylaw processing with the Ministry of

engagement in bylaw processing with the Ministry of Community, Sport and Cultural Development. • Continued to work with Bylaw Enforcement Manager to complete staffing and work program alignment. Waiting on information from the Public Service Agency (PSA).	Community, Sport and Cultural Development.
Support for the CAO • Participated in management meeting on June 11, July 28 and Aug 18, • Participated in leadership meetings on July 28 and Aug 25.	**Support for the CAO** • Participate in management meetings • Participate in leadership meetings • Continue to work with Director of Trust Area Services on the implementation of the Time and Leave Management on-line system • Continue to work on revising the operations policy manual and incorporating local trust committee standing resolutions.
Grants Administration • Continued to look for grant opportunities and notified relevant parties • Maintained grants database (kept up to date). • Lasqueti Community Energy Project oversight	**Grants Administration** • Prepare and present draft Grant (& donations) policy changes to management in fall 2015. And local planning committee in November 2015. • Continue Lasqueti Community Energy Project oversight • Continue to maintain grants database (keep up to date) • Continue to look for grant opportunities and notify relevant parties. • Electronic and paper file maintenance. • C2C funding applications

LOCAL PLANNING COMMITTEE
WORK PROGRAM REPORT

To: Islands Trust Council

Date: September 20, 2015

WORK PROGRAM

1. COMMUNITY HOUSING NEEDS

Current – Establish a Project Charter.

Planned – To be determined by the Local Planning Committee.

2. SHORELINE MARINE PLANNING

Current – Establish a Project Charter.

Planned – To be determined by the Local Planning Committee.

3. APPROPRIATE ECONOMIC DEVELOPMENT

Current – Monitor to determine interests.

Planned – To be determined by the Local Planning Committee.

ON-GOING ITEMS

DEVELOPMENT APPROVAL INFORMATION MODEL BYLAW - Staff to draft amendments to Trust Council Policy 2.1 viii in order to develop a Development Approval Information Model Bylaw.

LETTER OF AGREEMENT WITH THE MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE – including discussion around access to water - Staff working with the MOTI to address the Letter of Agreement; next meeting planned for Spring 2015. LPC is monitoring progress.

OCP/LUB PROGRAM STATUS – LPC is monitoring progress and funding availability. Report and new format to be provided to the next Local Planning Committee meeting in May 2015.

DOMESTIC WIND POWER – Update report as required.

BLUE DOT CAMPAIGN – consideration of this proposal (added per resolution May 2015)

David Marlor
Designate Staff

Paul Brent
Chair

REQUEST FOR DECISION

To: Trust Council **For the Meeting of:**: September 2015

From: Rob Milne, Island Planner **Date:** July 28, 2015

SUBJECT: ISLANDS TRUST COUNCIL BYLAW NO. 161 – HORNBY ISLAND LOCALTRUST AREA DEVELOPMENT APPROVAL INFORMATION BYLAW

RECOMMENDATION:

1. **That Trust Council Bylaw No. 161, cited as "Hornby Island Local Trust Committee Development Approval Information Bylaw No. 161, 2015" be read a First Time.**
2. **That Trust Council Bylaw No. 161, cited as "Hornby Island Local Trust Committee Development Approval Information Bylaw No. 161, 2015" be read a Second Time.**
3. **That Trust Council Bylaw No. 161, cited as "Hornby Island Local Trust Committee development Approval Information Bylaw No. 161, 2015" be read a Third Time.**

CHIEF ADMINISTRATIVE OFFICER COMMENTS: Provincial legislation enables local governments to specify, by bylaw, the type of impact assessment information they require when property owners apply for certain types of land use changes. When local trust committees wish to have a bylaw for this purpose (known as a Development Approval Information Bylaw), the *Islands Trust Act* indicates that Trust Council is to adopt the bylaw. This procedure enables Trust Council to ensure that it has sufficient resources to support administration of the new process. The Hornby Island Local Trust Committee requests Trust Council to adopt a Development Approval Information bylaw that clarifies the information applicants must provide when applying for bylaw amendments, development permits and temporary use permits.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL

Adoption of a Development Approval Information Bylaw for the Hornby Island Local Trust Area will provide greater certainty for applicants and the LTC with respect to impact information obtained for applications subject to the bylaw. Staff would be authorized under the bylaw to exercise a degree of discretion in establishing the level of impact information required for each application and the adequacy of submitted professional reports.

FINANCIAL

Costs for providing information would be borne by applicants. Staff currently reviews reports as a routine part of application processing.

POLICY

Trust Council Policy 2.1.viii establishes procedures and a template for development approval information bylaws.

IMPLEMENTATION/COMMUNICATIONS

It is expected that some communications would be undertaken to inform professionals of the requirements associated with the bylaw. Staff also anticipates establishing criteria and guidelines for the exercise of discretion with respect to the reports required for each application, and the review and assessment of submitted reports.

BACKGROUND

The Hornby Island Local Trust Committee (LTC) has identified adoption of a Development Approval Information (DAI) Bylaw as a Top Priority item on its Work Program.

A DAI bylaw is the statutory mechanism allowing local governments to require applicants to provide information on the anticipated impact of a proposed activity or development. Traditional mechanisms for obtaining information from applicants - requirements written into DPA guidelines or *ad hoc* requests - are contrary to the legislation; the correct and sole means for a local government to obtain an impact assessment report is through authorization in a DAI bylaw.

The DAI bylaw would serve to provide a degree of certainty and consistency in the content and nature of the reports being provided by applicants. This would benefit staff and the LTC in assessing applications, while also reducing uncertainty for applicants, and reducing the likelihood that an application will be delayed through on-going requests for more information.

Section 920.01 of the *Local Government Act* permits, within an OCP, the specification of areas or circumstances within which development approval information can be required. The Hornby Island OCP includes these specification requirements for development permit areas, temporary use permit designations and the rezoning applications contemplated by the OCP. Section 920.1 requires the enactment of a bylaw to establish the procedures and policies of the local government as to what impact information is to be provided (a DAI bylaw) and specifies that information may only be required for a zoning amendment, a development permit application, or a temporary use permit application.

Section 29(3.1) of the *Islands Trust Act* establishes that despite the granting of other Part 26 powers to local trust committees, Trust Council must adopt any DAI Bylaw for a Local Trust Area. This means that while any one DAI bylaw is developed for an LTC and would only apply within that local trust area, it must be read and adopted by Trust Council.

The adoption of a DAI bylaw for Hornby has been recommended principally as a means to effectively implement development permit areas (DPA) for the protection of the natural environment, its ecosystems and the promotion of water conservation, which were established with the adoption of the current Hornby OCP and LUB in 2015. The draft bylaw has been reviewed by Islands Trust staff, and the following resolution was adopted by the LTC at the meeting of July 21, 2015:

HO-2015-035
It was MOVED and SECONDED,
that the Hornby Island Local Trust Committee:

- give notice to Trust Council that it intends to forward a Development Approval Information Bylaw for Trust Council's consideration at the regularly scheduled September 2015 Trust Council meeting for the purpose of allowing the Hornby Island Local Trust Committee to obtain information on the anticipated impacts of development permit, temporary use permit and zoning amendment applications; and
- direct staff to prepare a Request for Decision for submission to the Executive Committee.

CARRIED

REPORT(S)/DOCUMENT(S):

Attachment 1 - Hornby Island LTA Development Approval Information Bylaw No. 161
Attachment 2 - Policy 2.1.viii, Development Approval Information Bylaws

KEY ISSUE(S)/CONCEPT(S):

The draft DAI bylaw would take two approaches to provision of information for relevant applications:

1. For development permit applications where staff determines that impact information is required, the bylaw establishes that the applicant provide a report directly and lays out the content requirements of the reports for each type of DP (hazardous conditions, promotion of water conservation, natural environment and ecosystem protection).

2. For more complex and discretionary rezoning and TUP applications, the terms of reference procedure set out in Part IV would be used. This sets up a process, where the applicant provides a written Terms of Reference for the preparation of information on the impact of the activity or development that is the subject of the application. This terms of reference is reviewed by staff who must, within 10 days of receipt, advise the applicant if the submitted terms of reference are acceptable. If the terms of reference provide are deemed inadequate the applicant must provide additional information as directed.

   If the terms of reference are approved, then the applicant provides the impact information as set out in the scope of the terms of reference. It is anticipated that this procedure would be used for rezoning applications contemplating a significant increase in density and Temporary Use Permit applications that could have significant impacts.

RELEVANT POLICY:

Trust Council adopted Policy 2.1.viii in 1998 which describes the process for Trust Council to consider DAI bylaws proposed by local trust committees (attached). A sample bylaw was also prepared at that time. The substantive elements of the Trust Council policy include the following:

Each DAI bylaw may vary according to LTC needs;
- The criteria for Trust Council approval include financial, procedural and policy considerations;

- The LTC is responsible for initiating the creation of the bylaw;
- The purpose for the bylaw must be stated in the bylaw;
- The bylaw must be in the general form of the model bylaw;
- The assigned planner will prepare the substance of the bylaw;
- The LTC must give notice to Trust Council that it intends to forward a bylaw to it for adoption;
- Application for approval will be in the form of an RFD; Consideration by Trust Council will be at a regular quarterly meeting;
- The LTC may address Trust Council for a period not exceeding 5 minutes;
- If the bylaw is not approved it will be returned to the LTC with reasons;

Specifically, section E.4 of the policy establishes that the RFD include background materials addressing the following:

E.4.1: The number of properties and/or the size of the area to be affected by this bylaw:
The DAI bylaw would, upon adoption, apply to any property within the area subject to the Hornby Island Official Community plan upon submission of the relevant application.

E.4.2: An Assessment of Administrative Workload, cost recovery and enforcement implications using the following elements:

- Volume: the DAI bylaw would establish standards for reports to be received concurrently with a relevant application; it would not be expected to affect the volume of applications.
- Administrative Staff: none
- Planning Staff: assigned planner would determine whether a report is required and assess the consistency of the report with the DAI Bylaw requirements. This is not substantively different from the *ad hoc* process currently undertaken by planning staff.
- Management: costs of reports would be borne by the applicant, management is no more or less likely to become involved in an application than in the absence of a DAI Bylaw.
- Cost Recovery: costs of reports are borne by applicants, extraordinary costs may subject to cost recovery as with any other application.

Staff consider that the bylaw and the LTC's procedures are consistent with this policy.

DESIRED OUTCOME: that Trust Council gives three readings to Bylaw No. 161. As there must be at least one day between the third reading and the adoption of a bylaw, the proposed bylaw would be brought back to Trust Council for reconsideration and final adoption. As a Trust Council bylaw, no approval by Executive Committee is required.

RESPONSE OPTIONS

1. That Bylaw No. 161, cited as "Hornby Island Local Trust Area Development Approval Information Bylaw No. 161, 2015" be given First, Second and Third Readings.
2. That Bylaw No. 134, cited as "Hornby Island Local Trust Area Development Approval Information Bylaw No. 161, 2015" be brought back to Trust Council for reconsideration and final adoption at the earliest available date.

Alternatives: That draft Bylaw No. 161, "Hornby Island Local Trust Area Development Approval Information Bylaw No. 161, 2015" be returned to the Hornby

Island Local Trust Committee for changes, with reasons for the changes cited.

Prepared By: Rob Milne, Island Planner

Reviewed By/Date: David Marlor, DLPS/July 28, 2015
Linda Adams, CAO/July 28, 2015
Executive Committee/August 5, 2015

ISLANDS TRUST COUNCIL
BYLAW NO. 161

****

A bylaw to establish procedures and policies for requiring development approval information for the Hornby Island Local Trust Area

****

WHEREAS the Hornby Island Local Trust Committee, pursuant to s.920.01 of the *Local Government Act*, has specified in an official community plan areas and circumstances for which development approval information may be required;

The Islands Trust Council, pursuant to s.920.1 of the *Local Government Act* and s.29(3.1) of the *Islands Trust Act*, enacts as follows:

PART I TITLE

1. This Bylaw may be cited for all purposes as "Hornby Island Local Trust Committee Development Approval Information Bylaw No. 161, 2015".

PART II PURPOSE

2. The purpose of this bylaw is to allow the Local Trust Committee to obtain information on the anticipated impact of proposed activities or development on the community, and to provide a degree of certainty and consistency in the nature and content of reports required from applicants.

   Information Note- For the purposes of this bylaw only that information which is considered relevant to a particular application or the impacts of a proposed activity will be required, as determined through Part VI, “Terms of Reference” of this bylaw.

PART III APPLICATION OF BYLAW

3. The requirements of this Bylaw apply to:

   (a) applicants for amendments to a bylaw of the Hornby Island Local Trust Committee enacted under s.903 of the *Local Government Act*;

   (b) applicants for a development permit; and

   (c) applicants for a temporary use permit,

   if the activity or development that is the subject of the application is in an area specified for the provision of development approval information in Hornby Island Official Community Plan Bylaw No. 149 or is an activity or development for which development approval information is otherwise required by that Bylaw.

   Information Note- Notwithstanding the provisions of this bylaw, for those applications and activities which are subject to the requirements of the Riparian Areas Regulation, application information requirements will be as identified in the provisions of Development Permit Area (DPA) No. 6 - “Riparian Areas” of the Hornby Island Official Community Plan and Land Use Bylaws.

4. The requirements of this Bylaw do not apply to any application for an activity or development that is a reviewable project under the *Environmental Assessment Act*.

5. Where development approval information is to be provided, the information shall be provided by the applicant, at the applicant's cost, in the form of a report prepared by the appropriate professional as set out in this bylaw.

6. The official assigned from time to time to provide staff services to the Hornby Island Local Trust Committee is the official for the purposes of this Bylaw.

7. Within 30 days of receipt of an application, an official shall determine whether and to what extent development approval information will be required in accordance with this bylaw and shall communicate the requirement to the applicant in writing.

8. An official may determine that all or part of the required development approval information must be provided for each application pursuant to Part III.

9. An applicant may request reconsideration by the Local Trust Committee of a decision of an official under this Bylaw within 30 days of the date on which the decision is mailed, faxed or emailed to them.

10. A request for reconsideration must be delivered in writing to the Legislative Clerk and must set out the grounds on which the applicant considers the requirement is inappropriate and what, if any, requirement the applicant considers the Local Trust Committee ought to substitute.

11. The Legislative Clerk must place each request for reconsideration on the agenda of the next meeting of the Local Trust Committee following the date on which the request for reconsideration was delivered, provided the request is received at least 10 days prior to that meeting.

12. The Legislative Clerk must notify the applicant and any other person who the Legislative Clerk reasonably considers may be affected by the reconsideration, of the date of the meeting at which the reconsideration will occur.

13. At the meeting, the Local Trust Committee may either confirm the requirement or decision of the official or substitute its own requirement or decision.

PART V S. 920 (DEVELOPMENT PERMIT) APPLICATION REQUIREMENTS

14. For Development Permit applications specified in sections 15 and 16 of this bylaw, the applicant shall provide, as part of the development permit application, a report in the specified form.

15. For an application for a permit in respect of a development permit area designated under s. 919.1 (1)(a) and (i) of the *Local Government Act* for protection of the natural environment**,** its ecosystems and the promotion of water conservation the report shall contain the following information:

    (a) A site plan professionally prepared at an appropriate scale, based on a legal survey, delineating the proposed development and associated features, the development permit area boundary, existing buildings and structures, and significant natural features identified in the site inventory and conservation evaluation. Site profiles and cross sections demonstrating terrain conditions prior to disturbance and intended conditions post development, where development would occur on slopes exceeding 20% grade.

(b) A site inventory, providing information on existing, pre-development plant communities, marine, aquatic and terrestrial habitats, sensitive ecosystems, nesting trees, the presence of rare species and rare plant communities, current on-site and adjacent land uses, slope stability, erosional processes, hydrology and flood potential.

(c) A site background analysis that includes the following known information on the site:

- A check for observed species and ecosystems at risk;
- A description of the context of the site including the use of adjacent lands and proximity to protected areas;
- A check for the presence of raptor and heron nests;
- A check for the presence of fish-bearing water courses.

(d) A conservation evaluation to identify environmentally valuable features on or near the proposed development based on current best practices, such as the Resources Information Standards Committee Standards for Describing Terrestrial Ecosystems in the Field.

(e) A description of the proposed development detailing construction, cut and fill, blasting, road or driveway construction, vegetation clearing or trimming, alteration to hydrological systems, alterations affecting the marine foreshore, septic field installation, landscaping, or other land alteration during or after the development phase. The report should also identify alternative development options.

(f) An assessment of the nature and extent of the impact of the proposed development on the site, in particular anticipated impacts on identified environmentally valuable features, including but not limited to sensitive ecosystems, rare plant communities, rare species habitat, and site hydrology.

The assessment should identify impacts stemming from the construction phase, the intended long-term use of the site, and any cumulative impacts of development in the area.

(g) Recommended measures to limit, mitigate and manage the impacts of the proposed development on environmentally valuable features. The report should describe mitigation measures and their anticipated effectiveness in maintaining the health, form and function of environmentally valuable features, including any recommended monitoring requirements.

(h) Recommended actions to restore or enhance ecosystem functions or habitat that have been degraded prior to development or that would be impacted by the proposed development.

16. For an application for a permit within a development permit area designated under s. 919.1 (1)(b) of the *Local Government Act* for protection of development from **hazardous conditions**, the report shall contain the following information:

(a) A site survey including topographic features showing natural slope contours in 1 to 5 metre contour intervals, significant natural features, current and proposed buildings and structures, roads and driveways, proposed site grading and post development contours.

(b) An assessment of potential geotechnical hazards that may affect the subject site and neighbouring properties. This should include a summary of the method of hazard analysis and the level of field work.

(c) A description of the proposed development.

(d) An assessment of whether the proposed development would result in an accepted probability of a geotechnical hazard, accompanied by supporting rationale.

(e) Where an unacceptable level of hazard is identified, recommendations for measures to reduce hazards on the subject site and neighbouring properties.

17. Development Approval Information required in sections 15 and 16 must be prepared by a professional, with qualifications specified in the table below, except that the official may approve the involvement of a person having different qualifications if demonstrated, relevant, experience and qualifications are in the official's opinion suitable for the preparation of the information being provided in relation to a particular development permit application

TYPE OF INFORMATION	CONSULTING PROFESSIONAL
Sensitive Ecosystem	Registered Professional Biologist (R.P. Bio.)
Geological Hazard	Geotechnical Engineer (P. Eng.) or Professional Geoscientist (P. Geo.)

18. If the official is not satisfied that the impact information provided by the applicant is sufficient to comply with the requirements of the bylaw, either in scope, level of detail, accuracy or in any other respect, or does not address any particular information requirements that are identified in or arise from any applicable guidelines in an official community plan, the official may require the applicant to provide, at the applicant's expense, further information reasonably required to comply with the bylaw, but a requirement for further information may be imposed once only.

PART VI TERMS OF REFERENCE

19. Upon the request of an official and within the time specified in the request, an applicant for an activity or development described in Part III must provide to the official written Terms of Reference for the preparation of information on the impact of the activity or development that is the subject of the application.

20. To the extent that the proposed activity or development can reasonably be expected to have an appreciable impact on any of the following matters, the Terms of Reference must include those matters in the scope of the information that is to be prepared:

(a) the natural environment of the area affected including adjacent marine areas, surface drainage and groundwater, ecosystems and biological diversity, with particular emphasis on areas of unusual environmental sensitivity and any rare plant or animal species;

(b) local highways, ferry facilities including off-island parking areas, water supply and sewage disposal systems including wells and ground sewage absorption systems, fire protection systems, municipal solid waste disposal and recycling facilities, utilities, local parking facilities and any other affected public infrastructure;

(c) local and off-island school facilities; local, regional and provincial parks; hospitals and other health care services; local transportation services including public transit and water taxis;

(d) local and off-island commercial services and employment opportunities, but the question of market demand for the activity or development need not be dealt with when the application is for a development permit;

(e) agricultural and forestry lands, and agricultural and forestry uses in the vicinity of the development;

(f) cultural heritage resources including resources of historical, archaeological, paleontological or architectural significance whether on land or underwater; and

(g) aesthetic values including the appearance of the development from off the island and the effect of any artificial lighting proposed.

21. In addition to any matter listed in s.15 above, the applicant may include in the Terms of Reference any matter on which the applicant considers information ought to be provided to the Local Trust Committee to permit a full understanding of the impact of the proposed activity or development on the island community affected.

22. In the case of an application for a development permit or temporary use permit, the Terms of Reference must address any particular information requirements that are identified in or arise from any applicable guidelines in an official community plan, and in all cases must address any particular information requirements specified for such an application in any development application procedures bylaw of the Local Trust Committee.

23. In addition to any other requirements the Terms of Reference may require the person preparing the impact information to provide information on the relationship between the proposed activity or development and

(a) the object of the Islands Trust set out in the *Islands Trust Act*;

(b) the Islands Trust Policy Statement; and

(c) in the case of a proposed zoning amendment, the official community plan of the Local Trust Committee.

24. The Terms of Reference may specify that the impact information will be prepared by a person having professional expertise in the matters included in the Terms of Reference, and may include information specifying the identity, qualifications and experience of the person who the applicant proposes to engage to prepare the information.

25. The Terms of Reference must specify the date by which and the form and the number of copies in which the impact information will be provided.

26. Within 10 business days of receipt of the Terms of Reference the official must indicate in writing to the applicant that:

(a) the Terms of Reference submitted by the applicant are acceptable;

(b) the Terms of Reference submitted by the applicant are acceptable if additional matters specified by the official and within the scope of s.15 of this Bylaw are included;

(c) the Terms of Reference submitted by the applicant are acceptable if a person other than one who has been proposed by the applicant in the Terms of Reference, whose selection has been approved in writing by the official, prepares the impact information; or

(d) the Terms of Reference are unacceptable and must be replaced by the applicant.

27. For the purposes of s.26(b), when accepting Terms of Reference the official may advise the applicant of other projects proposed or under development in the area that may be affected by the applicant's proposed activity or development.

28. If the official does not provide advice pursuant to s.26 by the end of the tenth business day the official is deemed to have accepted the proposed Terms of Reference.

PART VII PREPARATION OF DEVELOPMENT APPROVAL INFORMATION

29. Upon receipt of notice accepting the Terms of Reference or where the Terms of Reference have been deemed to be accepted, the applicant must prepare the impact information in accordance with the accepted Terms of Reference and within the time specified in the Terms of Reference must provide it to the Local Trust Committee, at the applicant's expense.

30. For every matter within the scope of s.20 that is included in the Terms of Reference, the applicant must

    (a) identify relevant baseline information and document the nature of the resource or other matter on which the proposed activity or development may have an impact;

    (b) identify and describe the potential and likely impacts of the activity or development including any cumulative effects when combined with other projects proposed or under development;

    (c) evaluate the impacts in terms of their significance and the extent to which and how they might be mitigated; and

    (d) make recommendations as to conditions of approval that may be appropriate to ensure that undesirable impacts are minimized or avoided,

    all in accordance with generally accepted impact assessment methodology.

31. If Terms of Reference approved under s.26 specify professional expertise in the preparation of impact information, prior to authorizing the preparation of the information by any person the applicant must deliver to the official information specifying the identity, qualifications and experience of the person who the applicant proposes to engage to prepare the information, unless that information was included in the approved Terms of Reference.

32. Within 10 business days of receipt of the information, the official must advise the applicant whether the proposed person is acceptable, and if the person is not acceptable the official must advise the applicant in writing of the reason and may propose one or more alternative acceptable persons. If such advice is not provided by the end of the tenth business day, the official is deemed to have accepted the proposed person.

33. If the official is not satisfied that the impact information provided by the applicant is sufficient to comply with the Terms of Reference, either in scope, level of detail, accuracy or in any other respect, the official may require the applicant to provide, at the applicant's expense, further information reasonably required to comply with the Terms of Reference, but a requirement for further information may be imposed once only.

PART VIII INDEPENDENT REVIEW

34. If the official considers that the impact information provided by the applicant, or any portion of it, requires an independent review prior to being considered by the Local Trust Committee, the official may require the applicant to provide such a review of the information including the methodology used in its preparation.

35. The official may specify that the independent review be conducted by a member of the faculty of a university or college, a member of the Planning Institute of B.C., a member of the Architectural Institute of B.C., a member of the Association of Professional Engineers and Geoscientists of B.C., a Qualified Environmental Professional (QEP) or a Registered Professional Forester, and may specify terms of reference for the review.

36. The applicant must arrange for the independent review to be conducted and submitted in writing to the local trust committee, at the applicant's expense and within the time specified by the official.

PART IX PROPRIETARY RIGHTS IN INFORMATION

37. The information that is provided to the Local Trust Committee pursuant to this Bylaw is required by the Local Trust Committee in the exercise of its powers under the *Local Government Act* and the *Islands Trust Act*. Every report or other document provided to the Local Trust Committee pursuant to this Bylaw must accordingly contain an express grant of permission to the Local Trust Committee to use and reproduce the information contained in the report or other document for non-commercial purposes.

READ A FIRST TIME this	day of	, 2015.
READ A SECOND TIME this	day of	, 2015.
READ A THIRD TIME this	day of	, 2015.
ADOPTED this	day of	, 2015.

Chair

Secretary

2.1.viii Procedure

DEVELOPMENT APPROVALS INFORMATION BYLAWS

Trust Council: September 18, 1998

A: PURPOSE:

To describe a process for Islands Trust Council to consider bylaws proposed by local trust committees for requiring Development Approvals Information in their local areas.

B: REFERENCES:

B.1. Sections 879.1 and 920.1 *Municipal Act*

B.2. Section 29(3.1) *Islands Trust Act*

B.3. Council Policy 2.2.i and 2.2.iii

C: BACKGROUND:

Under the provisions of the legislation, it is Islands Trust Council that must adopt a bylaw pertaining to a local area before a local trust committee can require development approval information. Each bylaw will vary depending on local circumstances and needs. This policy specifies the procedure for a local trust committee seeking Trust Council approval of a bylaw.

D: POLICY:

D.1. Legislative Requirements

D.1.1. Prior to enactment of a local bylaw establishing development approvals information areas or circumstances, a local trust committee must have a bylaw establishing policies and procedures for development approvals information applicable to the local area adopted by Trust Council.

D.1.2. A local trust committee cannot enact development approvals information requirements in the absence of a Trust Council bylaw.

D.2. Criteria for Approval

D.2.1. **Financial** Islands Trust Council will consider the impact of the proposed bylaw on:

- proven ability to accommodate the implementation of the bylaw in the regional planning team work program;
- existing administrative capacity; and
- anticipation of future budgetary needs.

D.2.2. **Procedural Certainty** Trust Council will review the bylaw in terms of administrative processes. A proforma bylaw has been prepared to assist local trust committees.

D.2.3. **Policy** Trust Council will ensure the proposed bylaw is consistent with:

- the local Official Community Plan; and
- the Policy Statement.

E: PROCEDURE:

E.1. Requirements

E.1.1. Local trust committees are responsible for the creation of development approvals information bylaws appropriate to their areas or circumstance for Islands Trust Council consideration.

E.1.2. The purpose for requiring the development approvals information must be clearly stated in the proposed bylaw.

E.1.3. The bylaw must be in the general form of the proforma attached to this policy.

E.1.4. Omission of any conditions specified in the proforma must be identified and the reason for them not being applicable defined.

E.1.5. The local area planner will prepare the substance of the bylaw and the appropriate planning secretary will assign the bylaw # and establish a Trust

Council bylaw folder according to procedures established for trust council bylaws by the Secretary.

E.2 Notice

E.2.1. Notice must be given to Trust Council by a resolution of the local trust committee that it intends to prepare a development approvals information bylaw for Trust Council's consideration at the next regularly scheduled meeting.

E.2.2. The Executive Committee may waive the requirement for notice in E.2.1. where the bylaw does not have broad application and there is some urgency to its passage.

E.2.3. Notice shall include the intent of the proposed regulation, the application of the bylaw in terms of area and/ or number of properties, and an assessment of its affect on the local trust committee and regional planning teams' work program.

E.3 Request for Decision

E.3.1. Application to Trust Council for approval of a local development approvals information bylaw will be made on the "request for decision" form in accordance with Policy 2.2.i Requests for Decision.

E.3.2. Any proposed development approvals information bylaw with the required background reports must be submitted to the Executive Committee for inclusion in the Trust Council binder package no later than 4 weeks prior to the date of the Trust Council quarterly meeting.

E.3.3. The Executive Committee will ensure all materials specified in this policy are included and may return the request for further information.

E.3.4. Trust Council will consider the bylaw in its regular quarterly business meeting.

E.3.5. The local trust committee submitting the application may address Trust Council for a period not to exceed 5 minutes in support of the application.

E.3.6. Bylaws not approved will be returned to the local trust committee with an explanation of the reasons for the decision.

E.3.7. A local trust committee may resubmit a request at a subsequent Trust Council meeting if it addresses the concerns that caused the application to be returned.

E.3.8. Amendments proposed for returned bylaws, if they address the concerns raised by Trust Council, may be considered by Resolution Without Meeting of Trust Council if the Executive Committee deems it necessary to proceed before the next regularly scheduled quarterly meeting.

E.4. Background Materials

E.4.1. A report identifying the number of properties and / or size of the area to be affected by this bylaw must be prepared by the local trust committee to be presented with the bylaw to Trust Council.

E.4.2. An assessment of administrative workload, cost recovery and enforcement implications must be prepared by the local trust committee for the consideration of Trust Council using the following elements:

- **Volume -** the scope of applicability for potential applications.
- **Administrative Staff** – extraordinary requirements for clerical processing.
- **Planning Staff** – extraordinary requirements for staff to review development approval information report and/or for reconsideration at the applicant's request.
- **Management** – extraordinary requirements for management to assess and prepare cost recovery arrangements for development approvals information requirements.
- **Cost Recovery** – extraordinary requirements can be (enabling fees bylaw in place) and would be covered under lost recovery arrangements.

F: ATTACHMENTS:

F.1. Proforma development approvals information bylaws.

BRIEFING

To: Trust Council **For the Meeting of:** September 2015

From: Local Planning Committee **Date:** July 28, 2015

SUBJECT: RIPARIAN AREAS REGULATION IMPLEMENTATION UPDATE

DESCRIPTION OF ISSUE: To update the Islands Trust Council, through the Local Planning Committee, on the status of implementation of the Riparian Areas Regulation (RAR) in the Islands Trust Area.

BACKGROUND: The Ministry of Forests, Lands and Natural Resource Operations, West Coast Region, Resource Stewardship Division, issued a letter dated July 20, 2011 to the Islands Trust confirming the verified and unverified watershed categories on all the major islands, with the exception of Gambier Local Trust Area.

On two islands (Lasqueti and Hornby) the Ministry has introduced a temporary category of "unverified" for several watersheds until such time as they are able to confirm whether these watersheds fall under the Riparian Areas Regulation. This designation has also been applied to Gambier.

Section 1 - Status of Local Trust Committee Bylaws
Local trust committees are in the process of reviewing their bylaws and assessing the options available to them to reach compliance with Section 12 of the *Fish Protection Act* (commonly referred to as being compliant with RAR).

The following chart indicates the status of compliance with the Riparian Areas Regulation.

Local Trust Area	Regulatory Bylaw No.	Comments	Compliance with RAR
Denman	OCP No. 185 LUB No. 186	Mapping complete. Bylaw amendments at 1st Reading.	In Progress
Executive (Winchelsea/Bellenas)	n/a	No streams as defined by the Riparian Areas Regulation identified. Further work may be required.	Unknown
Gabriola	**OCP No. 166 (Gabriola) LUB No. 177 (Gabriola)**	**Completed.**	**Yes**
	OCP No. 227 (Mudge) LUB No. 228 (Mudge)	No streams as defined by the Riparian Areas Regulation identified on Mudge Island. Further work may be required.	Unknown
	OCP No. 16	No streams as defined by the Riparian	Unknown

	(De Courcey) Zoning No. 44 (De Courcey)	Areas Regulation on De Courcey Island. Further work may be required.	
Galiano	**OCP No. 108** **LUB No. 127**	**Completed.**	**Yes**
Gambier	OCP No. 73 (Gambier) LUB No. 86 (Gambier)	Mapping completed. Bylaw development planned for 2015/16 fiscal year.	In Progress
	OCP No. 77 (Keats) LUB No. 78 (Keats)	Mapping completed. Bylaw development planned for 2015/16 fiscal year.	In Progress
	OCP No. 109 (Associated) LU No. 120 (Associated)	Mapping completed, except for Thromanby. Bylaw development planned for 2015/16 fiscal year. Mapping for Thormanby planned for late 2015.	In Progress
Hornby	OCP No. 104 LUB No. 86	Mapping complete. Bylaw at Third Reading.	In Progress
Lasqueti	OCP No. 77 LUB No. 78	Work underway to map RAR watersheds in 2015/16 fiscal	In Progress
Mayne	OCP No. 144 LUB No. 146	LTC halted work on RAR bylaw pending confirmation from FLNRO on inconsistent messaging.	No
North Pender	**OCP No. 171** **LUB No. 103**	**Completed.**	**Yes**
	OCP No. 147 (Associated) **LUB No. 148 (Associated)**	**Completed.**	**Yes**
Saturna	**OCP No. 70** **LUB No. 78**	**Completed.**	**Yes**
Salt Spring	**OCP No. 434 (Salt Spring)** **LUB No. 355 (Salt Spring)**	**Completed.**	**Yes**
	OCP No. 51 (Piers) LUB No. 373 (Piers)	No streams as defined by the Riparian Areas Regulation. May require further work.	Unknown
	CRD Zoning 103 (Prevost)	**Completed.**	**Yes**
	Zoning 123 (Secretary, Wallace, Outer Islands)	No streams as defined by the Riparian Areas Regulation. May require further work.	Unknown
South Pender	**OCP No. 91** **LUB No. 107**	**Completed.**	**Yes**
Thetis	OCP No. 50 (Thetis) LUB No. 56 (Thetis)	Bylaw under development.	In Progress
	OCP/LUB No. 42 (Valdes)	Unknown- no stream mapping undertaken	Unknown
	Zoning No. 13 (Ruxton)	Proposed Bylaw 94, new LUB for Thetis Associated Island, contains a 30 metre setback for watercourses and wetlands to comply with RAR. Expected to be adopted in 2014 calendar year.	In Progress

ATTACHMENT: No

FOLLOW-UP: DLPS will continue to monitor and report upon the completion RAR bylaws in the Trust Area.

Prepared By: David Marlor, Director of Local Planning Services

Reviewed By/Date: Local Planning Committee – August 20, 2015
Executive Committee – August 26, 2015

_____
Linda Adams, Chief Administrative Officer

CHIEF ADMINISTRATIVE OFFICER
2015-2016 SECOND QUARTER REPORT

Date: August 19, 2015

COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER

1. <u>TRUST COUNCIL & TRUSTEES</u>
• Supervise all decisions and briefings to Trust Council
• Supervise implementation of Trust Council decisions
• Undertake and supervise quarterly meeting preparation
  ○ Council sessions – *in camera* session, Structured Decision-making, Adaptation Strategy, Select Committee (Victoria Office Location), Bowen Island Joint Session, Strategic Planning
• Strategic planning – consultation with LTCs, Council Committees, and TFB; public consultation; preparation of RFD and draft plan for TC in Sept, liaison with facilitator
• Terms of Reference for Select Committee re Review of Victoria Office Location
• Advice to trustees re conflict of interest and bias and potential legal challenges
• Input into Financial Planning Committee agenda items
• Liaison re MCSCD re Islands Trust Adaptation Strategy
• Liaison with consultants – SSI Incorporation Study
	• Supervise implementation of Council decisions
	• Supervise quarterly meeting preparation
	  ○ RFDs and briefings
	• Strategic planning – public consultation, further consultation with Islands Trust bodies and management team. Preparation of draft plan for Trust Council consideration in Sept
	• Advice to trustees re conflict of interest and bias and potential legal challenges
	• Prepare for TC sessions in December
	• Liaison re MCSCD re Adaptation Strategy
	• Project Charter re Islands Trust Adaptation Strategy

2. <u>EXECUTIVE COMMITTEE</u> • Supervise tri-weekly meeting preparation • Supervise implementation of EC decisions • Litigation defence management (4 active files) • Preparations for meeting with Bowen Island Municipal Council • Administrative Fairness Complaints (no new complaints this quarter) • Liaison re Ombudsperson files (response to complaint finalized) • Participate in staff working group re improvements to policy development and implementation • Advice to EC and CAO Hiring Committee re CAO hiring process	• Supervise tri-weekly meeting preparation • Supervise implementation of EC decisions • Litigation defence management (4 active files) • Further development of Strategic Planning initiatives related to EC areas of responsibility • Coordinate UBCM breakfast with MLAs and EADs • Advice to CAO Hiring Committee • CAO Transition planning
3. <u>EXECUTIVE SERVICES UNIT</u> • Staff performance reviews and plans • Revised strategy for coverage of Executive Coordinator duties • Assume responsibilities for Executive Coordinator duties re unit budget forecasts for 2015-16	• Complete staff performance reviews and plans • On-going coverage and return-to-work planning for Executive Coordinator (TBD)

4. <u>EXTERNAL LIAISON</u> • Local Area CAOs' meeting – CRD	• Professional volunteer work with provincial and local government managers

5. <u>MANAGEMENT TEAM</u>
• Bi-weekly management coordination meetings
• Monthly meetings of leadership group
• Management Team – alignment document
• Management/advice re personnel matters
• Meeting with SSI team re incorporation/impacts
• Professional Development:
  ○ Volunteer faculty for MATI Foundations
  ○ Member PIBC Professional Practices Review Committee
	• Bi-weekly management coordination meetings
	• Monthly meetings of leadership group
	• Professional Development:
	  ○ UBCM conference,
	  ○ Volunteer faculty for MATI programs
	  ○ Community Planning, Successful CAO
	  ○ Member - PIBC Professional Practices Review Committee

EXECUTIVE COMMITTEE
WORK PROGRAM REPORT

To: Islands Trust Council Updated: August 19, 2015

WORK PROGRAM (*Top Three Priorities*)
Bold items are identified in Trust Council's Strategic Plan

1. GOVERNANCE, POLICY, STRATEGIC PLANNING, TRUST COUNCIL (LA)

Top Priorities

- Facilitate Trust Council Strategic Planning Process and public consultation(LA/LG)
- **Adaptation Strategy (re potential SSI incorporation**) (LA)
- **Protocol Agreement with MCSCD re municipal incorporation** (LA)

Planned

- Improve policy development program (LA/CT)
- **Seek legislative change regarding TFB name change (LA)**

2. COMMUNICATIONS, ADVOCACY, POLICY STATEMENT, INTERAGENCY AND PUBLIC RELATIONS (LG)

Top Priorities

- **Oil Spill and Shipping Safety advocacy (LG/CF)**
- **Crown land agreements review (LG/DM/TPC)**
- **Letter of Understanding with BIM re NAPTEP (LG)**

Planned

- **Provincial Water Act advocacy (LG/CF)**

3. ORGANIZATIONAL IMPROVEMENTS (DM/CS/CT)

Top Priority

- Review process for development of RD/LTC protocol agreements (DM)

Planned

- Establish consistent use of Policy Statement checklist with planners (DM)

PROVINCIAL LIAISON UPDATE

Completed

- Invitation to meet sent to new ALR Chair

Planned

- Introductory meeting with Minister of Community, Sport and Cultural Development (2015)
- Annual meeting (UBCM breakfast) with MLAs and EADs of the Trust Area

Linda Adams
Chief Administrative Officer

Peter Luckham
Chair

Islands Trust Council Plan for Continuous Learning 2014-2018 (illustrating amendments since June/2015)

(What other topics would trustees like to propose?)

2015-08-25

Year		Trust Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2015	2015 Webinars (dates TBD)	Email management IT Website	Introduction to Roberts Rules Introduction to Freedom of Information/Protection of Privacy		Making meetings work
	Sept (Bowen)	Introduction to Structured Decision-Making Adaptation Strategy workshop Victoria Office Location Review workshop	Strategic Planning ~~Administrative Fairness refresher~~ ~~OR~~ ~~Participatory Decision-making~~	~~Intro to Islands Trust Policy Statement~~ ~~OR~~ ~~Marine Jurisdiction~~	Working with Bowen Island Municipal Council ~~Working with First Nations (competencies)~~ ~~OR~~ ~~Working with the Trust Fund Board~~
	Dec (Salt Spring)	Strategic Planning Draft 2016/17 Budget Session	Administrative Fairness refresher	Grace Islet History/Options for Protecting Archaeological Sites	Working with the Trust Fund Board ~~(if not completed in Sept)~~
2016	March	Budget Session			

	SESSIONS/ITEMS <u>COMPLETED</u> IN 2015-18				
Year		**Trust Wide and Administrative Topics**	**Legal and Governance Topics**	**Planning How-To**	**Working With Others**
2015	*2015 Webinars (held)*	*Annual Budget in Depth*			
	Mar (Gabriola)	*Introduction to Strategic Planning* *Annual Budget Session*	*Standards of Conduct (legal session)* *Provincial Assessment of Impact on Islands Trust (re potential SSI incorporation)*	*Community Planning 101 (for newly-elected)*	*Working with First Nations (introduction)*
	June (Galiano)	Visioning/Strategic Planning			San Juan County

<u>POTENTIAL TOPICS/AGENCY LIAISON FOR CONSIDERATION FOR FUTURE SESSIONS</u>:

<u>Suggestions arising during 2014-2018 Term:</u>

- Public Consultation and Polling
- NMCA – implications for local zoning jurisdiction
- Options for a trustee network
- Introduction to the Island Trust Policy Statement
- Participatory decision-making (using expertise on Bowen Island)
- Effective Communications and Social Media

<u>Suggestions from previous terms:</u>

- Using Special Tax Requisitions
- Introduction to UBCM
- Effective Advocacy (Trustee Steeves suggestion) / advocacy policy
- Dealing with difficult people (Trustee Busheikin suggestion)
- Dispute Resolution for planners and trustees (Trustee Grove suggestion)
- Introduction to the Climate Action Charter
- Effective Conservation Covenants
- Demographics-Aging Population
- Dept. of Fisheries and Oceans – marine sewage, fish farming
- Private Managed Forests Council
- BC Assessment Authority
- Ministry of Transportation
- Local GHG Emissions Inventory (e.g. Lasqueti Island)
- Advocacy and Media Relations
- Succession Planning and Staff Retention
- Soil Removal
- Alternate Energy Sources
- Using Technology – document and information management
- Using Social Media
- Adapting to Sea Level Rise
- Local Government Liability

SESSIONS/ITEMS <u>COMPLETED</u> IN 2011-14					
Year		**Trust Wide and Administrative Topics**	**Legal and Governance Topics**	**Planning How-To**	**Working With Others**
	Webinar Sessions (held)	*Email Management (Aug 2013)* *Carbon Offsets (June 2013)*			
2014	*Mar (Hornby)*	*Annual Budget Session*			*Provincial Treaty Negotiators*
	June (Saturna)	*Coastal Douglas Fir Zone Conservation Action Plan*	*Aquaculture Management*		*San Juan County* *Respectful Workplaces*
	Sept (Gambier)	*Term Review*	*Election Period Best Practices*		
	Dec (Victoria)	*Orientation* *Draft 2015/16 Budget Session*	*Orientation*	*Orientation*	*Orientation*
2013	*June (Mayne)*	*Carbon Neutral Policy*		*Making Difficult Decisions*	*Working with San Juan County*
	Mar (Thetis)	*Annual Budget Session*	*Legal Session* *Conflict of Interest*		*Working with the Islands Trust Fund*
	Sept (Lasqueti)	*Advocacy Policy*	*Freedom of Information and Protection of Privacy*	*Refresher on admin. fairness in application processes*	
	Dec (Victoria)	*Draft 2014/15 Budget* *Strategic Plan Review* *Invasive Species*		*Bylaw Enforcement Best Practices*	*Economic Sustainability Session*
2012	*Dec (Salt Spring)*	*Draft Budget Session*		*Greenshores for Homes re Shoreline Mapping*	*Agricultural Land Commission*
	Sept (Bowen)	*Strategic Planning* *Oil Spill Response*	*Standards of Conduct and Admin. Fairness Refresher*	*Best practices in public engagement*	*Bowen Island Municipality*
	June (Penders)	*Strategic Planning*	*Intro to Indemnification*		*First Nations* *San Juan County*
	Mar (Gabriola)	*Annual Budget Session* *Initial Strategic Planning*	*Standards of Conduct and Indemnification*	*Community Planning 101 (for new trustees)*	
2011	*Dec (Victoria)*	*Trustee Orientation*	*'Staying out of Trouble'*	*Planning Orientation*	*Making Fair Decisions* *Islands Trust Human Resources*

	SESSIONS/ITEMS COMPLETED in 2008 – 2011 TERM				
Year		**Trust Wide and Administrative Topics**	**Legal and Governance Topics**	**Planning How-To**	**Working With Others**
2008	*December (Victoria)*	*Intro to Budget Session Strategic Plan Discussion*	*General Orientation Governance (G. Cuff)*	*General Orientation*	*General Orientation*
2009	*Mar (Gabriola)*	*Annual Budget Session*	*Strategic Planning Legal Session*	*Intro to land use planning*	
	June (N. Pender)		*Procedural Fairness*	*Introduction to land use planning – part 2*	*Farm Industry Review Board San Juan County*
	September (Mayne)	*Climate Change – GHG Emission Reduction Targets*		*GHG Emission Reduction – planning policies actions*	
	December (SaltSpring)	*Intro Budget Session History of the Trust*	*Litigation 101*	*Comm. Housing Task Force Bill 27 Update*	*Trust Fund Board*
2010	*March (Hornby)*	*Strategic Plan Review Annual Budget Session*	*Update regarding court case*	*Comm. Housing Task Force Bill 27 Update*	
	June (Saturna)	*Marine Shipping Safety*	*Refresher on Orientation Topics*	*Refresher on Temporary Use Permits*	*San Juan County Parks Canada*
	Sept (Bowen)	*Strategic Plan Update and Review*		*Food Security through Land Use Planning RAR – QEP perspective*	*Bowen Island Council*
	Dec (Victoria)	*Intro Budget Session Strategic Plan Update*		*Good Planning Practice (Randall Arendt)*	*Trust Fund Board Regional Conservation Plan (RCP)*
2011	*March (Galiano)*	*Annual Budget Session*		*MAP IT demo Implementing RCP w/ LTCs*	
	June (Denman)	*Conservation Offsets*	*Operational Carbon Neutrality and Offsets*	*Rural By Design Practical examples*	*Electoral Area Director – Cortes Strathcona RD*
	Sept (SaltSpring)	*Term & Strategic Plan Review Advice to Incoming Council*	*Elections Period Best Practice*		*San Juan County*

BRIEFING

To: Islands Trust Council

For the Meeting of: Sept. 15-17, 2015

From: Linda Adams
Chief Administrative Officer

Date prepared: AUGUST 19, 2015

File No.: Adaptation Strategy

SUBJECT: ISLANDS TRUST ADAPTATION STRATEGY

DESCRIPTION OF ISSUE: Development of an Adaptation Strategy, to outline Trust Council's intended plans for adaptation, should Salt Spring Island decide to incorporate as a municipality.

BACKGROUND:

The Islands Trust Council has previously received briefings regarding the topic of Salt Spring Island incorporation and received a presentation regarding the Islands Trust Impact Analysis[1] in March 2015.

Ministerial approval and funding of an incorporation study on Salt Spring Island was announced in early 2015. Further information is available at a community website[2] dedicated to the topic.

The Assistant Deputy Minister of the Ministry of Community Sport and Cultural Development recommends development of an Islands Trust Adaptation Strategy, in preparation for the potential incorporation of Salt Spring Island. The ministry has offered $5000 towards this purpose.

At its meeting in June, 2015, the Islands Trust Council passed the following resolutions:

1. *That the Islands Trust Council request the Executive Committee, in consultation with the Financial Planning Committee, to oversee the development of an Islands Trust Adaptation Strategy, to be further developed and implemented in the event of the incorporation of Salt Spring Island.*
2. *That the Islands Trust Council add the development of an Islands Trust Adaptation Strategy to its draft Strategic Plan for 2014-18 and request the Islands Trust Executive Committee, the Financial Planning Committee and the management team to make the development of an Islands Trust Adaptation Strategy one of their top three priorities, until the Islands Trust Council has adopted a strategy.*

The Request for Decision that Trust Council considered in June 2015, indicated that the next step would be for staff to develop a 'Scope of Work' that would lead to preparation of a Request for Proposal, that would be used as the basis for further consultant work.

After further discussions, the Islands Trust Management team has determined that further input from Council would be useful before developing a 'Scope of Work', particularly to understand Trust Council's objectives in adapting to a potential Salt Spring Island incorporation. A deeper

[1] http://www.islandstrust.bc.ca/media/310041/2015-03-31-RepFinal-Islands-Trust-Impact-Analysis.pdf
[2] http://www.ssiincorporationstudy.com/

understanding of some of the options that Trust Council would like to consider would also be useful.

To this end, the Executive Committee has agreed to include a workshop at the September 2015 meeting of Trust Council (on Tuesday, September 15), to seek further input.

Specifically, Trust Council members will be asked to give some indication of its objectives regarding the range of options available, such as those described in the Islands Trust Impact Analysis[3].

That analysis indicates that the net financial effect of Salt Spring Island potential incorporation would be an $800,000 budget shortfall. The shortfall could be addressed in a range of ways, depending upon whether Trust Council chooses to:

- Make up the budget shortfall entirely by cutting costs and related services that it provides
- Make up the budget shortfall entirely by increasing property taxes
- Make up the budget shortfall by a combination of property tax increases and cuts to costs and services.

These options are presented as four 'scenarios' in the Islands Trust Impact Analysis, which can be illustrated diagrammatically as indicated in Chart 1:

CHART 1

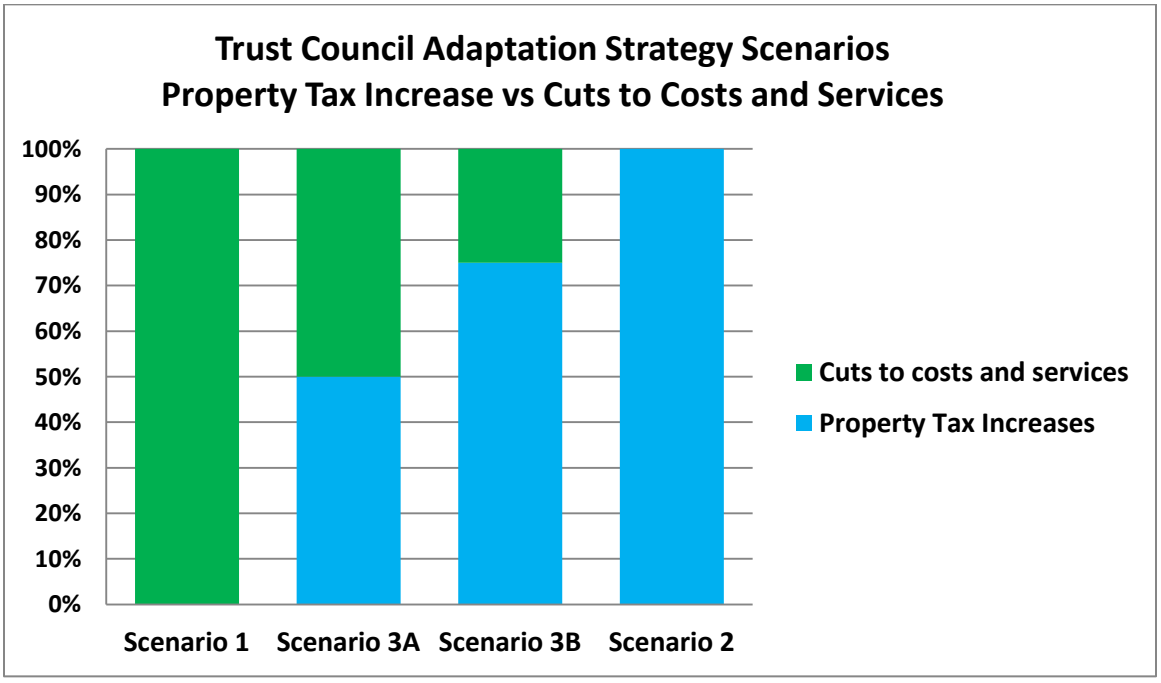


Chart 2 summarizes the estimated property tax impacts of each of the four scenarios, as they would apply to a property assessed at $350,000 in unincorporated Local Trust Areas.

CHART 2

[3] http://www.islandstrust.bc.ca/media/310041/2015-03-31-RepFinal-Islands-Trust-Impact-Analysis.pdf

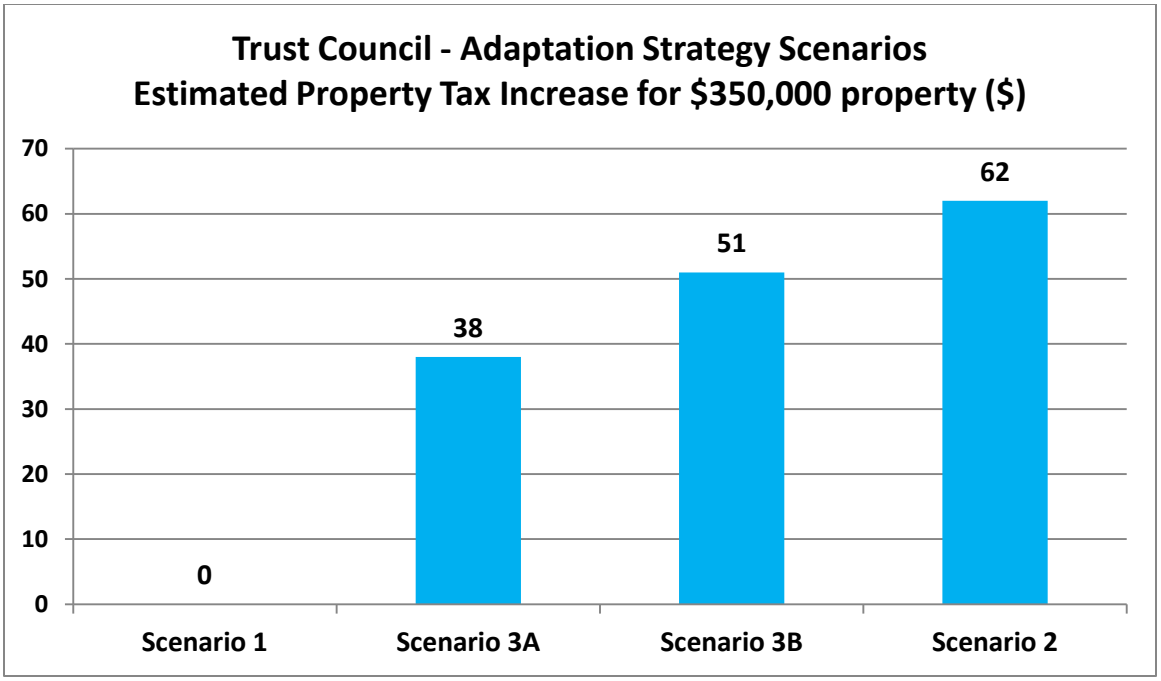
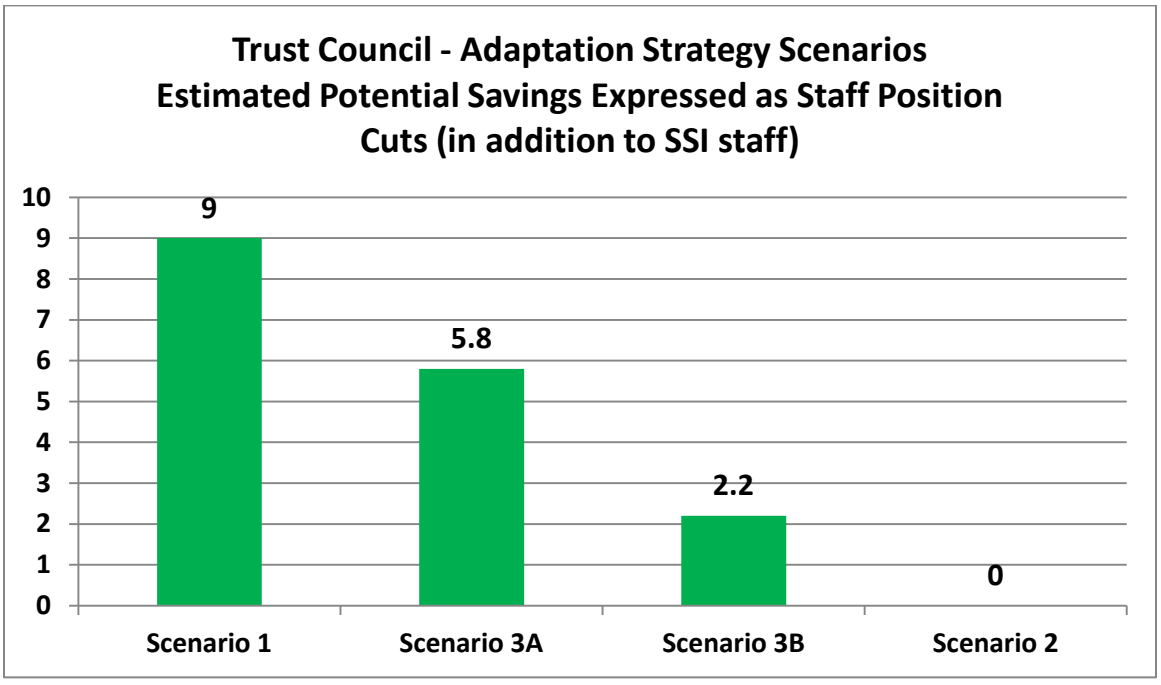


Chart 3 illustrates, as an example, the level of staffing cuts (with related cuts to service levels) that would be associated with each of the four scenarios (separate from the loss of 9 positions currently supporting the Salt Spring Island Local Trust Committee):

CHART 3



While there are unlimited options as to the way that Trust Council could choose to balance property tax increase and cuts to costs and services, Scenarios 1 and 2 represent either end of the potential range of options.

Should Trust Council determine that it wishes to minimize potential property tax increases, it will need to determine the approximately level which would be acceptable, and give some direction as to the types of services it may wish to cut, in order to make up the balance of the potential budget deficit.

Overall, the Management Team estimates that, should Salt Spring Island incorporate, and there was a three year time frame to adapt to the budget shortfall, a total of 4 FTEs (Full Time Equivalent staff positions) could be reduced over the entire organization without significant cuts to service levels. This would be due to an estimated reduced volume in some activities (i.e. a reduced numbers of HR (Human Resources) requirements, financial transactions, mapping products, news releases, legal costs, legislative enquiries/projects, bylaw enforcement and related management needs). However, should Trust Council wish to make further reductions in costs (as opposed to increases in property tax levels), it will need to identify areas where service cuts would be least problematic and reduce impacts on the Islands Trust's overall ability to carry out its mandate.

Some examples of potential cost and service cuts that Trust Council could consider include:

Local Planning Services
- reduced number of LTC meetings
- reduced response time to development applications and/or public enquiries
- reduced level of detail in planning staff reports
- reduced work program capacity for LTC-initiated projects (OCP reviews, planning projects)
- reduced detail/currency for Islands Trust map projects
- reduced level of Local Planning Committee projects
- reduced level of grant application and administration
- reduced bylaw enforcement and litigation
- reduced travel budgets for planning staff
- greater use of Special Tax levies to fund LTC-specific projects*
- restructuring of Local Planning Services, including revised management structure*

Trust Area Services
- reduced level of work related to the Islands Trust Policy Statement
- reduced level of advocacy work
- reduced level of organizational communications (news releases, website content, chair correspondence)
- reduced level of Trust Program Committee projects
- reduced level of Trust Area Programs work
- reduced level of Trust Fund Board work
- reduced travel budgets for Trust Area Services staff, including Trust Fund Board staff

Trust Council/Executive/Legislative Services
- reduced level of Trust Council/Executive Committee meetings/travel budgets
- reduced level of Trust Council and Executive Committee projects (governance, strategic planning, interagency liaison, policy, Trust Council meeting preparation/continuous learning)
- reduced levels of services related to legislative services (elections management, records management, Freedom of Information requests, amendments to procedural bylaws, etc.)

Administration
- reduced level of financial reports and analysis
- reduced level of information technology
- reduced number of trustee and staff offices or building footprints
- reduced staff travel budgets

*identified in the *Islands Trust Impact Analysis*

ATTACHMENT(S):

Islands Trust Impact Analysis[4]

AVAILABLE OPTIONS:
Trust Council to give further feedback in September 2015 about its objectives and potential options for adapting to the potential incorporation of Salt Spring Island.

FOLLOW-UP:
Trust Council's feedback in September 2015, will be used to take further steps in development of an Adaptation Strategy.



Prepared By: Linda Adams
Chief Administrative Officer

Reviewed By/Date: Executive Committee – Aug. 26, 2015
FPC – Aug 26, 2015

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[4] http://www.islandstrust.bc.ca/media/310041/2015-03-31-RepFinal-Islands-Trust-Impact-Analysis.pdf

BRIEFING

To: Islands Trust Council
Bowen Island Municipality

For the Meeting of: Sept. 15-17,2015

From: Linda Adams
Chief Administrative Officer

Date prepared: September 3, 2015

File No.: Protocol Agreements

SUBJECT: PROTOCOL AGREEMENT BETWEEN MINISTRY OF COMMUNITY, SPORT AND CULTURAL DEVELOPMENT AND ISLANDS TRUST COUNCIL REGARDING INCORPORATION OF MUNICIPALITIES WITHIN THE ISLANDS TRUST AREA

DESCRIPTION OF ISSUE: Updating of an existing protocol agreement with the Ministry of Community, Sport and Cultural Development regarding municipal incorporation.

BACKGROUND:

- In 1996, the Ministry of Municipal Affairs (now the Ministry of Community, Sport and Cultural Development) entered into an agreement with the Islands Trust Council in regards to the incorporation of municipalities within the Islands Trust Area.
- The agreement addresses some important topics that arise when communities in the Islands Trust Area are considering municipal incorporation and when an actual incorporation process is underway. The topics addressed in the agreement include:
    - The restructure process and the role of trustees in it
    - The content of Letters Patent for a new Island Municipality and the role of the Islands Trust in reviewing Letters Patent
    - Election method for Municipal Trustees
    - Consultation regarding boundaries of a new Island Municipality
    - Referral and approval of bylaws, including the process to be followed if both the Executive Committee and Trust Council refuse approval of an Island Municipality bylaw (also partially addressed in the *Islands Trust Act*)
    - Communications between Trust Council and an Island Municipality, including the need to create an agreement and refer specific matters.
    - Transitional relationships, including a contract for planning services and financial arrangements.
- Ministry staff have indicated a wish to update the agreement, now that Salt Spring Island community is actively engaged in an incorporation study. They have recently indicated that they are not contemplating substantive changes to the agreement and would focus on updates to items like names and legislative references.
- At its meeting of June 2015, the Islands Trust Council passed the following resolution:
    That the Islands Trust Council add, to its draft Strategic Plan, the review of its existing agreement with the Ministry of Community Sport and Cultural Development re municipal incorporations, and request the Executive Committee to provide recommendations regarding potential amendments to the existing agreement with the

Ministry of Community Sport and Cultural Development regarding municipal incorporations.

- A copy of the existing agreement, illustrating potential updates, is attached for information, but could be amended further, based on up-coming discussions with ministry representatives. Once potential updates have been finalized to the satisfaction of the ministry and the Executive Committee, recommended changes will be placed on a future agenda of the Islands Trust Council for further discussion and consideration of approval.
- As required by Trust Council's Protocol Agreement with Bowen Island Municipality, the Executive Committee will review potential amendments to this provincial protocol agreement with Bowen Island Municipal Council on September 14, 2015.

ATTACHMENT(S): Protocol agreement between Ministry of Community, Sport and Cultural Development and Islands Trust Council regarding incorporation of municipalities within the Islands Trust Area – draft 'track changes' version illustrating potential updates.

AVAILABLE OPTIONS:
1. Receive for information
2. Identify other potential amendments for discussion.

FOLLOW-UP:
1. Staff will continue to work with staff from the Ministry of Community, Sport and Cultural Development to finalize updates to the agreement, and provide drafts to the Executive Committee.

2. An updated version of the agreement, illustrating the Executive Committee's recommended changes, will likely be on the Trust Council agenda in December 2015, when Trust Council can consider approval of proposed amendments.

Prepared By: Linda Adams
Chief Administrative Officer

Reviewed By/Date: Executive Committee
Sept 2, 2015

AGREEMENT BETWEEN THE ISLANDS TRUST COUNCIL AND THE MINISTRY OF ~~MUNICIPAL AFFAIRS~~COMMUNITY SPORT AND CULTURAL DEVELOPMENT ESTABLISHING A FRAMEWORK FOR INCORPORATION OF MUNICIPALITIES WITHIN THE ISLANDS TRUST AREA

DRAFT

(draft illustrating potential updates between February 20, 1996 and 2015)

Prepared by:

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Ministry of ~~Municipal Affairs~~Community Sport and Cultural Development

Province of British Columbia

~~February 20, 1996~~MMM DD 2015

WHEREAS the Ministry of ~~Municipal Affairs~~Community Sport and Cultural Development (the Ministry) and the Islands Trust Council (the Trust) wish to establish a framework for the incorporation of Island Municipalities within the Trust Area;

AND WHEREAS the Ministry and the Trust acknowledge that the residents of an island are entitled to make a decision on incorporation on the basis of objective information and with a clear understanding of the implications of municipal status in relation to the mandate of the Trust;

AND WHEREAS the Ministry recognizes that the incorporation of an Island Municipality requires further definition, within the context of the provisions of the *Islands Trust Act* and the mandate of the Trust;

NOW THEREFORE the Ministry and the Trust agree to the following:

PART 1 - OBLIGATIONS OF THE MINISTRY

Restructure Process

1 The ministry is responsible for overseeing the process of creating a broadly representative Restructure Study Committee (the Committee).

2. The local trustees must be invited to participate in the creation of the Committee, and will (with the regional district electoral area director) be ex-officio members of the Committee.

3. The role of the Committee will be to:

oversee the preparation of the restructure study; prepare terms of reference for the study, carry out a proposal call and select a consultant to undertake the study; manage the study process in a neutral and objective way; mange the restructure study grant, which will be awarded to the regional district, or perhaps the Trust, if the former is not practical; act as the liaison with the ministry regarding the offer of restructure assistance and other conditions of incorporation; make recommendations to the Minister about holding an incorporation vote; and advise on the development of draft Letters Patent.

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4. The Trust and the Committee will be provided with an opportunity to review draft Letters Patent:

   a) before the incorporation vote ; and b) after a successful incorporation vote and prior to submission to Cabinet.

5. In the event of a successful incorporation vote and formation of an island municipality, Trust Council and the local trust committee will be invited to the inaugural meeting of the council of the Island municipality.

Political Representation

1. The Letters Patent for an Island municipality will, unless otherwise agreed to by a Committee and the Trust Executive Committee, provide for the municipal trustees ~~and~~ for the Island municipality to be elected by the "double-direct" method, with details to be described in the Letters Patent of the Island municipality.

2. The ministry will consult with the Trust on the boundaries of an Island municipality and the boundaries of ~~the~~ adjacent local trust committees before developing and finalizing Letters Patent for the Island municipality.

Policy Relationship Between the Trust Council and an Island Municipality

Submission of Municipal Bylaws for Ministerial Approval

1 . The Letters Patent for the Island municipality will require that where the municipality intends to submit a bylaw to the minister for approval pursuant to section ~~34~~38(4) of the *Islands Trust Act:*

- the Island municipality must advise the Trust and the Ministry of its intention to submit the bylaw;
- the Island municipality must first meet with the Trust Executive Committee, facilitated by ministry staff, to determine if the issue of the Trust ~~Council~~ not approving the bylaw can be resolved without formal appeal to the minister;
- the Minister may require that the issue of Trust ~~Counci~~l not approving the bylaw be resolved using any or all of the dispute resolution mechanisms contained in sections ~~942.21~~859, ~~942.23~~861 or ~~942.24~~862 of the ~~*Growth Strategies Statutes Amendment Act*~~*Local Government Act*, ~~-~~ and
- the Minister will, prior to determining an appeal, ensure that the Trust has an opportunity to present its position.

Approval of Municipal Bylaws – Official Community Plan

2. The Letters Patent for the Island municipality, in accordance with section ~~34~~ 38 of the *Islands Trust Act,* will require the Island municipality to refer all Official Community Plan bylaws to the Trust Executive Committee for review and approval, and establish the timing of referrals.

Municipal Regard for Islands Trust Object

3. In recognition of the fact that the *Islands Trust Act* does not explicitly tie a municipality to the Trust object, the Letters Patent for the Island municipality will require that the municipality, in all of its actions, have regard for the Trust Policy Statement and the Trust object~~; and the ministry will consider legislative change which will require an Island municipality to have regard for the Trust Policy Statement and the Trust object~~.

Comment [LA1]: Section 39.1 has been added to the Islands Trust Act to address this.

~~2.~~ Approval and Registration of Regulatory Bylaws

~~3.~~4. The Letters Patent for the Island municipality will require that the municipality refer all regulatory bylaws, proposed to be adopted pursuant to Part 2~~6~~9 of the ~~*Municipal Act*~~*Local Government Act*, to the Trust Executive Committee for review before adoption, for the purpose of ensuring no conflict with the Trust Policy Statement.

~~4.~~5. The Letters Patent for the Island municipality will require that bylaws of the municipality be registered by the ministry for a period of three years.

~~5.~~6. The ministry will use the process of registration of municipal bylaws as means for monitoring concerns with respect to consistency between Official Community Plan and regulatory bylaws.

Relationship Between the Trust, the Province and the Island Municipality

1 The Letters Patent for the Island municipality will require that the Island municipality enter into discussions to establish a protocol agreement with the Trust respecting inter-jurisdictional communications.

2. The ministry and the Trust will review all extant protocol agreements between the Trust and provincial agencies and reach an agreement on which agreements, or parts thereof, ~~which~~ ought to be applicable to the new municipality; and on the basis of that review, the Letters Patent for the Island municipality will specify which agreements or parts of agreements that will be binding on the new municipality.

3. The Letters Patent for the Island municipality will require the Island municipality to refer all proposed protocol agreements with provincial agencies to the Trust Executive Committee for review before adoption.

4. Where the Trust Executive Committee refers a proposed protocol agreement with a provincial agency to the Island municipality for review, the Letters Patent for the Island municipality will require the municipality to review the proposed agreement and provide comments to the Trust Executive Committee within 30 days.

5. Letters Patent for the Island municipality will require the municipality to submit all proposed protocol agreements with provincial agencies to the Minister for approval, as is required for Trust Agreements.

Transition

1 . The Letters Patent for the Island municipality will specify that all bylaws of the local trust committee will continue to have effect (section ~~31(2~~12.5) of ~~*Municipal Act*~~*Local Government Act*) .

2. The Letters Patent for the Island municipality will transfer all assets and liabilities of a local trust committee to the new municipality.

Administrative and Financial issues

1 . Letters Patent for the Island municipality will require that the municipality contribute to the costs of the operations of Trust Council, the Executive Committee and the Trust Fund Board in accordance with the *Islands Trust Act* .

2. Letters Patent for the Island municipality will require that the municipality enter into a contract with the Trust whereby the municipality will receive and pay for local planning services provided by the Trust for a period of three years, unless otherwise agreed by the Trust and the Island municipality.

3. The Letters Patent for the Island municipality will provide that the municipality may receive and pay for an additional year of local planning services from the Trust where the Trust and the municipality agree.

4. The Ministry will consider provisions in Letters Patent, and future amendment to the *Islands Trust Act*, to require the municipality to participate in local planning for other islands in the Trust Area unless the municipality chooses to "opt-out."

Comment [LA2]: To be confirmed. (Not sure of the reason for this provision, and if it is still necessary)

PART TWO: OBLIGATIONS OF TRUST COUNCIL

Restructure Process

1 . Local trustees on the island may participate in the creation of the Committee as set out in Part 1 of this agreement.

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2. The Trust must review draft Letters Patent for an island municipality:

a) before the incorporation vote; and
b) after a successful incorporation vote and prior to submission to Cabinet.

Policy Relationship Between the Trust ~~Council~~ and the Island Municipality

1 . The Trust must refer all proposed amendments to the Trust Policy Statement to the Island municipality for review before adoption.

Relationship Between the Trust, the Province and the Island Municipality

1 . The Trust Executive Committee must refer all proposed protocol agreements with provincial agencies to the Island municipality for review before adoption.

2. When an Island municipality refers a proposed protocol agreement with a provincial agency to the Trust Executive Committee for review, the Trust Executive Committee must review that agreement within 30 days.

Administrative and Financial Issues

1 . The Trust will enter into a contract with the Island municipality whereby the Trust will provide the municipality with local planning services for a period of three years with the costs being paid for by the municipality.

2. The Trust will provide the Island municipality with an additional year of local planning services on a full cost recovery basis where the municipality and the Trust agree.

3. The Trust Council and Executive Committee will review all bylaws submitted to it by a municipality pursuant to section ~~34~~ 38 of the *Islands Trust Act* in the context of the Trust Policy Statement.

PART THREE: OBLIGATIONS OF THE ISLAND MUNICIPALITY

Restructure Process

1 . The municipal council must invite Trust ~~Council~~ and the local trustees on the island to the inaugural meeting of the municipal council.

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Political Representation

1. The Island municipality must appoint trustees to the Trust ~~Council~~ in accordance with the elector's wishes as expressed through the "double direct" method.

Policy Relationship Between the Trust ~~Council~~ and the Island Municipality

1. Where the Island municipality intends to submit a bylaw to the minister for approval under the provisions of section ~~34~~38(4) of the *Islands Trust Act,* the Island municipality must advise the Trust of its intention to do so, and to first meet with the Trust Executive Committee, facilitated by the ministry, to determine if the issue of Trust Council refusing to approve the bylaw can be resolved without formal appeal to the minister.

2. The Island municipality, in accordance with section 34 of the *Islands Trust Act*, must refer all Official Community Plan bylaws to the Trust Executive Committee for review and approval.

3. The Island municipality must have regard for the Trust Policy Statement and the Trust object in respect to all actions of the municipality.

4. The Island municipality will refer all regulatory bylaws, proposed to be adopted pursuant to Part ~~29~~ 26 of the ~~*Municipal Act*~~ *Local Government Act* to the Trust Executive Committee for review before adoption.

5. All bylaws of the Island municipality will be forwarded to the ministry for registration for a period of three years from the date of incorporation.~~.~~

Relationship Between the Trust, the Province and the Island Municipality

1 . The Island municipality and the Trust will enter into a protocol agreement respecting inter-jurisdictional communications.

2. The Island municipality will abide by those protocol agreements between the Trust and the Province which the Letters Patent indicate are binding on the new municipality.

3. The Island municipality will refer all proposed protocol agreements with provincial agencies to the Trust for review before adoption.

4. The Island municipality must submit all proposed protocol agreements with provincial agencies to the minister for approval.

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Transition

1 All bylaws of the local trust committee will continue to have effect as bylaws of the municipality (section ~~31(2) of *Municipal Act*~~12.5 of the *Local Government Act*).

2. All assets and liabilities of the local trust committee will be transferred to the Island municipality.

Administrative and Financial Issues

1. The Island municipality must contribute to the costs of Trust Council, the Executive Committee and Trust Fund Board in accordance with the provisions of the *Islands Trust Act.*

2. The Island municipality must enter into a contract with the Trust whereby the municipality will receive and pay for local planning services provided by Trust staff for a period of three years.

3. The annual cost payable by the Island municipality to the Trust under section (2) above shall be not less than the amount that would have been contributed from the Island if the Island municipality had not been incorporated and the local trust committee still existed, unless otherwise agreed.

4. The Island Municipality may receive an additional year of local planning services from the Trust staff on the same basis as outlined above where the municipality and the Trust agree.

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September 2015 Islands Trust Council
September 16, 2015
9:00 a.m.

Appointments to Select Committee

Appointments to the Select Committee for Review of the Victoria Office Location will be made by private ballot at 9:00 a.m. on WEDNESDAY, SEPTEMBER 16, 2015.

Trustee Expressions of Interest

Trust Council passed the following resolution at its meeting in June, 2015:

> *That the Islands Trust Council request trustees to make expressions of interest to sit on the Select Committee by August 30th, 2015.*

The CAO sent invitations to trustees to make expressions of interest (by August 30) to sit on the Select Committee on July 8 and August 6, 2015.

By August 30, the following trustees (listed in alphabetical order by surname) had submitted an expression of interest:

TRUSTEE	LTA/MUNICIPALITY
Dianne Barber	North Pender
Paul Brent	Saturna
Peter Grove	Salt Spring Island
George Harris	Galiano
Peter Luckham	Thetis
Bruce McConchie	South Pender
Susan Morrison	Lasqueti
Alison Morse	Bowen
Sandy Pottle	Galiano
Dan Rogers	Gambier

As the Terms of Reference indicate that the number of trustees sitting on the Select Committee would number six, Trust Council will be asked to conduct a vote by private ballot to appoint six trustees to the Select Committee. Once the names have been determined, they will be included in Trust Council's resolution regarding establishment of the Select Committee.

REQUEST FOR DECISION

To: Islands Trust Council **For the Meeting of:** September 16, 2015

From: **Date Prepared:** August 11, 2015

File No.: TC Meeting Agenda

SUBJECT: SELECT COMMITTEE TO REVIEW VICTORIA OFFICE LOCATION – TERMS OF REFERENCE, COMMITTEE APPOINTEES AND BUDGET ALLOCATION

RECOMMENDATION:

1. **That the Islands Trust Council approve the Terms of Reference for a Select Committee for Review of Victoria Office Location, dated September 16, 2015 *(NOTE: Attachments 3 and 4 of the Terms of Reference are to be approved or amended by Trust Council at a workshop on September 15, prior to consideration of the entire Terms of Reference).***
2. **That the Islands Trust Council appoint the following trustees *(six names to be chosen by ballot at 9:00 a.m. on Wednesday September 16, from those trustees who expressed an interest prior to August 30, 2015)* to the Select Committee for Review of Victoria Office Location.**
3. **That the Islands Trust Council appoint Policy Advisor Clare Frater and Regional Planning Manager Robert Kojima as staff representatives to the Select Committee for Review of Victoria Office Location.**
4. **That the Islands Trust Council approve expenditure of up to $18,000 from the contingency budget line currently allocated for office moves, to fund the operations of the Select Committee for Review of Victoria Office Location, for the balance of the 2015/16 Fiscal Year.**

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
As requested by Trust Council at its June 2015 meeting, Terms of Reference have been created for a Select Committee to review the location of the Islands Trust's Victoria Office, to determine whether relocation of some or all of the office would better serve constituents. A Trust Council workshop will be held on September 15, 2015 to provide the select committee with some preliminary input about Trust Council's objectives in considering office location, and about options to be investigated. Should Trust Council approve of the Terms of Reference (as written, or with amendments), and appoint trustees and staff to a Select Committee, the Select Committee would then work in October and November to develop a Scope of Work that would form the basis of Requests for Proposals from consultants. Trust Council would consider approval of a draft Scope of Work at its meeting in December 2015. Once the Select Committee had sought proposals, it would make the related budget request to Trust Council in March 2016. If Trust Council agrees in March 2016 to fund analysis by a consultant, that work would take place in March-August 2016, with recommendations to Trust Council in September 2016. Should Trust Council approve the recommendations, any related budget changes would be considered by Trust Council in December 2016 (initial consideration) and March 2017 (adoption of budget, after public consultation). The current Victoria Office lease expires on September 30, 2016 and Islands Trust staff must give notice by April 1, 2016 of any intent not to renew. If Trust Council adopts the Terms of Reference as presented, staff would seek to renew the lease for a one-year

period, with the potential for further extensions, until Trust Council has made a decision about the location of the staff positions currently headquartered in the Victoria Office.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
If approved, these resolutions would initiate formation of a Select Committee in accordance with the enclosed Terms of Reference. The Select Committee would include two Islands Trust staff as voting members of the Select Committee. Other staff members would provide support for the work of the committee, as noted in the Terms of Reference. As there is not sufficient staff capacity to support Select Committee meetings (agenda preparation, public notices, minute-taking, follow up actions, etc.), an auxiliary committee administrator/secretary would be hired to fulfill this role. Based on an expectation that the Select Committee would meet two times a month, beginning in early October, organizational resources that would be involved in the committee's work are summarize as illustrated in the following table for the remainder of the current fiscal year. A similar level of commitment would be anticipated for at least the first half of fiscal year 2016-17:

STAFF POSITION	Estimated monthly time commitment (hours)	Estimated 2015-16 time commitment (hours)
Regional Planning Manager (Robert Kojima)	6	36
Policy Advisory (Clare Frater)	6	36
CAO (L Adams/TBD)	4	24
Director of Admin Services (C Shelest)	2-16	12-100
Other Administrative Unit Staff (TBD)	5	30
Finance Officer (N. Roggers)	15	100
Legislative Services Manager (C. Thiel)	1	6
Auxiliary Administrator/Secretary (TBD)	20	120

Those staff who sit on the Select Committee as members or who are assigned to provide support to the Select Committee would have their work programs adjusted in other areas to accommodate the Select Committee's work. In some instances, staff may not be available to support Select Committee work as their first priority. For example, the Director of Administrative Services and the Finance Officer will be heavily occupied with budget development in the September 2015-March 2016 period.

FINANCIAL:
For the balance of the 2015/16 Fiscal Year, the costs of Select Committee operations are estimated to be $18,000, with the following breakdown:

EXPENSE	ESTIMATED COST (2015/16)
Auxiliary Administrator/Secretary	$ 6000.00
Trustee Travel and Meal Expense (assumes membership of six trustees, with half of all trustee attendance by electronic meeting)	$10800.00
Contingency	$ 1200.00
TOTAL	$18000.00

Further details about the Select Committee's estimated expenses and budget are included in the Select Committee's Terms of Reference.

Funds for the operations of the Select Committee for the balance of the 2015/16 Fiscal Year would come from contingency funds established for expenses related to a potential office move.

The Select Committee Terms of Reference indicate that it is to provide Trust Council with quarterly updates regarding its operational expenses. In January 2016, it would request proposals from a consultant to carry out a professional analyses related to office location. Proposals received would form the basis for a budget request in the 2016/17 Annual Budget. Should Trust Council approve the request, a consultant would be hired in the 2016/17 Fiscal Year.

Part of the Select Committee's work will be to make recommendations about office locations, based on the professional analysis by a consultant. The Select Committee's Terms of Reference indicate that it will take the financial implications of those recommendations into account and provide related information to Trust Council, if and when it recommends decisions.

POLICY IMPLICATIONS:
Establishment of a Select Committee does not have implications for existing policies of the Islands Trust Council.

Depending upon the recommendations of the Select Committee, amendments to existing Islands Trust Council policies and procedures may be required. An audit of existing policies and procedures, to identify potential amendments, has been included in the Select Committee's Terms of Reference.

IMPLEMENTATION/COMMUNICATIONS:

Implementation
Should Trust Council approve the recommended motions:

- staff would hire an Auxiliary staff member to act as an Administrator/Secretary for the Select Committee, assisting it in meeting procedures, notices, agenda packages and minute-taking.
- Once hired, the Administrator/Secretary would convene an initial meeting of the Select Committee
- At its first meeting, the Select Committee would elect a chair, review its Terms of Reference and establish a meeting schedule
- The Select Committee would develop a 'Scope of Work' on which to base Requests for Proposals, for Trust Council's approval in December 2015.
- The Select Committee would request proposals from qualified consultants in January 2016, based on the Scope of Work approved by Trust Council.
- On the basis of proposals received, the Select Committee would develop a budget recommendation for Trust Council's consideration in March 2016, as part of its budget deliberations for Fiscal Year 2016/17. It would also develop a budget recommendation regarding the costs of Select Committee operations for Fiscal Year 2016/17.
- Subject to Trust Council's approval of the recommended budgets, the Select Committee would oversee a consultant's analysis of options for the Victoria Office Location in 2016.
- Following conclusion of the consultant's analyses, the Select Committee would make recommendations to Trust Council regarding the location of the Victoria Office. Should those recommendations have budget implications, the Select Committee would make related budget recommendations for consideration in Trust Council's 2017/18 budget.
- Staff would negotiate a one-year extension to the Victoria Office Lease, meaning it would expire in September 2017. This would give Trust Council sufficient time to consider potential changes to the office location and include any required funds in its 2017/18 budget. Further one-year extensions could likely be negotiated, should additional time be required for implementation of any decisions.

Communications
Should Trust Council approve the recommended motions, a news release would be developed in accordance with standard practices.

Updates on the Select Committee's operations would be discussed with Islands Trust staff at regular staff meetings.

A Fact Sheet, providing information about the work of the Select Committee and potential outcomes would be developed to provide information to candidates applying for vacant staff positions currently located in the Victoria Office of the Islands Trust.

OTHER: N/A

BACKGROUND

At its meeting in June, 2015, the Islands Trust Council passed the following motions, after considering information about the Victoria Office location and lease:

1. *That the Islands Trust Council approve the constitution of a Select Committee to Review the Victoria Office Location to investigate and prepare a report for Trust Council deliberations on whether relocation of some or all of the Islands Trust Victoria office might better serve the interests of Trust area constituents.*
2. *That the Select Committee be comprised of both trustees and staff who will oversee an independent, unbiased and transparent process.*
3. *That the Islands Trust Council direct staff, in consultation with Executive Committee or its trustee designate, to develop a Terms of Reference for the Select Committee for Trust Council's consideration at its September 2015 meeting.*
4. *That the Islands Trust Council request trustees to make expressions of interest to sit on the Select Committee by August 30th, 2015.*
5. *That the Islands Trust Council request the CAO to recommend two staff members to participate in the Select Committee, for Trust Council's consideration at its September 2015 meeting.*
6. *That the Islands Trust Council reflect the work of a Select Committee to Review the Victoria Office Location in its Strategic Plan for 2014-2018.*

Before approving these resolutions, Trust Council also considered whether the work should be delayed until after the outcome of the Salt Spring Island incorporation initiative was known, but determined to proceed.

Development of Draft Terms of Reference for Select Committee
Staff have developed Draft Terms of Reference for a Select Committee to Review the Victoria Office Location, with input from the Executive Committee at its meetings of July 15, August 5 and August 25-26, 2015.

Trustee Expressions of Interest
The CAO invited trustees to make expressions of interest to sit on the Select Committee on July 8 and August 6, 2015. By August 30, the following ten trustees (listed in alphabetical order by surname) had submitted an expression of interest:

TRUSTEE	LTA/MUNICIPALITY
Dianne Barber	North Pender
Paul Brent	Saturna
Peter Grove	Salt Spring Island
George Harris	Galiano
Peter Luckham	Thetis
Bruce McConchie	South Pender
Susan Morrison	Lasqueti
Alison Morse	Bowen
Sandy Pottle	Galiano
Dan Rogers	Gambier

As the Terms of Reference indicate that the number of trustees sitting on the Select Committee would number six, Trust Council will be asked to conduct a vote by ballot to appoint members to the Select Committee. This vote will take place at 9:00 a.m. on September 16, 2015 before consideration of the Terms of Reference (see separate agenda item).

CAO Recommendations regarding Staff Appointees to the Select Committee

The CAO has consulted with the Management Team, has identified two staff members with relevant knowledge and recommends the following staff as members of the Select Committee:

- **Regional Planning Manager (Southern Team) Robert Kojima**
  - Knowledgeable about the operations of the Islands Trust generally, the Victoria Office and the operations of the southern planning team. Knowledgeable about community factors, travel logistics and costs, particular in the Southern Gulf Islands and Salt Spring.
  - Supervisory knowledge re contractors and unionized staff, including terms and conditions of employment.
- **Policy Advisor Clare Frater**
  - Knowledgeable about the operations of the Islands Trust generally and the operations of staff in the Victoria Office, including the Trust Fund Board.
  - Experience with an analysis of workplace options as part of the Leading Workplace Strategies group.
  - Knowledge of various relevant decision-making criteria such as economic indicators, travel costs, greenhouse gas emissions, employee engagement.
  - Supervisory knowledge re contractors.

In addition to those staff who would sit as members on the Select Committee, additional staff have been identified to provide support to the work of the Committee.

Strategic Plan

The work of the Select Committee is included in the Islands Trust Council's Draft Strategic Plan, also before Trust Council for consideration in September 2015.

REPORT/DOCUMENT:

1. Terms of Reference – Select Committee to Review the Victoria Office Location, dated September 15, 2015, with attachments.

KEY ISSUE(S)/CONCEPT(S):

Establishment of a Select Committee to review the Victoria Office Location, to oversee an analysis of options and to make recommendations to the Islands Trust Council.

RELEVANT POLICY:

Policy 2.1.iii – Governance Principles

DESIRED OUTCOME:

An analysis and recommendations as to whether the relocation of some or all of the Islands Trust Victoria office might better serve the interests of Trust Area constituents.

RESPONSE OPTIONS

Recommended:

1. **That the Islands Trust Council approve the Terms of Reference for a Select Committee for Review of Victoria Office Location, dated September 16, 2015 *(NOTE: Attachments 3 and 4 of the Terms of Reference are to be approved or amended by Trust Council at a workshop on September 15, prior to consideration of the entire Terms of Reference).***
2. **That the Islands Trust Council appoint the following trustees *(six names to be chosen by ballot at 9:00 a.m. on Wednesday September 16, from those trustees who expressed an interest prior to August 30, 2015)* to the Select Committee for Review of Victoria Office Location.**
3. **That the Islands Trust Council appoint Policy Advisor Clare Frater and Regional Planning Manager Robert Kojima as staff representatives to the Select Committee for Review of Victoria Office Location.**
4. **That the Islands Trust Council approve expenditure of up to $18,000 from the contingency budget line currently allocated for office moves, to fund the operations of the Select Committee for Review of Victoria Office Location, for the balance of the 2015/16 Fiscal Year.**

Alternative:

1. That the Islands Trust Council amend the draft Terms of Reference and/or the budget for the Select Committee before approving them.
2. That the Islands Trust Council table further consideration of this matter until the Islands Trust Council has adopted an Adaptation Strategy related to the potential incorporation of Salt Spring Island and the outcome of the current Salt Spring Island incorporation referendum is known (or the Minister of Community Sport and Cultural Development has determined that a referendum will not be held).
3. That the Islands Trust Council not consider the matter of relocation of the Islands Trust Victoria Office and remove the item from its Strategic Plan.

Prepared By: **Linda Adams, Chief Administrative Officer**

Reviewed By/Date: Executive Committee – August 25-26, 2015



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Linda Adams, Chief Administrative Officer

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Terms of Reference for Select Committee – Review of Victoria Office Location

Draft – September 16, 2015

Contents

1. Objectives 3
2. Background 3
2.1 Island Trust Office and Headquarter Locations 3
2.2 A Review of the Islands Trust Victoria Office Location 5
2.3 Establishment of a Select Committee 5
3. Scope of Select Committee Work 6
3.1 Context 6
3.2 Structured Decision-Making Process 6
3.3 Preliminary Trust Council Input 8
3.4 Selection and Appointment of Contractor 8
3.5 Supervision of Contractor 9
3.6 Recommendations to Trust Council 9
3.7 Implementation of Recommendations 9
4) Schedule 9
5) Membership and Chair 11
5.1 Membership 11
5.2 Chair 11

6) Meeting Procedures and Schedule 11
6.1 Meeting Procedures 11
6.2 Meeting Schedule 12
7) Staff Resources 12
7.1 Staff Committee members 12
7.1 Regular Staff Resources 12
7.2 Auxiliary Staff Resources 14
8) Budget 15
8.1 Select Committee Meeting and Operations Costs 15
8.2 Professional Consultant Services – Victoria Office Location Study 16
9. Communications 16
9.1 External Communications 16
9.2 Communications with Trust Council 16
9.3 Communications with Islands Trust staff 16
9.4 Communications with the Trust Fund Board 16
10. Other Studies and Considerations 16
10.1 Salt Spring Island Incorporation Study 17
10.2 Islands Trust Adaptation Strategy 17
10.3 Islands Trust Council and Islands Trust Fund Board Policies 17
11. Attachments 17

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1. Objectives

a) To investigate whether relocation of the headquarters of some or all of the Islands Trust Victoria Office staff positions might better serve the interests of Trust Area constituents.

2. Background

2.1 Island Trust Office and Headquarter Locations

The Island Trust Council is a form of local government, enabled by the *Islands Trust Act*. *The Islands Trust Act* creates 16 corporate bodies, and assigns various responsibilities to each. Of these, the Islands Trust Council and the Islands Trust Executive Committee have overall responsibilities for various duties that pertain to the entire Islands Trust Area. Thirteen local trust committees have responsibilities for land use planning and regulation within designated Local Trust Areas. The Islands Trust Fund holds land for conservation purposes.

The *Islands Trust Act* authorizes (and in some cases requires) the Islands Trust Council to have staff to carry out the operations that the *Islands Trust Act* requires or permits for the trust council, the executive committee, the local trust committees and the trust fund board. All Islands Trust staff are appointed subject to the *Public Service Act*, applying the policies and provisions of the Public Service Agency to them.

The *Public Service Act* also designates the Public Service Agency as the bargaining agent for unionized staff. Unionized staff at the Islands Trust are members of the BC Government and Employees' Service Union (BCGEU[1]), which has negotiated employment contracts with the Public Service Agency.

Non-unionized (excluded) staff at the Islands Trust are subject to the Public Service Agency's Terms and Conditions of Employment for Excluded Employees[2].

Since its creation as an autonomous body in 1990, the Islands Trust has maintained staff offices in Victoria, currently located at 1627 Fort Street. While all Islands Trust staff positions were originally headquartered in Victoria, this has changed over the past 25 years. In 2015, staff positions in the Victoria office are those who provide overall administrative services (e.g. executive, finance, human resources, information technology), services to the entire Trust Area (e.g. policy, communications, advocacy, inter-government liaison) and those who provide local planning services to the southern Gulf Islands - accessible through Swartz Bay. Staff positions that provide local planning services to Salt Spring Island and to the northern part of the Trust Area have been migrated to two 'island' offices – one opened on Salt Spring Island in 1991 and one opened on Gabriola Island in 1999.

Each staff position within the Islands Trust is assigned to a specific headquarters[3] in one of the Islands

[1] http://www.bcgeu.bc.ca/
[2] http://www2.gov.bc.ca/myhr/article.page?ContentID=eb1b5f7b-6a01-0d17-c16f-ad31a4848b28&PageNumber=3
[3] **headquarters or geographic location** (for the purposes of agreements with excluded and unionized staff) is defined as that area within a radius of 32 kilometers of where an employee/appointee ordinarily performs his/her duties. When an employee/appointee is relocated, the headquarters area may be redefined where exceptional circumstances such as unusual road conditions exist. For the purposes of Employer-initiated relocation and privatization and expenses arising therefrom, headquarters or geographic location will

Trust's three offices. Table 1 provides the number of staff at each headquarters location, by functional unit, as of August 2015.

The location of a position's headquarters determines the location of office facilities and determines eligibility for reimbursement of travel expenses. Agreements with unionized and excluded staff indicate that staff working outside a 30 km radius of their headquarters are eligible to be on 'travel status' and may claim for reimbursement of various travel expenses in addition to mileage charges, in accordance with an approved schedule.

If the location of the assigned headquarters moves outside a 32 km radius of an existing location, agreements with union and excluded staff indicate that staff have a choice as to whether or not to move to the new headquarters. The Islands Trust must reimburse the personal relocation costs of those staff who choose to move, or pay severance costs to those who choose not to. These costs are payable in accordance with a defined schedule. Further information about relocation costs for excluded[1] and union[2] staff is available on the PSA website.

TABLE 1
Current Islands Trust Staff Headquarters by Unit
At August 15, 2016[3]

Staff Unit	Function	Headquarters		
		Victoria	Salt Spring Island	Gabriola Island
Executive Office	Support to Trust Council, Executive Committee, Legislative Services Organizational management	4		
Trust Area Services (TAS)	Support for Trust Council, Executive Committee and Trust Area Programs (Advocacy, Communications, Policy, Intergovernmental Liaison)	3		
Islands Trust Fund	Support for Trust Fund Board	5		
Administrative Services	Finance, Human Resources, Information Services, Geographic Information Services Support for Financial Planning Committee (FPC)	8		
Local Planning Services (LPS) - Management and Southern Team	LPS Management Planning and support for Local Planning in Southern Gulf islands	9		

be redefined as a radius of 50 kilometers (32 kilometers in the GVRD or CRD) of where an employee ordinarily performs his/her duties. See BCGEU Collective Agreement and PSA Terms and Conditions of Employment for Excluded Positions for more details
[1] http://www2.gov.bc.ca/myhr/article.page?ContentID=2331f8db-a945-b64e-ac08-993d7549537e
[2] http://www2.gov.bc.ca/local/myhr/documents/jobs_hiring/bcgeu_master_agreement_17.pdf
[3] Excludes summer students and other temporary positions

Staff Unit	Function	Headquarters		
		Victoria	Salt Spring Island	Gabriola Island
Local Planning Services - Salt Spring Team	Local Planning and bylaw enforcement support for Salt Spring Island		9	
Local Planning Services - Northern Team	Local Planning support for Northern islands			13
TOTALS		29	9	13

The current Islands Trust Staff Organizational Chart (May 2015) is included as Attachment 1, colour-coded to indicate the current headquarters location for each position.

Attachment 2 illustrates a 32 km radius from the current location of the Islands Trust's Victoria Office.

2.2 A Review of the Islands Trust Victoria Office Location

At its quarterly business meeting in September 2015, the Islands Trust Council passed the following resolutions:

1. *That the Islands Trust Council approve the constitution of a Select Committee to Review Victoria Office Location to investigate and prepare a report for Trust Council deliberations on whether relocation of some or all of the Islands Trust Victoria office might better serve the interests of Trust area constituents.*
2. *That the Select Committee be comprised of both trustees and staff who will oversee an independent, unbiased and transparent process.*
3. *That the Islands Trust Council direct staff, in consultation with Executive Committee or its trustee designate, to develop a Terms of Reference for the Select Committee for Trust Council's consideration at its September 201 5 meeting.*
4. *That the Islands Trust Council request trustees to make expressions of interest to sit on the Select Committee by August 30th, 2015.*
5. *That the Islands Trust Council request the CAO to recommend two staff members to participate in the Select Committee, for Trust Council's consideration at its September 2015 meeting.*
6. *That the Islands Trust Council reflect the work of a Select Committee to Review Victoria Office Location in its Strategic Plan for 2014-2018.*

2.3 Establishment of a Select Committee

In accordance with the Islands Trust Council's Meeting Procedure Bylaw[1], a Select Committee to Review the Victoria Office Location is established to '*consider, inquire into, report and make recommendations to Council'* in accordance with these Terms of Reference.

[1] http://islandstrust.bc.ca/tc/pdf/tcbylbasemtgpro0101.pdf

A Select Committee to Review the Victoria Office Location was established by resolution of theIslands Trust Council on September 16, 2015.

These Terms of Reference for the Select Committee for Review of the Victoria Office Location were approved by the Islands Trust Council on September 16, 2015.

3. Scope of Select Committee Work

3.1 Context

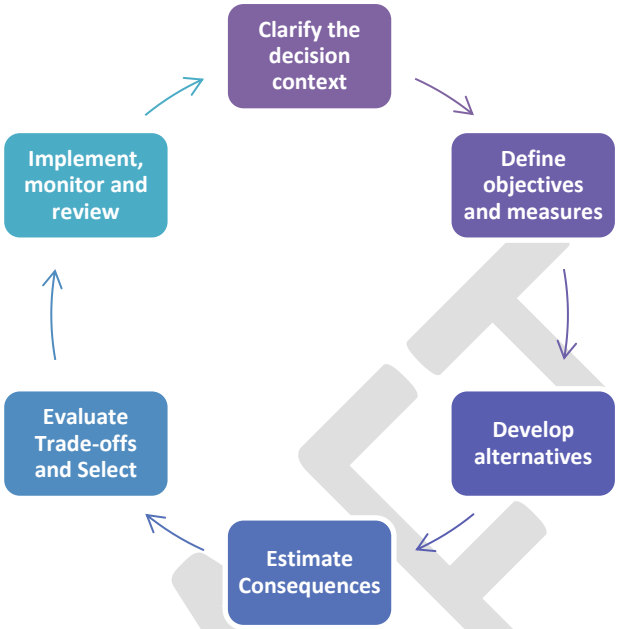
A review of the Victoria Office location will be one of the most significant organizational studies that the Islands Trust Council has undertaken in recent years. A thorough review will need to carefully consider the objectives that the Islands Trust Council wishes to achieve through its office locations, the various options for change, and an analysis how each option would affect Trust Council's ability to achieve its objectives. As some of the options may be associated with significant costs and organizational change, Trust Council will need to ensure that it using the best available information, considering all significant implications and can make a defensible decision at the end of the process, consistent with its fiduciary responsibilities.

3.2 Structured Decision-Making Process

The Select Committee will be responsible for overseeing a consultant in undertaking a Structured Decision Making approach, as outlined in Gregory et al, 2012[1] and including the steps outlined in the following diagram:

DRAFT

[1] Gregory, R. L. Failing, M. Harstone, G. Long, T. McDaniels and D. Ohlson. 2012. Structured Decision-making: a practical guide to environmental management choices. John Wiley and Sons, Ltd. West Sussex, UK



The Structured Decision-Making approach includes the following steps:

1. **Clarify the decision context**
    a. Clarify the decision (or series of decisions) to be made, by whom and when
    b. Clarify the general range of alternatives and objectives to be considered – what is in and what is out of scope?
    c. Clarify the kind of decision to be made. Identify the kinds of analytical tools needed and the level and kind of consultation is appropriate?
2. **Define objectives and measures**
    a. Identify all objectives to be met in the consideration of office location. A preliminary list of potential objectives and sub-objectives is included in Attachment 3 (*Note: A Trust Council workshop on September 15, 2015 will provide input into the list of objectives*).
    b. Identify performance measures for determining how various alternatives may perform in meeting the identified objectives. A preliminary identification of performance measures for each objective is identified in Attachment 3
3. **Develop alternatives**
    a. Identify alternative office locations to be examined, in comparison to the status quo. A preliminary list of alternative office locations is identified in Attachment 4. (*Note: A Trust Council workshop on September 15, 2015 will provide input into the list of alternatives to be examined*).
4. **Estimate consequences**
    a. Evaluate how each alternative office location would perform, in achieving the identified objectives. An example of a 'consequence table' used in the Structured Decision-Making process is included as Attachment 5.
5. **Evaluate trade-offs and select an option to recommend to Trust Council**
    a. Consider the trade-offs associated with each of the alternatives identified, including the status quo.

b. Make recommendations to Trust Council regarding whether it should stay with the status quo, or implement one of the identified alternatives.

6. **Implement, monitor and review**
   a. If an alternative is approved by Trust Council, the implementation of recommendations, plus monitoring and review will form a second phase of the project, with new Terms of Reference.

3.3 Preliminary Trust Council Input

During a workshop scheduled for September 15, 2015, Trust Council will undertake a workshop to provide preliminary direction to the Select Committee. This will ensure that the Select Committee is able to focus its work and resources in a manner consistent with Trust Council's objectives, and that the alternate office locations considered are ones that Trust Council agrees are deserving of further analysis.

Trust Council's direction to the Select Committee will include the following steps in the Structured Decision-Making process:

1. Clarify the decision context. Trust Council will be asked to clarify:
   a. The nature of the decision to be made, by whom and when
   b. The general range of alternatives and objectives to be considered, including what should and should not be considered
   c. The level of consultation that should be undertaken.
2. Define objectives and measures – Trust Council will be asked to clarify its priority objectives that should be considered during the study and preliminary performance measures for each. The Select Committee or the contractor may identify additional objectives and performance measures for the evaluation of alternatives.
3. Define alternatives – Trust Council will be asked to identify the alternative office locations that it wishes to have included in the study. The Select Committee or the contractor may identify additional alternatives for evaluation, subject to budget restraints.

3.4 Selection and Appointment of Contractor

The Select Committee will be responsible for the following work, to identify an independent contractor to undertake the Victoria Office Location Review:

1. Oversee development of a Scope of Work for approval by Trust Council, prior to inclusion in a Request for Proposals from qualified contractors.
2. Input into the Request for Proposal process, to be developed by Islands Trust staff with experience in the service procurement process[1].
3. Evaluate proposals received and provide input into contractor selection.
4. Provide recommendations to Trust Council regarding the budget necessary to fund the recommended proposal.
5. Subject to Trust Council's approval of the related budget, recommend that the Director of Administrative Services appoint a consultant in accordance with the *Islands Trust Council's Policy 6.5.iii – Purchasing Procedure*[2].

[1] The Islands Trust uses the BC Bid (http://www.bcbid.gov.bc.ca/open.dll/welcome?language=En)system for requesting proposals, when considering contract work with significant cost implications, as determined by the Islands Trust Council's Policy 6.5.iii – Purchasing Procedure

[2] http://www.islandstrust.bc.ca/media/58387/65iiipurchasingprocedure.pdf

3.5 Supervision of Contractor

Supervise the selected consultant in the preparation of a report that uses the Structured Decision-making methodology to evaluate alternative office locations in relation to Trust Council's objectives and any others included in the approved Scope of Work or recommended by the consultant. Alternatives evaluated should include those approved by Trust Council and any others identified by the Select Committee or recommended by the consultant that can be evaluated within the approved budget. The evaluation of alternatives should be based on objective, defensible data wherever possible. It must include consultation with appropriate subject-matter experts such as the BC Public Service Agency (e.g. regarding costs arising from collective agreements) to ensure the accuracy of data used.

3.6 Recommendations to Trust Council

The Select Committee is to provide a copy of the consultants' final report to the Islands Trust Council, along with a Request for Decision that recommends a course of action. If deemed necessary, the consultants' final report may be accompanied by one or more briefings and recommendations may be made in phases over a period of time. All Requests for Decision are to be prepared by staff in accordance with *Trust Council's Policy 2.2.1 – Requests for Decision.* In accordance with Trust Council's policy, The Chief Administrative Officer is responsible for ensuring that RFD's to Trust Council accurately identify all relevant implications of the recommendations, and of alternate courses of action.

3.7 Implementation of Recommendations

The implementation requirements of Trust Council's decisions will be identified in advance of any recommendations made. Should Trust Council's decision require significant changes to the location of the staff positions currently headquartered in the Victoria Office, a separate implementation strategy must be developed and approved by Trust Council in advance of any decision..

4) Schedule

The Select Committee will undertake its work in accordance with the following schedule, unless an amendment is approved by the Islands Trust Council:

Timeframe	Action	Outcome
June 2015	Trust Council approval to establish a Select Committee to Review the Victoria Office Location	Draft Terms of Reference in preparation. Expressions of interest solicited regarding membership
July-Aug 2015	Draft Select Committee Terms of Reference	Terms of Reference for Select Committee submitted to Trust Council for approval
	Solicit Expressions of Interest from trustees regarding Select Committee membership	Names submitted to Trust Council for consideration
	CAO consideration of staff appointees to Select Committee	Names submitted to Trust Council for consideration

Timeframe	Action	Outcome
Sept 2015	Trust Council approves Select Committee Terms of Reference[1]	Terms of Reference approved
	Trust Council appoints members to Select Committee	Select Committee forms
	Trust Council confirms decision context, identifies preliminary objectives, performance measures and alternatives to be included in the review of the Victoria Office Location	Trust Council provides an initial scope for the Select Committee's work
Sept – Nov 2015	Select Committee creates Scope of Work for inclusion in a Request for Proposal and seeks Trust Council approval. Select Committee develops a recommended budget for remainder of 2015/16, for Trust Council approval.	RFD to Trust Council, recommending a study methodology and budget for remainder of 2015/16.
December 2015	Trust Council approves Select Committee's proposed Scope of Work, operational budget for remainder of 2015/16.	Select Committee proceeds with Request for Proposal and with implementation of communications plan.
January – February 2016	Select Committee oversees Request for Proposal process Select Committee evaluates proposals received and develops the necessary budget request to Trust Council for 2016/17 budget	RFD to Trust Council requesting budget that will fund the proposed work and on-going operations of the Select Committee (e.g. meeting expenses).
March 2016	Trust Council approval of Select Committee's budget request for 2016/17	On-going operations of Select committee and related contract work is authorized and funded
April-May 2016	Select Committee oversees consultant work	June 2016 Progress report to Trust Council
June 2016	Select Committee determines if additional work is required due to referendum on Salt Spring Island incorporation	Update evaluation of alternative office locations as necessary
Sept 2016	Recommendations to Trust Council regarding Victoria Office location	Trust Council decision re Select Committee's recommendations
Sept-Nov 2016	Development of implementation strategy and related budget requests for consideration during 2016-17 budget development	Budget requests incorporated into Islands Trust draft budget for December 2016.

[1] The current Victoria Office Lease expires on September 30, 2016. April 1, 2016 is the deadline to give notice of any intent not to renew. If Trust Council approves the Select Committee's Terms of Refence and timing, the Director of Administrative Services would seek to negotiate a one-year extension to the Victoria Office lease, which would then expire on September 30, 2017, giving the Islands Trust time to make alternate arrangements, if Trust Council determines to do so through its budget decision in March 2017.

Timeframe	Action	Outcome
December 2016	Trust Council includes budget request for implementation of Select Committee's recommendations in draft budget for public consultation.	Budget requests for implementation are incorporated into Trust Council's draft budget for public consultation
Jan-Feb 2017	Trust Council consults public related to budget requests	Public input to proposed budget for 2017/18
March 2017	Budget for implementation approved	Implementation stages begin, subject to budget
April 1 2017	Deadline to give notice regarding Victoria Office lease (assuming one-year extension has been negotiated in April 2016).	Staff's decision to give notice or not in regards to the Victoria Office lease will be based upon Trust Council's decision in March 2017 in regards to the office location.
Sept 30 2017	Deadline to vacate Victoria Office, if one year extension is negotiated before April 1, 2016.	

5) Membership and Chair

5.1 Membership

The select committee will have 8 members as follows:

a. 6 trustees appointed by and from the Islands Trust Council
b. 2 Islands Trust staff members appointed by Trust Council, on recommendation of the Chief Administrative Officer. NOTE: These staff members will function as members of the committee, rather than as staff support to the committee. Their time commitment will therefore be primarily limited to preparation for and attendance at meetings of the Select Committee, rather than time undertaking support work such as agenda preparation, research, drafting of documents, etc.

5.2 Chair

At its first meeting, the members of the select committee will elect a Chair, who will have the duties identified in the Islands Trust's Meeting Procedures Bylaw.

6) Meeting Procedures and Schedule

6.1 Meeting Procedures

The select committee will operate in accordance with the meeting procedures for select committees, as provided in the Islands Trust Council's Meeting Procedure Bylaw (see related excerpts in Attachment 6). Meeting notices, agendas, minutes and records will be created, circulated and retained in accordance

with the relevant Islands Trust policies.

Meetings of the Select Committee must be closed to the public under:

- s. 90(1)(a) of the *Community Charter*, if discussing personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the Islands Trust;
    - This includes personal information such as an individual staff member's take-home pay or estimated severance payments related to office relocation
- s. 90(1)(c) of the *Community Charter*, if discussing matters related to labour relations or other employee relations;
    - This includes the development of recommendations related to the relocation of identifiable staff positions and the related impacts, options and costs, or confidential materials prepared by the Public Service Agency
- s. 90 (1)(i) of the *Community Charter,* if discussing matters related to the receipt of advice that is subject to solicitor-client privilege
    - This includes any matters received from legal counsel or requests for legal advice

The Director of Administrative Services, in consultation with the Management Team and the Legislative Services Manager will be the final authority for determining when all or portions of a Select Committee meeting must be held *in camera*.

6.2 Meeting Schedule

At its first meeting, the select committee will establish a tentative meeting schedule for the period ending March 31, 2016. Meetings should be scheduled to enable the select committee to complete its tasks according to the proposed schedule, and to allow maximum attendance by Select Committee members and support staff and contractors. In accordance with the allocation of budget, staff and contractor resources to the Select Committee, no more than an average of two 2-hour meetings should be scheduled per month.

7) Staff Resources

7.1 Staff Committee members

Two members of Islands Trust staff will be appointed to sit on the Select Committee, based on recommendations from the Chief Administrative Officer. These staff would be expected to attend up to two 2-hour meetings per month, and prepare by reading agenda packages. The overall time commitment would therefore be six hours per month beginning in early October, or 36 hours each for the remainder of the 2015/16 Fiscal Year.

7.1 Regular Staff Resources

In addition to those staff appointed to the select committee, the following staff resources will be assigned to support of the Select Committee, subject to the time allocations indicated. The Chair of the Select

Committee, in consultation with the Director of Administrative Services, will be responsible for ensuring that work allocated to support staff does not exceeding the time allocated.

Staff Resource	Role	Time Allocation	Comments
Chief Administrative Officer	Attend Select Committee meetings	2-4 hours per month for meeting attendance.	To provide advice as necessary and monitor activities for coordination purposes. Availability will be reduced during December and January transitions to new CAO and periods of high activity related to other responsibilities
Director – Administrative Services	Attend Select Committee meetings. Overall supervision and management of staff support to the Select Committee. Supervise the provision of Islands Trust data (i.e. Human Resources, office leases, travel costs, etc. to the Select Committee as required. Prepare budget requests, reports and Requests for Decision to Trust Council on behalf of the Select Committee	2-4 hours per month for meeting attendance. 8-16 hours per month for research related to supervisory, HR and financial matters and for preparation of reports, Requests for Decision and budget requests	Availability will be reduced during key points in the financial cycle. Availability for other strategic projects, such as those of the Financial Planning Committee, will be limited during the operations of the Select Committee
Other Administrative Services Staff	Assist Director in research and compilation of data as required	5 hours per month	Time availability subject to time allocated for core duties such as financial and human resource functions.
Finance Officer (Procurement and Contract Specialist)	Attend Select Committee meetings if requested by Director of Administrative Services	Up to 15 hours per months for preparation/evaluation of Scope of Work and Requests for Proposal 4-8 hours for	Availability will be reduced during key points in the financial cycle. Availability for other strategic projects, such as those of the Financial Planning Committee,

Staff Resource	Role	Time Allocation	Comments
		preparation of contract with consultant	will be limited during the operations of the Select Committee
Legislative Services Manager	Advice about meeting procedures, as required	1 hour per month	

7.2 Auxiliary Staff Resources

In addition to the consultant engaged to conduct the Victoria Office Location Review, the following auxiliary staff resources will be engaged to support the Select Committee. The Chair of the Select Committee, in consultation with the Director of Administrative Services, will be responsible for ensuring that work allocated to auxiliary staff does not exceeding the time and budget allocated .

Auxiliary Staff	Role	Time Allocation	Comments
Administrator/Secretary	Assist Chair in preparation and distribution of agenda and agenda packages. Miscellaneous administrative tasks and research as required. Circulate agenda packages to committee members.	4 hours per meeting	
	Coordinate meeting preparations and logistics. Attend meeting s to take minutes and maintain Follow Up Action List.	3 hours per meeting	
	Prepare minutes. Prepare budget tracking reports. Circulate minutes to committee members. Ensure appropriate management of committee records. Respond to public requests for records, as needed.	3 hours per meeting	
	Total per meeting	10 hours per meeting	

Auxiliary Staff	Role	Time Allocation	Comments
	Total per month	20 hours per month	

8) Budget

8.1 Select Committee Meeting and Operations Costs

Trust Council has not allocated a budget for the operations of a Select Committee during the 2015-2016 fiscal year. The cost of Select Committee meetings, trustee travel expense, administrator/secretarial services and related expenses for the remainder of the 2015-2016 fiscal year will be charged to the contingency budget ($50,000) established for a potential office move.

The budget for the Select Committee's operational costs, exclusive of professional contractor expenses related to the Victoria Office Location Study is established at $18,000 for the remainder of the 2015-2016 fiscal year, in accordance with the following schedules plus $1200 for contingency/miscellaneous expenses:

Auxiliary Administrator/Secretary Budget

Month	Hours	Estimated Costs
October 2015	20	$1000
November 2015	20	$1000
December 2015	20	$1000
January 2016	20	$1000
February 2016	20	$1000
March 2016	20	$1000
TOTAL 2015-2016		**$6000**

Trustee Travel and Meal Expenses Budget

Month	Meetings	Estimated Trustee Travel Costs[1]
October 2015	2	$1800
November 2015	2	$1800
December 2015	2	$1800
January 2016	2	$1800
February 2016	2	$1800
March 2016	2	$1800
TOTAL 2015-2016		**$10800**

[1] Assumes committee membership by 6 trustees and 50% electronic meeting attendance. Physical meetings to be held at an existing office of the Islands Trust or at a free venue, with no overnight accommodation booked. Includes air travel for any trustees appointed for the Howe Sound area. Based on typical committee costs. Does not anticipate travel expense for staff, which would be required if meetings are not held in the Victoria area.

8.2 Professional Consultant Services – Victoria Office Location Study

Trust Council has not allocated a budget for consultant services in the 2015-2016 fiscal year, related to the review of the Victoria Office location.

After considering proposals from qualified consultants in January-February 2016, the Select Committee will prepare an estimated budget for consultant services for 2016-2017 and seek approval of Trust Council for the expenditure in Fiscal Year 2016/17, as part of budget deliberations in March 2016.

9. Communications

9.1 External Communications

Communications about the establishment and operations of the Select Committee will be the responsibility of the Executive Committee, as part of its responsibility for Trust Council communications generally. The Select Committee does not have responsibilities for public consultation or for external communications with media organizations.

9.2 Communications with Trust Council

The Select Committee is advisory to Islands Trust Council and will make its recommendations in the form of Requests for Decision at the regular or in camera business meetings of the Islands Trust Council. Trust Council's policies regarding Requests for Decisions will apply.

The Select Committee will also provide Trust Council with written status briefings, including a budget report, at each quarterly meeting of the Islands Trust Council.

Select Committee status briefings and Requests for Decision should be made at *in camera* meetings of the Islands Trust Council, and the guidelines provided in Section 6.1 apply.

9.3 Communications with Islands Trust staff

Select Committee consultations with Islands Trust staff, with the exception of those who are members of the Select Committee, or designated support staff, will be coordinated through the Chief Administrative Officer.

9.4 Communications with the Trust Fund Board

The Select Committee should consult with the Trust Fund Board as to the implications of various office location options on Trust Fund Board operations, budget and staff. Input from the Trust Fund Board should be forwarded for the information of Trust Council.

10. Other Studies and Considerations

Two other significant studies are underway that have the potential to affect the analysis and recommendations of the Select Committee. The Select Committee will consider the implications of the following related studies, in carrying out its work.

10.1 Salt Spring Island Incorporation Study

Concurrent with the Select Committee's work, the Salt Spring Island community will be undertaking an incorporation study. An Incorporation Study Committee was formed in May 2015 and a contractor was announced in early July 2015. The Incorporation Study Committee is expected to make a report to the Minister of Community, Sport and Cultural Development that may result in an incorporation referendum in June 2016.

Should the Salt Spring Island community vote to incorporate at the referendum, the Islands Trust would most likely disband its Salt Spring Planning Team after a 3-year transition period and would not require office facilities or incur other expenses for those staff positions (e.g. travel, training, benefits). The Islands Trust would also experience an annual funding shortfall of approximately $800,000, as the result of reduced revenues of $1.9 million and reduced direct expenses of $1.1 million.

Further information about the potential impacts of a Salt Spring Island incorporation on the staffing and funding of the Islands Trust is available in the *Islands Trust Impact Analysis*[1]. The Select Committee and the chosen consultant will need to consider these factors in their analyses.

10.2 Islands Trust Adaptation Strategy

In preparation for the potential incorporation of Salt Spring Island, the Islands Trust Council is developing an Islands Trust Adaptation Strategy, to determine how it would respond to the anticipated loss of staff positions and the projected funding shortfall of $800,000.

As the Adaptation Strategy may indicate reduced staffing levels in other parts of the organization (in addition to the Salt Spring Island Planning Team), the Select Committee and the chosen consultant will need to monitor the development of this Strategy and consider Trust Council's decisions in their analyses.

10.3 Islands Trust Council and Islands Trust Fund Board Policies

The Select Committee should audit existing Trust Council and Trust Fund Board policies and procedures and provide Trust Council and the Trust Fund Board with recommendations about any policies or procedures that may need to be amended, as a result of its recommendations.

11. Attachments

Attachment 1 – Islands Trust Staff Organization Chart – May 2015
Attachment 2 – Map Illustrating 'Geographic Location'[2] of the Islands Trust Victoria Office
Attachment 3 -- Preliminary list of Objectives, Sub-Objectives and Performance Measures **to** evaluate Islands Trust Victoria Office Location Options
Attachment 4 -- Preliminary List of Office Location Alternatives to be Examined
Attachment 5 – Example of Structured Decision 'Consequence' Table, with some data for illustration
Attachment 6 – Excerpts from Trust Council Meeting Procedures Bylaw re Select Committees

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[1] http://www.islandstrust.bc.ca/media/310041/2015-03-31-RepFinal-Islands-Trust-Impact-Analysis.pdf
[2] As determined by the BCGEU Collective Agreement and PSA Terms and Conditions of Employment for Excluded Positions (http://www2.gov.bc.ca/myhr/article.page?ContentID=eb1b5f7b-6a01-0d17-c16f-ad31a4848b28&PageNumber=3)

ATTACHMENT 1

Islands Trust Staff Organization Chart

Legislative Services Manager (Corporate Secretary)
100788
Business Leadership

Chief Administrative Officer
(Deputy Treasurer and Deputy Secretary)
36524
Executive

Executive Coordinator
36549
ML 1 Sublevel 1

Secretary
36533
CS R9

Grants Manager
95363 (pt)
AO R24

Director
Local Planning Services
36528
Strategic Leadership

Bylaw Enforcement Manager
100297
STO R24

Bylaw Enforcement Officer
36531
STO R15

Bylaw Enforcement Officer
108460
STO R15

Bylaw Enforcement Admin Assistant
100746
CLK R9

Regional Planning Manager (Northern)
36532 Business Leadership

Island Planner
52140
PO R27

Island Planner
93660
PO R27

Island Planner
98592
PO R27

Planner 2
36548
PO R24

Planner 1
36541
PO R21

Legislative Clerk (Deputy Secretary)
36536
AO R14

Planning Team Assistant
36571
CS R9

Office Administrative Assistant
86906
CS R9

Regional Planning Manager (Southern)
36529
Business Leadership

Island Planner
36544
PO R27

Island Planner
36527
PO R27

Island Planner
Vacant
00060074
PO 27

Planner 2
00108636
PO R24

Planner 2
00109612
PO R24

Legislative Clerk (Deputy Secretary)
36539
AO R14

Planning Team Assistant
36560
CS R9

Regional Planning Manager (Salt Spring)
36550
Business Leadership

Island Planner
36553
PO R27

Planner 2
36543
PO R24

Planner 1
36535
PO R21

Planner 1
100605
PO R21

Legislative Clerk (Deputy Secretary)
36551
AO R14

Planning Team Assistant
36547
CS R9

Office Administrative Assistant
88093
CS R9

Director
Administrative Services (Treasurer)
36538
Strategic Leadership

Geographical Information Systems Coordinator
52240
STO R24

Information Systems Coordinator
36552
IS 24

GIS Technician
50689
STO R18

Finance Officer
36534
FO R21

Coordinator, Accounting Services
00109013
FO R18

Finance Clerk
50319
CLK R9

Computer Applications Support Technician
106581
IS 18

Administrative Assistant
36564
OA R7

Director
Trust Area Services
36525
Strategic Leadership

Trust Area Policy Advisor
93588
AO R27

Communciations Specialist
80811
CO R21

Trust Fund Manager
36526
AO R27

Ecosystem Protection Specialist
68493
STO R24

Communications/Fundraising Specialist
67602
CO R21

Property Mgmt Specialist
98919
AO R21

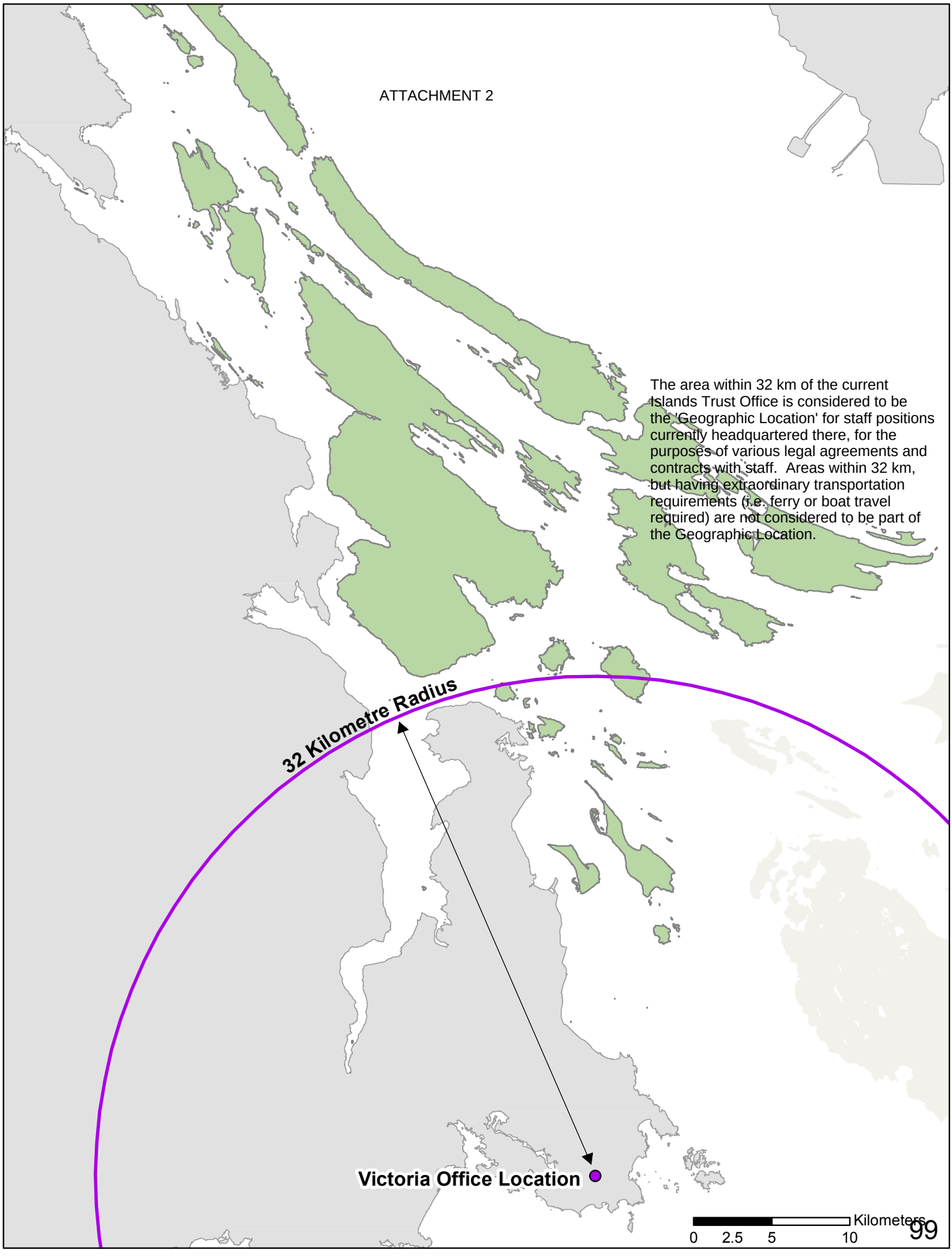
Secretary
36561
CS R9

Victoria Office

Salt Spring Office

Gabriola Island Office

ATTACHMENT 2



Attachment 3 (DRAFT)

Preliminary list of Potential Objectives, Sub-Objectives and Performance Measures

To evaluate Islands Trust Victoria Office Location Options

(to be confirmed or amended by Trust Council at workshop on September 15, 2015)

TRUST COUNCIL OBJECTIVES	SUB OBJECTIVES	EXAMPLES OF PERFORMANCE MEASURES TO EVALUATE EACH LOCATION OPTION
BENEFITS TO ISLAND ECONOMIES		
Maximize economic benefit to island economies within the Islands Trust Area	Maximize the total annual take-home pay of Islands Trust staff positions headquartered to locations within the Islands Trust Area	Estimated annual take-home pay of positions headquartered within the Islands Trust Area
		Annual economic multiplier of pay for positions headquartered within the Islands Trust Area, relative to total economy
		Estimated annual revenue to island landlords / suppliers / contractors etc. from Islands Trust operations
	Maximize net economic benefit to the Islands Trust Area	Estimated value of economic benefit vs related property tax increases necessary to produce it
Maximize equitability (degree to which any costs are borne by the beneficiaries)	Maximize the degree to which the beneficiaries of any change would bear the costs of the change	Economic/convenience benefits per Local Trust Area (or Islands Municipality) vs. tax increases (if any) borne by those taxpayers
ORGANIZATIONAL COST EFFECTIVENESS FOR TAXPAYERS		
Minimize <u>transition costs</u> of any change to Islands Trust staff headquarters location	Minimize costs to build, renovate or lease a new physical facility (e.g. costs of project management, rezoning, designing, building, leasehold improvements to a new physical facility) – size and cost estimates to be determined by no. of staff to be accommodated, local construction/lease costs, etc.)	Estimated costs ($)
	Minimize physical office moving costs	Estimated office moving costs ($)
	Minimize accessory costs of office move (e.g. new furniture, stationery, leasehold improvements, IT changes, lease penalties)	Estimated accessory costs of move ($)
	Minimize staff and contractor time spent planning/undertaking/responding to office move	Estimated hours/costs
	Minimize HR costs of change in	HR costs, as estimated by PSA

DRAFT

TRUST COUNCIL OBJECTIVES	SUB OBJECTIVES	EXAMPLES OF PERFORMANCE MEASURES TO EVALUATE EACH LOCATION OPTION
	staff headquarters (e.g. reimbursement of staff costs for personal move, severance pay owed for staff who choose not to move, recruitment/moving costs for new staff)	(i.e. for headquarter moves > 32 km from current location)
Minimize on-going operational costs related to office location	Minimize on-going office lease costs (or financing costs if a new facility is constructed)	Estimated annual lease costs after change (if any)
	Minimize on-going costs of trustee and staff travel (e.g. to communities served, meetings, etc.)	Estimated annual travel costs related to location
Minimize on-going costs due to staff turnover	Minimize cost of living associated with the office location	Availability of housing affordable at salary levels
	Maximize availability of spousal work opportunities associated with the office location	TBD
	Maximize availability of community amenities associated with the office location	Availability of medical care, educations, cultural and recreational opportunities
MAXIMIZE SERVICE LEVELS FOR CLIENTS		
Maximize productive staff during transitional period, if any	Minimize staff time spent to make location change, if any	Estimated aggregated staff time required to effect change, if any
Maximize productive time of staff after any change in office location	Minimize travel time of staff related to office location	Estimated aggregated annual travel time related to location
Maximize convenience for trustees of office location	Minimize travel time for trustees to attend an office location	Estimated aggregated annual travel time, Number of ferry trips
Maximize convenience for public of office location	Minimize travel time for public to attend an office location	Estimated aggregated annual travel time, Number of ferry trips
ACHIEVE ISLANDS TRUST OBJECT		
Minimize overall organizational disruption due to transition	Minimize loss of organizational knowledge	Estimated number of incumbent staff who would leave the organization as a result of location change, if any
	Maximize proximity of staff working on the same functional team (during transition phase)	TBD
Minimize on-going organizational disruption due to location	Minimize office 'down-time' due to external factors (power outages, road closures, etc.)	TBD
	Maximize proximity of staff working on the same functional team (after transitional phase)	TBD
Maximize staff knowledge/understanding of island communities/ecosystems/economies	TBD	TBD

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TRUST COUNCIL OBJECTIVES	SUB OBJECTIVES	EXAMPLES OF PERFORMANCE MEASURES TO EVALUATE EACH LOCATION OPTION
Maximize proximity/access to other relevant agencies	Maximize access to relevant provincial and regional govts and community organizations	Estimated annual travel time related to location

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Attachment 4

DRAFT – Preliminary List of Potential Office Location Alternatives to be Examined[1]

(Alternatives to be confirmed/amended by Trust Council at workshop on September 15, 2015)

Option	Description	Comments
Status Quo	29 staff positions headquartered in Victoria 9 staff positions headquartered on SSI 13 staff positions headquartered on Gabriola	Should SSI incorporate, these numbers would change during the three years after incorporation
Salt Spring Island options	**One time move**[2] of all Victoria staff positions to Salt Spring Island	Should SSI incorporate, the total numbers of staff to be accommodated on Salt Spring under these options would change significantly during the three years after incorporation.
	One time move of Executive, Administrative, Trust Area Services staff positions to Salt Spring Island **PLUS** **One-time move** of Southern planning staff positions to Sidney (<32 km from current headquarters)[3]	
	Move by attrition[4] of Executive, Administrative, Trust Area Services staff positions to Salt Spring Island **PLUS** **One time move** of Southern planning team staff positions to Sidney (<32 km from current headquarters)	
Gabriola Island options	**One time move** of all Victoria staff positions to Gabriola Island	
	One time move of Executive, Administrative, Trust Area Services staff positions to Gabriola Island **PLUS** **One-time move** of Southern planning staff positions to Sidney (<32 km from current headquarters)	
	Move by attrition of Executive, Administrative, Trust Area Services staff positions to Gabriola Island **PLUS** **One time move** of Southern planning team staff positions to Sidney (<32 km from current headquarters)	
North Pender options	**One time move** of all Victoria staff positions to N. Pender Island	
	One time move of Executive, Administrative, Trust Area Services staff positions to N Pender Island **PLUS** **One-time move** of non-Pender members of the Southern	

[1] The number of alternatives to be examined would increase the costs of a study. Trust Council may wish to identify any alternatives that would NOT be acceptable and should therefore not be included in a study.
[2] 'One time move' refers to a move where new office facilities would be leased, constructed or renovated in a new location and staff positions would be relocated to the new facilities over a short period of time.
[3] A move of employee headquarters to a new location outside a 32 km radius triggers an obligation to pay personal relocation expenses or severance costs for employees not choosing to continue in the position.
[4] 'Move by attrition' refers to a move where new office facilities would be leased, constructed or renovated and staff positions would be relocated as they became vacant. While 'move by attrition' would avoid costs of employee relocation, severance, etc, it could be associated with costs related to duplicate office facilities, disruption of staff teamwork, etc.

Option	Description	Comments
	planning staff positions to Sidney (<32 km from current headquarters)	
	Move by attrition of Executive, Administrative, Trust Area Services staff positions to N. Pender Island **PLUS** **One time move** of non-Pender members of the Southern planning team staff positions to Sidney (<32 km from current headquarters)	
Mid-Island options (e.g. Nanaimo, Ladysmith, Duncan)	**One time move** of Executive, Administrative, Trust Area Services staff positions to a mid-island location **PLUS** **One-time move** of Southern planning staff positions to Sidney (<32 km from current headquarters)	
	Move by attrition of Executive, Administrative, Trust Area Services staff positions to a mid-island location **PLUS** **One time move** of Southern planning team staff positions to Sidney (<32 km from current headquarters)	
Sidney options	**One time move** of all Victoria staff positions to Sidney (< 32 km from current headquarters)	This location is least convenient for travel to and from the northern islands
	Move by attrition of all Victoria staff positions to Sidney	
Distributed options	To be considered instead of or in addition to other options for southern planning team: a. **Move by attrition** of southern team positions to southern islands b. **One-time move** of southern team positions to southern islands	
Work From Home options	To be considered in addition to or instead of other options: Selected staff positions are offered full- or part-time Work From Home agreements	Work from Home agreements are voluntary agreements, offered to staff under specific conditions. Not all staff positions are suitable for Work from Home arrangements and not all staff have suitable space and facilities to succeed in a Work from Home arrangement. Work from Home agreements do not determine a geographical location for a position.
Other Options	To be identified by Trust Council, Select Committee and/or consultant	

ATTACHMENT 5
DRAFT - EXAMPLE OF A STRUCTURED DECISION 'CONSEQUENCE TABLE' for OPTION EVALUATION (FOR ILLUSTRATION ONLY)

Islands Trust

VICTORIA OFFICE LOCATION REVIEW
OPTION EVALUATION MATRIX *(FOR ILLUSTRATION ONLY)*

Note: Some data have been included, for illustration

OBJECTIVES TO BE ACHIEVED THROUGH OFFICE LOCATION DECISIONS *(TO BE CONFIRMED BY TRUST COUNCIL)*		**POTENTIAL PERFORMANCE MEASUREMENT** (Measurement that indicates how well each alternative meets the objective)	**POTENTIAL OPTIONS** *(limited sample only – options to be confirmed by Trust Council- See Attachment 4 for other potential options)*			
			STATUS QUO	**SALT SPRING ISLAND OPTIONS**		
			Status Quo **29 staff positions headquartered in Victoria[1]** **9 staff positions headquartered on SSI[2]** **13 staff positions headquartered on Gabriola[3]**	**One time move[4] of all Victoria staff positions to Salt Spring Island**	**One time move of Executive, Administrative, Trust Area Services staff positions to Salt Spring Island + One-time move of Southern planning staff positions to Sidney (<32 km from current headquarters)[5]**	**Move by attrition[6] of Executive, Administrative, Trust Area Services staff positions to Salt Spring Island + One time move of Southern planning team staff positions to Sidney (,32 km from current headquarters)**
BENEFITS TO ISLAND ECONOMIES	**SUB OBJECTIVES**					
1. Maximize economic benefit to economies within the Islands Trust Area	Maximize the total annual take-home pay of Islands Trust staff positions headquartered to locations within the Islands Trust Area	$ of take-home pay of positions headquartered within the Islands Trust Area	Victoria = $1,398,000[7] SSI = $ 310,600 Gabriola = $ 462,200	Victoria = $0 SSI = $1,708,600 Gabriola = $462,000	Sidney = $289,500 SSI = $1,419,100 Gabriola = $462,000	Sidney = $289,500 SSI = $1,419,100 Gabriola = $462,000
		Annual economic multiplier of positions headquartered within the Islands Trust Area, relative to total economy				
		$ revenue to island				

[1] Would potentially reduce if the Salt Spring Island community votes to incorporate as a municipality
[2] Would reduce to zero by 2019, if the Salt Spring Island community votes to incorporate as a municipality.
[3] Would potentially reduce if the Salt Spring Island community votes to incorporate as a municipality
[4] 'One time move' refers to a move where new office facilities would be leased or constructed and staff positions would be relocated to the new facilities.
[5] A move of employee headquarters to a new location outside a 32 km radius triggers an obligation to pay relocation expenses or severance costs for employees not choosing to continue in the position.
[6] 'Move by attrition' refers to a move where new office facilities would be leased or constructed and staff positions would be relocated as they became vacant. While 'move by attrition' would avoid costs of employee relocation, severance, etc, it could be associated with duplicate office facilities, disruption of staff teamwork, etc.
[7] Estimates for 2014. All values subject to change if the Salt Spring Island community votes to incorporate as a municipality.

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ATTACHMENT 5

DRAFT - EXAMPLE OF A STRUCTURED DECISION 'CONSEQUENCE TABLE' for OPTION EVALUATION (FOR ILLUSTRATION ONLY)

OBJECTIVES TO BE ACHIEVED THROUGH OFFICE LOCATION DECISIONS *(TO BE CONFIRMED BY TRUST COUNCIL)*		**POTENTIAL PERFORMANCE MEASUREMENT** (Measurement that indicates how well each alternative meets the objective)	**POTENTIAL OPTIONS** *(limited sample only – options to be confirmed by Trust Council- See Attachment 4 for other potential options)*			
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		landlords/suppliers/from Islands Trust office operations				
	Maximize economic benefit in relationship to tax increases necessary to produce it	$ of economic benefit vs related property tax increases necessary to produce it				
ORGANIZATIONAL COST EFFECTIVENESS FOR TAXPAYERS						
Minimize 'transition costs' of any change to Islands Trust staff headquarters location	Minimize costs to create or lease a new physical facility (e.g. costs of project management, rezoning, designing, building, leasehold improvements to a new physical facility) – size and cost estimates to be determined by no. of staff to be accommodated, local construction/lease costs, etc.)	Estimated costs ($)				
	Minimize physical office moving costs	Estimated office moving costs ($)				
	Minimize accessory costs of office move (e.g. new furniture, stationery, leasehold improvements, IT changes, lease penalties)	Estimated accessory costs of move ($)				
	Minimize staff time spent planning/undertaking/r	Estimated hours				

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ATTACHMENT 5
DRAFT - EXAMPLE OF A STRUCTURED DECISION 'CONSEQUENCE TABLE' for OPTION EVALUATION (FOR ILLUSTRATION ONLY)

OBJECTIVES TO BE ACHIEVED THROUGH OFFICE LOCATION DECISIONS *(TO BE CONFIRMED BY TRUST COUNCIL)*		**POTENTIAL PERFORMANCE MEASUREMENT** (Measurement that indicates how well each alternative meets the objective)	**POTENTIAL OPTIONS** *(limited sample only – options to be confirmed by Trust Council- See Attachment 4 for other potential options)*			
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	esponding to office move					
	Minimize HR costs of change in staff headquarters (e.g. reimbursement of staff costs for personal move, severance pay owed for staff who choose not to move, recruitment/moving costs for new staff)	Estimated HR costs (e.g. for headquarter moves > 32 km)	$0	Severance for excluded staff positions, exclusive of CAO: >$700,000 Severance for Union positions: TBD[8] Relocation costs for 29 positions: $580,000 - $1,450,000[9] Recruitment costs TBD	Severance for excluded staff positions, exclusive of CAO: >$600,000 Severance for Union positions: TBD Relocation costs for 19 positions: $380,000 - $950,000 Recruitment costs TBD	Severance = $0 Relocation costs = $0 Recruitment costs TBD
Minimize on-going costs related to office location	Minimize on-going office lease costs (or financing costs if a new facility is constructed)	Estimated annual lease costs after change (if any)				
	Minimize on-going costs of trustee and staff travel (e.g. to communities served, meetings, etc.)	Estimated annual travel costs related to location				
Minimize on-going costs due to staff turnover	Minimize cost of living associated with location	Affordable housing available at salary levels				
	Maximize availability of spousal work opportunities	TBD				
	Maximize availability of	Availability of medical care,				

[8] This is an estimate of the severance payable to non-union positions only, if all incumbent staff chose severance over moving locations in a 'one time move' scenario. Estimate provided by PSA on the basis of PSA terms and conditions of employment and current excluded staff, given length of service and current compensation levels. Does not include CAO position.

[9] This is an estimate of the staff personal relocation costs, if all current Victoria staff chose to relocate to a new office outside the current geographic location, in a 'one time move' scenario. Based on an estimate of $20,000 to $50,000 costs per employee.

NOTE: The precise 'HR' costs, and the ratio of severance payments vs. relocation costs would need to be determined on the basis of staff choices at the time that notice of an office move was given. These numbers are estimates only, based on current staffing levels, length of service and compensation. They do not assume which choice any individual or group of staff members would make.

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ATTACHMENT 5

DRAFT - EXAMPLE OF A STRUCTURED DECISION 'CONSEQUENCE TABLE' for OPTION EVALUATION (FOR ILLUSTRATION ONLY)

OBJECTIVES TO BE ACHIEVED THROUGH OFFICE LOCATION DECISIONS *(TO BE CONFIRMED BY TRUST COUNCIL)*		**POTENTIAL PERFORMANCE MEASUREMENT** (Measurement that indicates how well each alternative meets the objective)	**POTENTIAL OPTIONS** *(limited sample only – options to be confirmed by Trust Council- See Attachment 4 for other potential options)*			
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	community amenities	educational, cultural and recreational opportunities				
Maximize equitability (degree to which any costs are borne by the beneficiaries)	Maximize the degree to which the beneficiaries of any change would bear the costs of the change	Economic benefits vs share of taxes to effect change (if any)				
MAXIMIZE SERVICE LEVELS FOR CLIENTS						
Maximize productive time of staff	Minimize staff time spent to make location change, if any	Estimated staff hours to effect change, if any				
Maximize productive time of staff after any change in office location	Minimize travel time of staff related to office location	Estimated annual travel time related to location				
Maximize convenience for trustees	Minimize travel time for trustees to attend an office location	Travel time, Number of ferry trips				
Maximize convenience for public	Minimize travel time for public to attend an office location	Travel time, Number of ferry trips				
ACHIEVE ISLANDS TRUST OBJECT						
Minimize organizational disruption due to transition	Minimize loss of existing staff knowledge	Estimated number of incumbent staff who would leave the organization as a result of location change				
Minimize on-going organizational disruption						
Maximize staff knowledge/understanding of island communities/ecosystems/economies						
Maximize proximity/access to						

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ATTACHMENT 5
DRAFT - EXAMPLE OF A STRUCTURED DECISION 'CONSEQUENCE TABLE' for OPTION EVALUATION (FOR ILLUSTRATION ONLY)

OBJECTIVES TO BE ACHIEVED THROUGH OFFICE LOCATION DECISIONS *(TO BE CONFIRMED BY TRUST COUNCIL)*		**POTENTIAL PERFORMANCE MEASUREMENT** (Measurement that indicates how well each alternative meets the objective)	**POTENTIAL OPTIONS** *(limited sample only – options to be confirmed by Trust Council- See Attachment 4 for other potential options)*			
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other relevant agencies						

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Attachment 6

Excerpts from

Trust Council Meeting Procedures Bylaw 101 re Select Committees

http://islandstrust.bc.ca/tc/pdf/tcbylbasemtgpro0101.pdf

1.1 In this bylaw

"Committee" means the Executive Committee, or a standing committee, select committee, or other committee of Council and includes sub-committees

Application of Rules of Procedure

1.4 The provisions of this bylaw govern the proceedings of Council and of all committees, as applicable.

Duties of Select Committees

11.3 Select committees must consider, inquire into, report and make recommendations to Council about the matters referred to them by Council within the period specified by Council.

Schedule of Committee Meetings

11.4 (a) At its first meeting after its establishment, and at least annually after that, a committee must establish a regular schedule of meetings, consistent with the terms of reference established by Council.

(b) The Committee Chair may cancel a meeting, or may call a special meeting of the committee in addition to the scheduled regular meetings, subject to approved budgets for meeting costs and staff resources.

Notice of Committee Meetings

11.5 (a) Subject to subsection (c), after a committee has established the regular schedule of committee meetings, including the times, dates and places of committee meetings, notice of the schedule must be given by:

(i) posting a copy of the schedule at the principal office of the Islands Trust in Victoria and on the Islands Trust website

(ii) providing a copy of the schedule to each member of the committee.

(b) Where either a regular or special committee meeting is conducted entirely through electronic communication facilities under section 11.10 (a), the meeting notice must include notice of the way the meeting is to be conducted and the place(s) where the public may attend to hear, or watch and hear, the part of the proceedings that is open to the public.

(c) Where revisions are necessary to the annual schedule of committee meetings, the Secretary must, as soon as possible, post a notice at the principal office of the Islands Trust in Victoria and on the Islands Trust website.

(d) The Committee Chair must cause a notice of the day, time and place of a meeting called under section 11.4(b) to be posted at the principal office of the Islands Trust in Victoria and on the Islands Trust website and to be given to all members of the committee at least 10 days before the scheduled start of a Council Committee meeting and at least 5 days before the scheduled start of an Executive Committee meeting.

(e) The Committee Chair must cause a notice of the day, time and place of a meeting cancelled under section 11.4(b) to be posted at the principal office of the Islands Trust in Victoria and on the Islands Trust website and to be given to all members of the committee at least 48 hours before the scheduled start of the meeting.

Attendance at Committee Meetings

11.6 Council members who are not members of a committee may attend open meetings of a committee, but may only attend closed meetings if permitted by resolution of the committee.

Minutes of Committee Meetings

11.7 The Secretary shall keep legible minutes of every regular and special meeting of a committee.

11.8 The Committee Chair or member presiding at the meeting must sign committee minutes.

Quorum

11.9 The quorum of a Council committee is a majority of all of its members and the quorum of the Executive Committee is three.

Conduct and Debate

11.10 (a) The rules of Council procedure must be observed during committee meetings, so far as is possible and unless otherwise provided in this bylaw.

(b) If Council members attend a meeting of a committee of which they are not a member, they may participate in the discussion only with the permission of the majority of the committee members present and must not vote on a question.

Electronic Meetings

11.11 (a) A regular or special meeting of a Council committee or a special meeting of the Executive Committee may be conducted entirely by means of audio or audio and visual electronic communication facilities if a majority of the members of the committee have agreed by resolution that the meeting may be conducted in this way and provided the Secretary has received sufficient notice and can make the necessary arrangements.

(b) An individual committee member who is not at the physical location of a Council committee meeting or of a regular Executive Committee meeting may choose to participate by means of audio or audio and visual electronic communication facilities, provided the Secretary has received sufficient notice and can make the necessary arrangements.

(c) At a regular Executive Committee meeting, no more than two members, excluding the person presiding, may participate by means of electronic communication facilities and in the event that more than two members wish to do so, the first two members to notify the Secretary will be those eligible to participate through electronic communication facilities.

(d) An individual member of the Executive Committee may not participate by means of electronic communication facilities in:
i. two consecutive regular meetings of the Executive Committee, or
ii. more than half the regular meetings of the Executive Committee in any one calendar year.

(e) The Executive Committee may waive the restrictions in 11.11 (c) and (d) by unanimous resolution, provided the waiver does not conflict with provincial legislation and regulation that enables electronic meetings.

(f) Committee members who use electronic communication facilities to participate in a meeting conducted in accordance with this bylaw are deemed present at the meeting.

(g) A member of a committee may begin participation in a meeting by electronic communication facilities after the meeting has been called to order.

(h) Where any meeting participant is participating in a meeting through electronic communication facilities, the facilities must enable all meeting participants to hear, or watch and hear, each other and must provide notice when participants join or leave the meeting.

(i) Where any meeting participant is participating in a meeting through electronic communication facilities, the facilities must enable the public to hear, or watch and hear, all meeting participants at a place specified in the meeting notice, unless the meeting has been properly closed to the public.

(j) For the duration of an electronic meeting that is open to the public, a designated staff member must attend at the place specified in the meeting notice for the public to hear or watch and hear the participants.

11.12 Cell phone or satellite connections may be used for open committee meetings. A land line connection must be used for closed committee meetings.

11.13 If communication is lost to one or more electronic participants during a meeting:

(a) the participant affected will attempt to reestablish the link and in the interim, will be deemed to have left the meeting and the Secretary will record this in the minutes.

(b) if there is not a quorum, the Committee Chair or person presiding will call a recess until the link is reestablished.

(c) if after 10 minutes, a link cannot be reestablished and there is not a quorum of committee members, the meeting will be deemed adjourned and the item under discussion at the time of loss of communication will be added to the next agenda.

11.14 The costs of electronic participation in a committee meeting will be borne by the Islands Trust Council, if the committee member is participating from a location within Canada or has received the approval of the majority of committee members.

ISLANDS TRUST
REQUEST FOR DECISION

Date: August 26, 2015

To: Trust Council **Target Decision Date:** September 16, 2015

SUBJECT: ISLANDS TRUST STRATEGIC PLAN 2014-2018

RECOMMENDATION: That the Islands Trust Council:

- **Adopt the Goals, Objectives and Strategies identified in the document entitled *"Islands Trust Strategic Plan for 2014-2018"(or as amended);***
- **Endorse the activities, phases and success measures identified for the remainder of the 2015/16 fiscal year in the document entitled *"Islands Trust Council Strategic Plan for 2014-2018"(or as amended)*; and**
- **Request the Financial Planning Committee and staff to use the proposed activities for the 2016/17 fiscal year in the *Islands Trust Council Strategic Plan* for *2014-2018 (or as amended)* as a basis for developing a proposed budget for the 2016/17 fiscal year.**

CHIEF ADMINISTRATIVE OFFICER COMMENTS: Adoption of a strategic plan for the 2014-2018 term will assist the Islands Trust to focus its organizational resources on those strategic goals and objectives that Trust Council has identified as top priorities for the term, along with those required by provincial legislation. The goals identified in the strategic plan are consistent with the Islands Trust object and Policy Statement. Staff anticipate that activities proposed for the remainder of the 2015/16 fiscal year can be achieved with existing staff and resources, unless Council displaces them with new priorities. Some of the activities proposed for future years are dependent upon new resources and future budget decisions. Trust Council is scheduled to adopt its next budget in March 2016, and will make another decision about its Strategic Plan at the same meeting. Prior to making those decisions,Trust Council will receive related Project Charters and Budget Requests in December 2015.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Adoption of the a strategic plan will assist Trust Council and Islands Trust staff in focusing resources and efforts to achieve priority goals and objectives. Staff expect that the activities proposed for 2015/16 can be achieved with existing budgets and staff levels, provided Council does not identify higher priorities than those indicated in the strategic plan.

FINANCIAL: Adoption of this strategic plan will not require any changes to the Islands Trust budget or staffing levels for 2015/16. Some of the proposed activities identified for future fiscal years would require additional funds and this is indicated in the fifth column of the attached plan. As the Financial Planning Committee develops an initial draft of Trust Council's 2016/17 budget (for Trust Council review in December 2015), staff will provide estimates of the funds required to implement the proposed activities, with options in some cases. In November 2015, the Financial Planning Committee will develop a draft budget for Trust Council's consideration. In December 2015, Trust Council will give further direction regarding the draft budget and the strategic plan. In March 2016, Trust Council will adopt a budget for the 2016/17 Fiscal Year.

Council will also consider whether its 2016/17 budget necessitates any amendments to its strategic plan.

POLICY:

- ☐ Islands Trust Council's Policy 2.4.i indicates that the Executive Committee is to 'coordinate the development, preparation and implementation of an organizational strategic plan'.
- ☐ The first three goals indicated in the strategic plan are based on those identified in the *Islands Trust Policy Statement*. The fourth goal is based on the part of the Islands Trust object that indicates it is to be accomplished in cooperation with others – for this term, it indicates that the focus is on 'effective, efficient and collaborative governance'.
- ☐ Some items in the proposed strategic plan imply that Council may consider amendments to existing policies.

IMPLEMENTATION/COMMUNICATIONS:

Implementation

- ☐ Where applicable, staff work programs will be aligned with the strategic plan.
- ☐ Actual implementation of the plan in future fiscal years will be dependent upon Trust Council's budget decisions. The strategic plan will form a basis for the annual budget process. Trust Council will adopt a revised plan each year, when it approves its annual budget. If Council does not adopt a budget that supports specific strategies and activities, those will be deleted from the plan, or delayed for future consideration.

Communications

- ☐ The adopted strategic plan will be placed on the Islands Trust website, with an updated cover page.
- ☐ Council Committees will be asked to ensure that their work programs are aligned with the strategic plan. In most cases, the strategic plan reflects priorities that Trust Council has already assigned to Council Committees.
- ☐ Trust Council will receive quarterly reports regarding progress related to the goals and objectives identified in the strategic plan.

OTHER: An adopted strategic plan can be used as a tool for communicating with the public and other levels of government regarding Trust Council's priorities during the current term. While local trust committees may decide to undertake work programs that are not aligned with the strategic plan, the plan reflects areas where several local trust committees have common objectives.

BACKGROUND

- Trust Council has given the Islands Trust Executive Committee responsibility for coordinating the development, preparation and implementation of an organizational strategic plan.
- At the inaugural meeting of the Islands Trust Council in December 2014, trustees received a number of items to consider as they began discussions about priorities for the coming term. Items provided included:
    - A status report regarding the Islands Trust Council's strategic plan for the 2011-2014 term.
    - A PowerPoint presentation that provided highlights about past Trust Council achievements, on-going work, emerging issues, and the next steps that would lead to adoption of a strategic plan in September 2015.
- Also in December 2014, trustees were asked to contribute to a 'round table' discussion in order to identify potential priorities for the coming term.
- From January through June 2015, the Executive Committee adopted a process for developing a strategic plan and consulted with Trust Council, Council Committees, the

Trust Fund Board, Bowen Island Municipality and staff to identify potential strategic goals, objectives and strategies.

- At its quarterly meeting in June 2015, Trust Council members participated in a facilitated session to give further indication of its strategic priorities. It identified overall priorities and endorsed a draft list of goals, objectives and strategies for the purpose of public consultation.
- The Executive Committee launched a public consultation program that ran throughout July 2015 and closed August 10, 2015. It included a news release, advertisements in local media (traditional and on-line), bulletin board notices and an on-line survey. All public input received by the following dates has been (or will be) circulated as indicated:

Received before:	Circulated to:
August 10, 2015	Council Committees - August 2015 meetings
August 19, 2015	Trust Council - in September 2015 agenda package
September 9, 2012	Trust Council - in September 2015 late additions package

- The proposed strategic plan for 2014-2018 reflects input received from the public, Trust Council, Council committees, local trust committees, the Trust Fund Board, Bowen Island Municipality and staff.
- Since the Trust Council meeting in June 2015, the Executive Committee has amended the list of potential objectives and strategies by removing:
    - 2.2 Participate in planning for National Marine Conservation Area Reserve – a federal initiative, not currently active in regards to local government liaison
    - 3.3 Reduce greenhouse gas emissions (through land use planning) – no LTCs have identified this as a priority. Trust Council has not assigned it to LPC as a priority item.
    - 6.2.2 Develop an inventory of land use planning tools that address archaeologic site protection – Trust Council has not assigned this to LPC as a priority item.
    - 7.1.6 Investigate the possibility of forming a Gulf Islands Regional District – Very unlikely to receive provincial funding or collaboration.
    - 7.2 Improve cost effectiveness and quality of local planning services – Trust Council has not assigned this to LPC as a priority item.
    - 9.4 Investigate the use of Alternate Dispute Resolution in Bylaw Enforcement ('mediation' left as a strategy)
- Since the Trust Council meeting in June 2015, the Executive Committee has amended the list of potential objectives and strategies by making amendments suggested by Council Committees and by adding:
    - Activities 3.2.5 and 3.2.6 related to Community Ecological Footprints

- In addition, some other activities from the 2011-14 strategic plan are not reflected because they have transitioned from being strategic initiatives to being core functions. These include:
    - Expand NAPTEP (to areas other than BIM)
    - Adopt local bylaws to implement the Bylaw Dispute Adjudication System (subject to LTC decisions)
    - Launch improved website
    - Use Escribe to improve availability and accessibility of meeting agendas and minutes

REPORT/DOCUMENT: (to be attached to final RFD)

1. Proposed Islands Trust Strategic Plan 2014-2014(draft)
2. Public Input into Islands Trust Strategic Plan 2014-2018
3. LTC, Trust Fund Board and Council Committee input – July - August, 2015

KEY ISSUE: Adoption of an organizational strategic plan for the 2014-2018 term.

RELEVANT POLICY: 2.4.i Executive Committee Terms of Reference
6.2.1 Priority Setting/Review Guidelines
Islands Trust Policy Statement -- Goals

DESIRED OUTCOME: Identification of Trust Council's priority objectives and an organizational focus of staff and resources to achieve those objectives.

RESPONSE OPTIONS

Recommended:
That the Islands Trust Council:

- **Adopt the Goals, Objectives and Strategies identified in the document entitled *"Islands Trust Strategic Plan for 2014-2018"(or as amended);***
- **Endorse the activities, phases and success measures identified for the remainder of the 2015/16 fiscal year in the document entitled *"Islands Trust Council Strategic Plan for 2014-2018"(or as amended)*; and**
- **Request the Financial Planning Committee and staff to use the proposed activities for the 2016/17 fiscal year in the *Islands Trust Council Strategic Plan* for *2014-2018 (or as amended)* as a basis for developing a proposed budget for the 2016/17 fiscal year.**

Alternatives:

- To amend the goals, objectives and strategies in the strategic plan prior to adoption.
- To request Council Committees and staff to focus on different activities than those identified in the draft strategic plan for 2014-2018.
- To request the Financial Planning Committee to develop 2016/17 budget proposals related to additional or different activities than those identified in the draft strategic plan for 2014-2018.

PREPARED BY: Linda Adams
Chief Administrative Officer

SUBMITTED BY: Executive Committee

REVIEWED BY EXECUTIVE COMMITTEE:
August 5 and 25-26, Sept 2, 2015

REVIEWED BY:



(Chief Administrative Officer)

OTHER REVIEW:
Local Planning Committee – Aug 20, 2015
Trust Programs Committee – Aug 24, 2015
Financial Planning Committee – Aug 26, 2015

Appendix A

2014-2018 Draft Strategic Plan Survey Results summary

On July 21, 2015 Trust Council launched public consultation on the 2014-2018 Draft Strategic Plan.

Consultation methods included an anonymous survey (197 completed) and a dedicated e-mail address.

This document provides the summary of the survey results. Appendix B contains all other input.

Question 1

Which island or local trust area do you feel most connected with?
210 respondents completed this question, while three skipped.

Answer Options	Response Percent	Response Count
Bowen	14.3%	30
Denman	8.6%	18
Gabriola	24.3%	51
Galiano	5.7%	12
Gambier	2.4%	5
Hornby	10.0%	21
Lasqueti	0.0%	0
Mayne	1.9%	4
North Pender	10.0%	21
Salt Spring	13.8%	29
Saturna	0.5%	1
South Pender	1.0%	2
Thetis	2.4%	5
The entire Islands Trust Area	5.2%	11
Other (see comments below)		5

Number	Other (please specify)
1	All other islands affected by Industrial Shellfish Aquaculture Businesses
2	Wise Island - Salt Spring – Galiano
3	The question is obscure; I do live on Denman Island, but Salt Spring was once my home: I was "connected" with it before the Islands Trust came along.
4	More than one. Your form doesn't allow for that
5	Also Valdes

Question 2

Trust Council has identified 11 potential objectives for the current term of office (November 2014 to November 2018). Before developing our strategic plan further, Council wants to know if islanders agree that these potential objectives are indeed priorities. Or, are there other priorities that should be included? Do you believe the following broad objectives should be priorities for Trust Council this term?

Based on a weighting of 197 responses, the top three priorities were:

1. Protect quality and quantity of water resources
2. Protect the natural environment of islands
3. Preserve and protect coastal shorelines and marine areas

11 objectives - weighted score on August 10	weighted	yes, definitely (4 points)	yes, probably (3 points)	don't know	probably not (2 points)	definitely not (1 point)
Protect quality and quantity of water resources	711	148	35	2	5	4
Protect the natural environment of islands	682	144	30	7	5	6
Preserve and protect coastal shorelines and marine areas	678	143	27	6	7	11
Reduce our ecological footprint	571	90	56	17	17	9
Enhance / protect / restore community socio-economic diversity and economic sustainability	537	91	44	32	17	7
Improve community engagement and participation in Islands Trust work	532	53	99	19	8	7
Improve cooperation and integration with other levels of government	530	76	69	33	7	5
Strengthen relations with First Nations	491	67	57	30	19	14
Improve organizational cost effectiveness and resilience	491	71	62	44	9	3
Improve community and agency understanding and support of the Islands Trust	491	53	79	31	17	8
Create a vision for the Islands Trust Area	466	69	49	39	16	11

Number	Response
1	Ensure that no freighters are parked off Gabriola's shores
2	Address impacts of climate change and appropriate actions to be taken(Given recent weather events, this is a high priority)

3 This looks like a fairly ambitious agenda as it is. It will be very important -- in the context of improving relations with First Nations and preserving and protecting coastal and marine areas - to develop a stronger functional relationship with the shellfish aquaculture industry. I'm less convinced about the need for a IT vision for the whole area. It is important to recognize the unique nature of each island, its community and its neighbours. Maybe this way we could expand it to include other important islands like Quadra, Cortes, Texada, etc.

4 Islands Trust should support agriculture and aquaculture. Where there are community differences of opinion recognize that business and taxe dollars are important.

Preserving the islands is not just about the environment. It is also about preserving a way of life.

5 Clarity about their specific role.... are they just an advisory body or do they have any authority in any way over municipalities, provincial and federal governements in any way.

They do appear to be powerless and just act as advisors and not actually strongly supporting or opposing any issue.

6 My priority is to protect the natural environment of the Gulf Islands for future generations. I am very concerned about people who move here and then insist on having urban services and amenities. Many of them don't stay very long, but their impacts can be destructive and costly,even continuing after they have gone. Economic sustainability could be low impact, a model of environmental protection and encourage zero population growth. I speak as a 22 year full time resident of the Gulf Islands.

7 Removal of the proposed large ship anchorages on the Gabriola coast.

8 I am concerned that with distrust and disenchantment with the Trust which seems to arise from fairly specific issues (Quesnel land use situation for e.g. on SSI) over the years that this overshadows the very consistent and valuable work the Trust does. Often the general public misses the entire Islands Trust picture and the value of making decisions within this delicate and vulnerable set of islands. If there is one restructuring which may make a difference it would be forming our own regional regulations as a Gulf Islands Regional District separate from the CRD. We would, of course, still interface with the Capital and Van. Isl. Regional districts but it would free us to be more innovative and less bound to the regulations set for more urban centric regions. This is a unique geographical region and especially with our surrounding waters and shores being threatened by increasing tanker traffic it would perhaps allow more latitude is establishing regional regulations.

9 I'm blowed if I know what's important to the Islands Trust any more. Further on in this survey you tell me the Trust is not responsible for Land use and zoning, yet there are industrial land use discussions going on as we speak, at least according to signs scattered around the island and from speaking with your Zoning intern. Then you say you're not responsible for economic development yet socio-economic diversity and economic sustainability is one of the broad options above.

Call me dense but this questionnaire appears to be even denser!

10 Protect our shores and environment from International use of our shoreline for anchorages - especially cape size vessels.

11 The new issues of the planned anchorage off the east coast of Gabriola Island need immediate attention.

The negative impact on the diverse marine life in general land the herring spawn in particular would be huge. The economic, social, environmental general well-being of inhabitants as well as

visitors to the island will be affected.

We need more research and information and need to be kept informed regularly through a structured process.

Since the planned anchorage has been kept secret for at least 4 years it has to become the number one focus of the island's trust starting immediately.

12 No tankers, no anchorages. I understand there are already 40 tanker anchorages currently near Gulf Islands and 5 more proposed ones for Gabriola area. Time to oppose any new anchorages and to work to reduce the number of present ones.

13 Assist in the fight with Transport Canada to make sure the proposal for five new anchorages for bulk freighter off of the shores of Gabriola is defeated. This issue touches many of the strategic areas Islands Trust has responsibility for, such as preserving and protecting our environment and shorelines, keeping our island as a livable community, protecting water quality etc.

14 Advocating against coal anchorages off Gabriola

Advocating against oil tankers along our coast -- help bring back the moratorium.

15 The Gabriola Island Clean Air Society (GICAS) would like to raise the following issue with the Island Trust. The overall goal of this newly formed society is to improve air quality on Gabriola and it is currently developing strategies to achieve this goal.

One of our directors has conducted air quality measurements with a nephelometer on Gabriola in January 2014 and found alarmingly high concentrations of fine particulate matter (PM) 2.5.

These particles are well known to cause a variety of health problems like lung disease, asthma and heart problems. They are especially dangerous to pregnant women, children, older people and people with respiratory problems.

The Provincial air quality objective for concentrations of PM 2.5 is 25 micrograms/cubic meters. The concentrations found on Gabriola exceeded this guideline in several areas by a factor 3 to 4.

The main causes of air quality problems on Gabriola are:

- improper burning of wood stoves (using older wood stoves and/or burning not seasoned firewood)

- unrestricted open burning (except in drought conditions)

We know that other Gulf islands have the same problems.

GICAS intends to repeat air quality measurements in Winter 2015 /2016.

So far the Island Trust has been inactive and has pointed at other levels of government to address this problem but the Island Trust has the protection of the environment in it's mandate and air quality is an important part of that. We urge the Island Trust to act on this problem, to allocate funding and if necessary to put pressure on other levels of government to solve this problem.

16 ….a community-based water collection system

17 I do not know if this is the correct place to state this, but... I think Ganges village should have a more aesthetic plan for buildings, stores, creative businesses while encouraging small businesses to be in the core of the village without being blocked by huge rents, big box-ish stores, etc.

18 The sudden proposal of ship anchorages on Gabriola caught everyone by surprise. IT support in opposing the anchorages is important. Why was IT left out of the loop during the four years this was being planned?

Advocate for no more ship anchorages anywhere in IT area--this issue potentially affects every island, even if the Gabriola anchorages are dropped..

IT's ongoing work on challenging new projects (Kinder Morgan; increased coal, oil, and LNG transport through the Salish Sea) is very important.

Liaison on environmental issues--with Washington state, especially the San Juan Islands, and liaison with northern BC marine areas, so that IT's concerns go beyond our local area.

19 Perhaps most urgently at the moment is the need to protect Gabriola's shoreline from the threat of tanker achorages.

20 Please stop the proposal to anchor huge freighters along the Gabriola coastline in Georgia Strait in an unsheltered area with regular gale force winds, as well as in other places within the Gulf Islands. We are not a harbour or industrial area nor should we become one.

Protect our natural habitat, wildlife, residents and visitors from the air pollution, noise, lights and visual impacts these ships will bring.

This requires a pro active approach instead of "wait and see" and allocation of sufficient resources.

Gabriola AnchorRAGE is already hard at work to defeat the above proposal, including First Nations.

If we lose this battle the Gulf Islands will become a freighter parking lot and the Island Trust will be a laughing matter and lose all credibility.

21 These are laudable objectives. Hard not to agree with them all. I love the idea of the Trust and what it stands for and I am an outspoken fan.I am most disappointed in how the Trust Staff and council has not: 1. Communicated and educated the residents of the Islands Trust area and its visitors to the Islands Trust, it's mandate, history, potential and successes. Not spending resources on this aspect (education) has led to some of the problems that SSI now faces (ignorance). 2. Leadership in the area of Climate Change.

22 Highest and most urgent priority at this time is protection of our shoreline from the proposed anchorages on the east shore. This will seriously affect:

1. Fisheries with affects on herring spawning and other fishing
2. Health of east island residents with sleep disturbance from light and noise pollution
3. Serious risk of pollution
4. Exposure to storm winds either SE or NW, both of which can threaten ships at anchor
5. Property values decreasing (and tax base declining)
6. Diesel exhaust drifting to homes ashore day and night

23 No Anchorages off Gabriola or any other Island. The Ship overflow problem is the problem for the shipping Industry and MPV not ours. We have to protect the environment, the ecosystem in front of our Island.

24 Please also work with the provincial government to reduce ferry costs.

25 Maintaining Georgia strait and all Gulf Islands as environmentally unique and precious by vehemently defending its waters from encroachment by PPA and Transport Canada's determination to use the Islands as freighter parking lots.

26 All types of pollution, including noise and light. We must have industry function on a zero affect on others. Please review communities and industry and question the past decisions on where industry is placed and how it can be altered to not have an effect on community.

27 In keeping with preserve and protect coastal shoreline and marine areas - take a strong, united and powerful stand against the proposed anchorages of capsize vessels off of Gabriola's northeast coastline - this is critical and essential as these anchorages will harm Gabriola irreparably - we will have industry smack dab in the middle of the unique amenities Islands Trust has been established to preserve and protect

28 Ensure human rights to water and sunlight. Reasonable rights to these basic human needs should be protected.

29 Preserve and protect coastal shorelines and marine areas. Degradation of our shores is increasing. The problem is long standing and the IT has been slow to recognize its importance and the IT's responsibility in this area. Because the problem is complicated by the overlapping jurisdiction of the IT's role and provincial agencies role -- and with some federal responsibilities -- the IT ha backed away from taking positive action. Such a stance flies in the face of the object of the IT, especially now that we understand more about the importance of the intertidal for the breeding of forage fish. Driving on the beach by shellfish farmers may be a long-standing practice, but that does not make it acceptable.

So, I'd like to se this objective as #!.

The two others I'd choose are 1) achieving improved relations with first nations (also a difficult one to move ahead on); and enhancing community economic sustainability.

30 That the Trust develop policies (as they did banning fish farms) that encompass the entire Trust Islands and that universally serve to protect the marine environment, as well as the rights of residents and visitors to walk and play on our island's beaches.

Such policies could address concerns such as the restriction of driving on our beaches except for emergency vehicles, reduction of harmful shellfish industry practices and ensuring designated public beach areas that cannot be tenured.

As well, we would ask Trust Council to do more than just advocate for a healthy environment by lobbying all levels of government and asserting the powers given them under the Local Government Act. We would ask TC to also actively support its Local Trust Committee's zoning bylaws and ensure that all referrals are sent to the elected members of LTC's for comment.

31 Update bylaws to include the "right to (sun)light." This fits within "reducing ecological footprint" b/c would facilitate the use and development of solar energy in neighbourhoods with smaller lots.

32 The economic wellness of our community has been forsaken for TOO long. The abandonment of the 3 -legged stool of sustainability for a pyramid model where the environment trumps all has back fired-this has lead to a wariness of the Trust and the CRD's problematic record as well.

33 Recycling and Garbage

34 Respect the original mandate that created the Trust to begin with. Too much land development is

being allowed, and too fast! Slow land development (especially additional housing) way, way down.

35 I think that these questions are biased towards dealing just with the physical environment. 4 out of 11 questions, BUT no questions on housing, economic sustainability, aging in place, ferries, schools, issues of mental health and isolation of vulnerable populations

36 Develop plans to become more resilient in the face of climate change.

37 Farming, creating food security

Cost of transportation

38 What hasn't already been done regards "socio-economic" diversity and sustainability? IT land-use policy is generally prohibitive, particularly of commercial activity, which seems to be what Islanders want. Yet most LTCs have long wrestled with repeated calls to "enhance" diversity and sustainability by allowing secondary dwellings in residential zones---and most remain intransigently restrictive. If the IT doesn't consider secondary dwellings, a relatively light and easily regulated commercial use, as a viable solution to a number of socio-economic problems peculiar to island communities, some of them urgent, then how could it consider this objective a priority?

It's preposterous for the bottom rung on the hierarchy of governance to prioritize a relationship policy with First Nations when the top rung has officially scuttled the treaty-making process, when almost all BC FNs still have treaty claims outstanding, most now compelled to pursue them in court, and when ramifications of recent SCoC decisions are as yet not fully understood. Good relations with FNs should be observed as a matter of course, but, in the present circumstance, it's impossible for a subordinate to promulgate policy when its superiors have conflicting, competing, incomplete, or, in the province's case, malicious, positions regards treaty settlements and interim Aboriginal title. FNs sit at high negotiating tables where the IT will never be invited, so it's pointlessly presumptuous for the IT to prioritize a game it isn't dealt into. It could perhaps respectfully ask its master what it may do regards FN relations, and prepare for the current chaos to continue until at least a change of both sovereign governments.

Over the last 40 years we've practically "visioned" ourselves blind. This has to be the dog-bone lowest priority imaginable, leading one to wonder why on earth it's suggested here at all. Bureaucratic rote perhaps, a mistake maybe---or whatever it might be called, it does nothing to dispel popular misconceptions that the IT gets its mandate from the electorate, and that it's therefore a form of responsible government (where the executive's policy for raising money from citizens is responsible to a popularly elected assembly.) In fact, its mandate comes entirely from the legislated IT Act; voters elect Trustees to carry out this fixed "mandate"; Trustee-candidates do not present competing policy planks to try to "win a mandate" from voters, rather, candidates compete democratically for who voters think will be best fulfill the provisions of the IT Act. Put another way, Trustees do not represent voters to the IT, but, rather, Trustees represent the IT to voters. Many Islanders misunderstand the nature of this trusteeship, and some Trustees may have unwittingly (to put it charitably) exacerbated the confusion. And it's no small matter.

Popular misconception of the IT's purpose and authority is needlessly costly in a number of ways; for example, when the Denman Island LTC tried to pass a "municipal-style ticketing bylaw"---the proposal itself perpetuating the notion that the IT had any authority to enforce it---the ensuing debate initiated a cascade of anxiety, anger, and un-neighbourliness while adding to administrative costs as controversy boiled over into extra meetings. Since the IT is responsible only to the IT Act, and not to a mandate a popularly elected assembly gets from voters, it is doubtful it has legal authority to exact money fines, just as it has none to levy taxes (the Comox Valley Regional District, which is a responsible government, is the authority that levies property tax earmarked for the Denman Island LTC.) The whole exercise was therefore a waste of time and money, and provoked some hard feelings---which contradicts many of the priorities listed above.

Many Islanders have criticized the IT for jurisdictional overreach, and gaming the system to that end. It's easy to substantiate charges that the IT has attempted to enforce non-existant "regulations"; certainly bylaws have been passed which the IT has no authority to enforce (some have already been struck down in court.) Once such arbitrariness becomes perceived as unfair, all bylaws and authority get disrespected, whether legit or not---which is catastrophic for any institution that makes and enforces rules. Denman Island's housing situation is a perfectly sad example: because secondary dwelling-reguations are so restrictive, because nearly every attempt to change them has been thwarted, and because zoning is perceived as arbitrary, unfair and prone to favouritism, about one-fifth of the population lives in "illegal" dwellings, an unsatisfactory, often unsafe system of detente (because nearly everybody knows, at least, somebody who lives in an illegal dwelling, people are reluctant to file official complaints for fear of retaliatory tattling that might affect them personally.)

Every time the IT is perceived illegitimate, it loses respect, and a kind of collusive subconscious takes licence to ignore many good bylaws coincidentally with the bad, and to dismiss legitimate authority coincidentally with illegitimate jurisdictional overreach. It would seem, therefore, one of the highest priorities for the IT should be a complete, crystal clarification of the distinction between trusteeship and responsible government, targeting both IT officialdom and its electorate.

39 Am supportive of most of the above priorities, though there are lots! My only general comment is that in the longer picture the overall IT budget has increased quite a bit in the last years, and remains focused on planning, whereas enforcement and soft outreach to the communities budgets remain low in my opinion: http://www.islandstrust.bc.ca/.../for-website-final.pdf. As time goes on this could be re-balanced with more towards the latter, to avoid gaps between reality and intent of the Bylaws and OCPs, and to ensure community knowledge and buy-in. Good luck with it all - sounds like an engaged group of reps around the islands.

40 Islands Trust should be included in early discussions of any issue that would reasonably affect the Gulf Islands.

Islands Trust is not being brought in early enough. We need Island Trust to be a proactive, collective voice for the totality of the Gulf Islands so we can be part of any planning process that will affect us. Currently, Islands Trust is often operating from a defensive position against various federal and provincial entities.

Perhaps because the number of voters on each individual Gulf Island is small compared to the mainland/Vancouver Island, our voices are not being heard. Islands Trust should be that voice and should demand a place at the table. Please help us protect our Islands from being used as a “resource” for government and industry.

For example, the proposal to provide anchorage for 5 large Cape size ships off the shore of Gabriola and to build an incinerator at Duke Point to burn Vancouver’s garbage. Also, the proposed mining on Valdez Island. It seems we learn about many of these things from the media rather than from our Islands Trust Council.

41 Look at how to protect the rural community feel and restrictions on land use while making it possible for several seniors to live together with some common space and some private space or all in small private spaces on one lot.

42 Protection of water quality and quantity is #1 priority - without water protection none of the other is possible

without water there is no life!

43 Preserve and protect the rural character of the islands. Salt Spring is turning into a suburb.

Concentrate on things that you actually have jurisdiction on.

44 An effective way to manage the achievable goals would be to spend less energy focusing on areas that overlap with other governing bodies. For example, if the busybodies of the island had wanted to create a bylaw banning secondary suites, the RDN could just as easily have been the vehicle to institute such restrictions. And if they couldn't have done it, we wouldn't be stuck with such a ridiculously illogical piece of reasoning.

Let's reign in the enforcement of things like people's living arrangements as well. This situation on Berg road with Jason Van whatshisname is just tarnishing the spirit of everyone involved.

45 I would like to see objectives explicitly framed, or referenced to, the challenge

of climate change. How can the IT be an advocate for renewable energy sources, etc?

46 Islands trust is supposed to speak for the community as a whole. It sickens me to see members of the trust publicly rally for or against any individual issue, such as the bridge,....we all have an opinion, but the trust as a whole should keep their personal feeling out of the public eye.

If it isn't their own personal opinion that they stand behind, surely they must know that they are only supporting a small, yet LOUD, minority.

I vote every chance I get, and this time I am very disappointed in who I helped elect into these positions.

Gabriola is much better served as a municipality in my opinion.

47 Make stand and office more accessible to taxpayers

48 Improving transportation to islands.

49 Whitin the "Preserve and Protect Mandate" Land Use Planning must occure in the context of availability of local natural resources such as Water,Waste Disposal capacity and the strenght of the local infrastructure. Economic Sustainability and Development are always in conflict with your Preserve and Protect Mandate! Therefore we the people expect nothing less but that the Islands Trust Council use the "Precoutionary Principle " when any plans are made to move towards Economic Sustainability!

50 Create a place where people can age. That means beach and trail accessibility for walkers and wheelchairs.

Eliminate dock approvals

Eliminate private beach access

51 These objectives could be streamlined and further clarified. There appears to be a lot of overlap and the economy seems to be getting shortchanged overall.

52 Reduce duplication of services, get the office moved closer (or onto) the islands, Office - staff are way too removed from the communities they are supposed to serve.

53 Maintaining the culture of the islands as different from urban life styles. All the amenities that exist in the urban realm need not be duplicated on the islands. The choice to live on the islands should be a life style choice that recognizes that community is the important consideration, not whether we have the latest technologies.

54 work to improve long term housing options not short term vacation rentals, improve regulations on agricultural land uses so as not to degrade soil and water components

55 Srenthen economic base. We need to encourage more tourism and small businesses. Hotels and rstaurants here are closing and there are few jobs for young people.

Beach access for locals and tourists are poor. The beach at Walker's Hook should be annexed so everyone can use it. There should be more financial support for hiling trails. Parc is doing a great job, but needs more financial support.

It is extremely dangerous for people to walk or bike on the roadways. A high number of people do walk. Bike paths and walking trails by the roads should be more of a priority.

There should be stiffer penalties for people cutting down trees and causing erosion and collapsed roadways. They should have to pay for the roadway to be fixed if they caused it to collapse (ie.walker hook)

Tourists and locals would enjoy and appreciate the environment here more with safer access.

Take a closer look at propery use. There are a lot of properties with poor septics or no septic systems. (squatters)

56 I think the checked topics is more than enough to keep you busy!

Many thanks for your good work.

And please keep the bridge and the freighters and the pipeline away! I expect this comes under preserve and protect coastal shorelines and marine areas.

Maybe I would add something like, "Work with islanders who wish to protect the Islands' way of life". I realize this is a broad topic yet I feel this is the time we must address this question:

Do we want to be rural communities or bedroom communities that are merely an extension of the closest large city or town?

Thanks again.

57 Stick to the knitting Islands Trust has little it can do on economic issues, it's just a distraction to undermine the real work!

58 Please always keep preserve and protect first and foremost amongst your objectives. I am concerned with what appears to be an increasing emphasis on economic development which all too often comes at the expense of caring for the natural environment, the other species who live here, and the rural nature of our communities. Let's not create the kind of environment so many of us came to the Trust Area to get away from. That can easily happen if we give too much emphasis to economic development. It is, of course, a matter of balance, but it feels as if the pendulum is swinging uncomfortably far toward development.

59 To sustain "island character and healthy communities" perhaps the Trust should address problems related to traffic on the main roads of the island. When the ferries empty, traffic is sometimes so severe the notion of a community connected to both sides of the road

seems as remote as the safety of deer on the roads.

Some of these objectives cannot be distinguished the one from the other. Eg. how do a distinguish reducing the ecological footprint from improving the natural environment?

60 Enforcement of bylaws.

61 I think the Trust is moving away from its mandate. To preserve and protect the Islands is the mandate and some of the newer initiatives move away from that and in fact create a conflict. There are other levels of Government and the Private Sector who have other mandates like economic development and relations with First Nations. It's not that these are not important, but the Islands Trust was created as a buffer to hold things like Economic Development in check in order to Preserve and Protect the Environment.

And why does the Trust need a Vision? They have a well defined mandate.... Preserve and Protect IS the vision.

Broad objective is to Preserve and Protect the environment, period!

62 It is crucial that the Islands Trust start governing rather than advocating. Both the federal and provincial governments as well as first nations and municipalities in Trust jurisdictions, do not respect or even acknowledge the Islands Trust. Zoning is being done by other municipalities in Trust jurisdiction and LTC staff is responding to referrals instead of Trustees...this is wrong.

For far too long, marine issues have been neglected and what sets the Trust area apart from others in the province is that the Trust area is comprised of islands. If you don't protect the marine component, you are not living up to your mandate. Land based issues have always been the focus and the Trust has been reluctant to govern its shores and surrounding waters. The Trust needs to lobby the feds. and stand up to the province.

For example, on Denman Island we do not have one public beach, every square inch of our shoreline can be tenured by FLNRO. FLNRO and Fisheries and Oceans Canada has changed the shellfish licensing and tenuring process which now allows an applicant to bypass zoning approval and receive a license to operate.

First Nations Treaty Negotiations is another area where the Trust has been excluded from and we now see that some FN's have gone on record as saying they do not recognize the Islands Trust. This means that the zoning and LTC bylaws mean nothing in FN eyes and others are lined up to partner with them to bypass zoning regulations. This is frightening!

Advocacy is what NGO's do- local governments need to govern and if they can't- they are a waste of tax payers $$$$$!

63 Limit or do not allow Short Term Vacation Rentals (STVRs), or implement strict rules on water use, and noise. Especially restrict or eliminate STVRs in residential areas.

Encourage more covenants.

64 We should not be attracting more people to the islands. There, while politically correct, quit lobbying for lower ferry fares and economic development.

65 The Trust costs about 10% of my tax money, I'd like to see a drastic reduction.

66 deal with invasive species.

no to mining and other resource extraction on the islands

67 Education and support for water collection, indigenous species stewardship enforcement of by-laws - less map making and planners.

68

Forget the PR, less studies and more action! However, action that is for people....a change to asking what the Trust can do for people not what rules we can apply or what powers can we engender to do things to people!

Long range look ahead to the new advances in desalinization, use of ground water such as Parksville, helping to

Institute or generate Govt. grant incentives for using rainwater. Helping to prevent erosion and wasting away of

our Island due to erosion. Help with professional advice. Encourage waterfront land owners to ensure.

there are protection of properties through the expertise of local excavator firms building sea walls to

Retain the wasting land.

Encourage protection against fires and earthquakes.

Compare The cost of planning in other communities outside Trust and compare per capita costs.

Institute OCP recommendations such as 980 sq. ft. Cabins. Why retain the same 600 sq. ft. Cabins thought adequate to contain slave families in the southern U.S.! How long does it take to get things done?

Set up realistic schedules for zoning changes.

- .....a complete change of attitude.

69 The focus of the islands trust solely on the environment is killing the islands, Making them lose all economic stability, and ability to be truly sustaining communities.

Sustainable communities need families, young people, people who actually work. Not communities that are just solely functioning on money earned elsewhere.

The aging population, the lack of full time residents, and the realistic challenges of keeping needed services on the island should start being a focus of the islands trust, but look above all you focus on is the environment?

The islands trust is also not responding to local islanders actual needs but getting more and more controlled by small group of folks, islolated from what is really being talked about by many islanders, who are fearful of actually speaking their minds on the priorities of the trust.

You can talk about your interpretation of the island trust mandate , like it is a cult, but you need to really look at what the islands need to have true sustainable communities and not just parkland.

70 Realize that Tourism is probably the #1 Economic Generator for any/all of the Islands in the Trust. There was lip service made about 10 years ago with a conference in Duncan where there was supposed to be a commitment to enhance tourism as it is the greenest of industries in the province.

What has happened to that commitment? What is the overall attitude towards tourism. why is there not more emphasis placed on tourism as not only an economic generator but a huge source of employment on the islands.

71	Finding ways to reduce the carbon footprint of islanders
72	island sufficiency
	engagement between the fellow islands
	use best forestry practices.....thinning the forest to strengthen environment
	promote alternate energy practices
	encourage government-funded agencies to relocate on the islands..living and car facilities
	promote walking tourist opportunities
	promote the islands as IT centres
73	Create a plan to sunset the Trust. Now irrelevant on Bowen Island
74	Public Transportation on our island.....
	Water quality and use at public places....
75	All good but, One meeting a month. There are concrete issues. What you are asking for is theory.....give us a concrete foundation. There are huge issues on Pender.
76	Transportation policy (specifically BC Ferries) is a common problem for all island communities. The Trust must take a more active and proactive role in ensuring frequent and affordable ferry services. This includes water transport services such as water taxis as well as BCFerries. This must be an integrel part of the priority on socio-economic diversity and economic sustainability.
	Maintain the Trust's policy on protecting island-owned and operated businesses against multinational chains.
77	Inter-island transportation and travel - ferry travel and passenger boats
	On-island transportation - some public transportation for each island
	Educational development - the islands as an educational site, resource, and focus
78	Where there is opportunity to do so, promote sustainable choices for life on the islands--maximize recycling, reduce waste of materials and resources (not only water), and protect air quality and climate.
79	NO BRIDGE TO GABRIOLA!! (or other islands)
	RETURN BC FERRIES TO MINISTRY OF TRANSPORTAIONS TO STOP THE EXHORBITANT FARES.
80	Don't waste money on empty philosophical positions. Use our money wisely to strengthen us as a region.
81	- Make sure that bylaws are enforceable and see that chronic violators, who are causing problems for neighbours and/or their community, are not allowed to continue
	-One way to improve community engagement is to have staff, when presenting issues to the community for discussion, present a variety of options and the costs & benefits associated with

those options.

82 Work closer with SCRD to enforce current laws and bylaws so that violators are brought into compliance in a timely manner.

83 For the point 'Improve cooperation and integration with other levels of government', I would include BC Ferries or have a separate one for it.

84 The main objective of The Islands Trust should be to disband itself. It is an inefficient, outdated institution and a huge waste of taxpayer funds. Get rid of The Islands Trust!

85 Trust Council should study community demographics - aging population, exodus of young families, declining school populations, threatened status of island schools, poverty, drug and alcohol abuse, paucity of jobs - and develop priorities to address some of these problems. In my opinion, many of them were caused by overly restrictive policies of the Trust.

86 Bylaw enforcement, without it there is no point in having them.

87 Maintaining rural character of islands - One major problem with improving quality of islands experience is the net reduction in local work economy, particularly farming, forestry and related industries. The islands can't be all about retirement and tourism. This will actually require sustained work to ensure that local business is supported and encouraged, far more than the Islands Trust is doing right now.

88 Too much motherhood. Very little people representation. Per capita we have way enough dedicated park land/ spaces. Cannot keep them up now.

89 What about deer? Out of control and no one is doing anything.

90 The trust has to become more than a simple structure to enable bylaws to restrict rights of individuals, the process often simply increases cost and delays effectiveness without any benefit. The process of dealing with the trust should be much more simple and not quite as black and white in its interpertation. There is a growing istruct about what the trust says vs what the truth and real reason for the direction or action that is taken.

I beliee the cost so far out weighs the benefit at this time, it is time for an overhall and change of direction if the trust is to remain in place with the same mandate. It will never be aboloshed but the islands one by one can opt out saying they do not wish further intervention in their life. That will only increase the costs to the remaining residents.

91 In addition to environmental prtections and enhancements, as the only local governement I would like to see the Islands Trust start to address social economic issues providi9ng leadership.

92 Continue to present the Islands concerns to BCFerries. Fares are one issue but throughfares in particular. During irrops, I have experienced a throughfare, with a guaranteed connection, that worked beautifully. Sadly, this is not a permanent arrangement and missed connections are the norm; this doesn't have to be the case as evidenced previously.

On another note: One thing that we have noticed on Tsawassen-Swartz, or reverse, sailings--we have never been told which islands we were passing as we sailed through Active Pass. This is a cost free marketing tool for the Islands, just have the Captain point out which is which, for the information of tourists.

93 Clarify Land Use By-Laws. They are vague and contradictory.

94 Lobby provincial and especially federal governments to strengthen marine protection laws and add

many more coastal marine protected areas.

95 We feel working with other levels of Government in a more cohesive manner is of tantamount importance, not just making policies in an "Island Centric" bubble. We believe the Island trust needs to take into account the reality of growing populations on the Islands and on Vancouver Island equally. The Islands are an integral part of Vancouver Island life and are not as isolated as they once were and this reality needs to be accounted for. The Islands in the Trust should be as accessible to Vancouver Island residents as they are to Island residents as the parks, roads, shores and other publicly cared for resources are publicly supported by all residents in BC.

We also believe the Trust needs to be realistic and responsible in it's lobbying roles where BC Ferries is concerned and consider very carefully which battles to wage in respect for ferry funding. For example, supporting a proposed bridge to Gabriola may make economic, cultural and political sense for the Nanaimo and Cedar area while a bridge to Saltspring or Pender Island may actually have negative impact on those factors.

96 Educate the communities on how to preserve and protect

Question 3

If Trust Council could work on only three broad objectives for the current term (in addition to its essential operations), which three would you choose?

Based on 196 responses, the top three objectives identified were:

1. Preserve and protect coastal shorelines and marine areas
2. Protect quality and quantity of water resources
3. Protect the natural environment of islands

Answer Options	weighted	1st choice (3 points)	2nd choice (2 points)	3rd choice (1 point)	not weighted
Preserve and protect coastal shorelines and marine areas	225	42	37	25	104
Protect quality and quantity of water resources	220	38	40	26	104
Protect the natural environment of islands	209	33	40	30	103
Enhance / protect / restore community socio-economic diversity and economic sustainability	153	37	13	16	66
Improve organizational cost effectiveness and resilience	73	12	11	15	38
Improve cooperation and integration with other levels of government	60	6	12	18	36
Reduce our ecological footprint	50	8	7	12	27
Improve community engagement and participation in Islands Trust work	43	5	9	10	24
Create a vision for the Islands Trust Area	42	7	6	9	22
Strengthen relations with First Nations	34	2	8	12	22
Improve community and agency understanding and support of the Islands Trust	31	5	2	12	19

Question 4

Within the 11 proposed objectives, or those you suggested in question #1, are there any specific strategies or activities you would like Trust Council to undertake this term? (Please note Trust Council's role does not include economic development, local zoning or land use regulation.) Please write your answer here.

We received 119 responses to this open-ended question.

Number	Response
1	Ensure that the existing anchorages for large vessels, and any proposed new anchorages (eg. those proposed off Gabriola Island), do not adversely affect the coastal marine ecosystem of any of the Gulf Islands. Also ensure that these anchorages don't negatively impact the quality of life for the residents of the Gulf Islands.
2	If your role does not include economic development then why are you promoting it? for example, STRV's as what some are calling "mortgage payers". After re-reading the Trust Act it is clear that PRESERVE AND PROTECT is paramount and this should be your #1 strategic goal. Within that Preserve and Protect mandate the priority has to be water resources. Next would be environmental integrity of this island which includes fauna and flora preservation.
3	Gather information that helps TC make good environmental decisions because our ever expanding footprint hurts everyone and those who put money-making before environmental sustainability hurts our communities-at-large. Hydrological studies, geological surveys and biological assessments are important tools and should be created or updated to assist in thoughtful decision making.
4	Section 3 of the Islands Trust Act states that the object of the trust is to preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally.... I can think of no greater immediate threat to that object than the ever-increasing designation of freighter anchorages throughout the protected waters of the Gulf Islands and now, along Gabriola Island's Salish Sea coastline. There are currently about 30 anchorages among the Gulf Islands, and the CEO of the Pacific Pilotage Authority said last week that they "desperately" need 10 more (including the five proposed for Gabriola Island). This is no longer just a Gabriola issue; it affects all Gulf Islands. The marine shipping industry will need more and more anchorages as trade grows, and they will resort to increasingly dangerous anchorages as the need increases. The "anchorages model" is at a breaking point. Freighter anchorages introduce an unacceptable industrial activity into the only area of British Columbia whose uniquely pristine qualities and environment are legislatively protected. Their presence violates the intent, spirit and specific language of the Act. These anchorages help the marine trade industry, but I can think of no way in which they benefit the Gulf Islands or its residents. I would hope that the Islands Trust would

	champion the cause of fighting new anchorages along the Gabriola coast, and removing all freighter anchorages from the Trust area.
5	More education and public awareness of the climate crisis we are facing. Provide directional policies in the trust policy statement to LTCs for climate actions at the planning level. Actively promote the important role of the Islands Trust and its successes to date in protecting and preserving the islands. Provide more financial support to local organisations for projects that support the Trust object.
6	Determine the health of our fresh water supply. Place a moratorium on all development until it has been determined that we have the fresh water to support it.
7	I would like to see a focus on preventing the Pacific Pilotage Authority from anchoring cargo vessels off the shore of Gabriola Island.
8	Recognise that the majority of the IT area, to be 'preserved and protected' for all the people of the province, is marine space! Develop policies necessary to ensure the islands' public beaches remain available primarily as recreation resources for the people of the province, as originally intended. Also address harmful effects of shore and marine activities such as frequent industrial driving on beaches and industrial geoduck production, with its tremendous damage to intertidal and sub-tidal substrates. Promote more responsible attention to emerging issues such as 1) the ecological effects of the micro-plastics now ubiquitous in marine environments, their causes and possible solutions; 2) PCBs and other complex organic compounds generated from past industrial activities that are currently stabliised in marine sediments and the potential for intensive shellfish aquaculture to moblise these extremely toxic substances in the marine environment; 3) the role of forage fish such as herring, sand lance and others in the IT marine environment and the need to control / eliminate activities harmful to their wellbeing.
9	Protect forage fish habitat- ban driving on beach to protect spawning habitat. Monitor shellfish acquaculture carefully. Get lease holders to remove anti predator nets. Push for a recycling,/refund program for found stray plastic acquaculture materials washed ashore to reduce leaching of plastics into fish habitat. Post signage and educate public and industry and govts as to the special status of Baynes Sound; many bird, fish and mammal species depend on the good health of the unique habitat it provides. Use this designation in tourist brochures.
10	Consult with local business before undertaking and spending tax dollars on schemes that are technically outside of of Island trust mandate. Examples are aquaculture and agriculture.
11	I think it is up to the Island Trust to formulate their own strategies to undertake their objectives and the objectives suggested in this questionaire

12 No density increase outside the existing villages. No subdivisions, no developers' schemes.

Keep explaining to the public what the Trust is responsible for and what it does not cover.

Keep to the precautionary principle, particularly to do with water.

Don't let bullies take over meetings.

Listen to people with an open mind.

13 Work together with all parties concerned, to remove the proposed ship anchorages off Gabriolas shoreline.

14 Clarifying, by the Islands Trust Council, of its role and engagement of the general public in any way possible. Having put this forward, I realize capturing attention is one of the hardest issues especially with a limited media budget. As the incorporation study unfolds its findings, I am concerned that the impact on the function of the Islands Trust will not be understood because of a lack of insight into the function of the Trust Council.

15 Seems to me the priority of the Trust Council should be to protect the unique natural environment of the Gulf Islands including its shorelines and marine areas. The recent proposal by the Pacific Pilotage Authority to anchor five cape size ships off the shore of Gabriola runs counter to everything the residents of the Gulf Islands and the Trust Council stand for. I believe the Trust Council must use every tool at its disposal to stop this particular proposal and to also ensure none of these vessels is permitted to anchor anywhere in the Gulf Islands.

16 So what is your role? I obviously have a completely erroneous idea of what the Trust Council is all about, and I'm guessing a whole lot of other people do too. If the Trust council does not have a role in zoning or land use, shouldn't trustees keep their opinions on the Bullock Lake development, John Quesnel's activities etc. to themselves?

I thought that creating a vision for the Trust was most important but on second thoughts, perhaps understanding the Trust's role in the community should be first priority.

17 I think Islands Trust should work on preventing anchorages off our shores of large ships.

18 Strong voice opposing any tanker anchorages and specifically this year and for as many years as necessary to oppose any new tanker anchorages.

19 Protect our shoreline

20 preserve and protect our shoreline and marine life - put a stop to the proposed large ship anchorages for all the gulf islands

21 Defeating the Department of Transport's anchorage proposal.

22 Be truly commitment to Supporting grassroots groups that share your objectives particularly ...the following: preserving and protecting our shoreline and marine life and protecting the natural environment of the islands.

23 See above comments

24 1. stopping the proposed anchorages along Gabriola's east shore is of vital importance.

2. A serious look at implications of climate change on the islands ; how to manage negative impacts and and long term plans to create collected community water supplies.

3. Support, promotion and encouragement of community initiatives such as "Gertie" on Gabriola to reduce pollution. I have heard that there are a # of people who are against continuing this program because it will affect taxes.

25 1. Require cisterns for all new houses sufficient to provide water for gardens, toilets, and washing.It is totally irresponsible not to do so. Yes, it will cost money. And yes, you can take this on.

2. Declare broom a noxious weed and give owners 5 years to pull it out. Yes, it will cost money.

3. Permit trustees, such as Gabriola, to have independent positions on some issues--- such as anchorages-- some anchorages are necessary so a campaign to ban all anchorages is ridiculous and guaranteed to fail. - but Gabriola is about the worst place to plan anchorages for large freighters- if our trustee adopts an overall Islands trust position, it will be detrimental to Gabriola as we need to promote the location of anchorages elsewhere.

26 the anchorages proposed off the coast of Gabriola are scarey...an ecological disaster waiting to happen.

Preserve and protect our coast should be highest on your list of stategies.

27 previously stated.

28 Continue work on oil spill prevention and protection

29 I would like to see what the Trust can do to challenge decisions about the coast and the tankers made by the Port Authority and to suggest or ask about the reasons for the big backups for the tankers that require their holding spots in our area - what about re-scheduling or having a system that does not mean such numerous ships in port waiting around -

30 Please make sure that we do not get those anchorages for tankers off Gabriola's NE coast.

31 See above

32 Make a film on the Islands Trust! Show it on the ferries to the islands. Show it before every local trust council meeting. Show it everywhere. Sell, sell, sell the idea of the Trust and our wonderful islands (all of them), and why we need to preserve them forever. The Trust is a wonderful idea. One of a kind. A model. SELL this idea.

33 All levels of government with any authority must be engaged in the shoreline protection. Anchorages of these huge cape vessels (too big for the Panama and Suez Canals). Other options must be chosen than the Pilotage proposal for the Gabriola shoreline. This is not a NIMBY issue, but concerns all Gabriolans.

34 Proactively support the grassroots groups rejecting the Anchorage Proposal(s). Make the position of the Trust

Council known to different levels of Federal and Provincial governments. Ask for face-to-face meetings with highest levels, support petitions, write letters.

35 Take an active role in opposing anchorage increases for all Gulf Islands by working with provincial partners and regional organisations currently working to keep industrial freighter traffic out of the Georgia Strait.

36 Please review the use of walkers hook for an industrial agriculture use. It impacts the environment and the community. It produces fish that is shipped to Japan, and should not be consider agriculture. The noise was never a factor in the original application and the group who approved this should be held legally accountable.

37 Discourage the development of LNG plant (or any further development of that type) in Howe Sound.

38 As mentioned earlier - desperately want Islands Trust to fight for us in stopping the proposed anchorages off of Gabriola Island's northeast shore. Establishment of these anchorages goes against everything Islands Trust stands for and what we, as residents of this island, need the forcefulness of Islands Trust to help in this fight. Not just for Gabriola but for the gulf islands generally. Our experience here on Gabriola has highlighted the extreme pressure for huge corporate interests in shipping to use gulf island waters as parking lots for huge freighters - this pressure will only escalate with time so Islands Trust needs to help put a stop to establishing this sort of industrial activity directly off gulf island shores - its nuts!!

39 Encourage, promote, and defend policies that support the rights of all citizens to have safe and unfettered access to basic recreational use of marine beaches, ie walking and swimming, through 1)strengthening and enforcing restrictions on driving vehicles on beaches; 2) protecting public access by securing untenured beach areas; and 3) upholding Federal, Provincial, and Local laws and regulations which prohibit practices in the Shellfish Farming Industy which are unsafe and/or environmentally threatening.

40 right to light regulation

41 Strategies to enable us to work effectively with provincial agencies, the feds, and First Nations to come to agreements on the steps needed to protect our beaches and on the implementation of these steps. We must approach this work cooperatively. And we must not back away if our invitation is shunned.

42 lobby for reasonable ferry service at reasonable cost

encourage farming and local food production

43 It is slightly dismissive to describe what the role of the Trust is not, when the Official Community Plan very much incubated by the Trust is a foundational document which fundamentally colours all of the above...

44 Proactively seek out connection with local First Nations Tribes and invite them to participate in community information sharing, education, environmental stewardship and Trust-wide visioning.

45 Include many islanders in the visioning process.

46 Interesting: Why not state what you roll is instead of stating what your roll is not! I am confused.

What is the jurisdiction of Island Trust and what is CRD?

My experience most staffer do not know either.

How can you protect if land use is not of your mandate.

On Wise Island we have now two monster houses north and south end. North end monster is 4 floors from the ocean!! Some one granted them a height relaxation. Build for a couple. Preserve environment?? I don't think so.

I pay property tax. I have not an issue contributing to the common coffer but I expect a place to drop of the garbage (included in my tax bill).

47 Strictly enforce the original Trust mandate, do not let local zoning laws run rampant (or even violate at all) the Trust mandate to preserve the natural environment. The natural environment is not a factor to be balanced or weighed against, it is an absolute.

48 Enforcement of policies.

49 You are actually saying that your role is so limited as to be irrelevant, if you can not work with communities to create livable communities you are actually part of the problem We spent several years developing local official plans which do have economic and land use related policy statements in them.Now we need strategic partnerships which will move all of the islands forward on issues of community sustainability.

50 Lobby the Federal and Provincial Governments to create protected marine areas.

Fight against any aquaculture proposals for the islands.

Defend the GINPR against further fragmentation by cycling routes and trails.

Protect shorelines from hardening, docks, riprap, seawalls

51 - Public education about human / nature interactions on a long-term basis in the Trust. Vision on how Islanders live in a way that protects these ecosystems. (beyond zoning and what is allowed in the bylaws.) Eg. do we manage the animals in the ecosystems? what endangered ecosystems need special attention? What should we do on the beaches to make sure forage fish make their way up the food chain?

- We pay taxes but are effectively left to fend for ourselves because we are "inaccessible" islands. This isn't fair and something needs to be done about it. Either service our islands or stop taking our money and let us use that money to organize ourselves.

52 Put into effect an educational program to clarify the distinction between a trusteeship and responsible government. Too many people, including both Trustees and electors, incorrectly conceive the IT as a kind of representative government with authority to tax and fine, often initiating inappropriate expenditure of IT resources, and occasionally costing applicants money they shouldn't have to pay in order to comply with regulations that either don't exist, or for which the IT has no authority to enact or enforce.

I've heard (and it's on public record) Trustees who actually believed the IT has taxing authority---how can this be? I've also noted (and it's on public record) Trustees playing fast and loose with the facts (we we told, for example, that we had a choice between accepting a ticketing bylaw, or letting the LTC increase taxes to pay for bylaw enforcement---when, in fact, the LTC has absolutely no authority to levy taxes at all, let alone raise them, and has no authority to exact fines for bylaw infractions). Again, how can this be?

The IT puts itself in the unenviable position where it must excuse this kind of behaviour either by admitting malicious duplicity, or incompetence. Granting the benefit of the doubt, I'll recommend the IT educate its Trustees from the moment of their nominations, as to the actual status and authority of their office, in order to make it crystal clear to their electors that TRUSTEES DO NOT REPRESENT ELECTORS, and that the TRUST "MANDATE" IS IMMUTABLE AND CONTAINED IN THE ISLANDS TRUST ACT, and that TRUSTEES DO NOT GET ANY MANDATE FROM THEIR ELECTORS, and ARE NOT OBLIGED TO REPRESENT EVEN A UNANIMITY OF VOTER OPINION, LET ALONE A MAJORITY.

This is important because, as it is, many Islanders do not believe or respect the IT for the reasons noted.

53 Take a serious look at sustainability. Age diversity, housing solutions by zoning, and allowing more business zoning.

54 I'd like the islands trust to get the message out to the wealthy that they need to pay for affordable housing.

55 Limit commercial extraction of water. Limit development of larger mono-agricultural businesses such as vineyards. Allow secondary rental buildings on large land parcels. Work to see septic systems and proper septic initiatives are enforced with bylaws.

56 Need to have more enforcement and outreach with communities, as there are too many gaps between bylaws and reality on the ground. I know most of the IT staff are planners, so there is a risk that the IT continues to do mostly planning and not enough education and enforcement, and feedback into the system. Viewed from Hornby the ITC feels quite far and remote.

57 Closer communication with various cities and Harbour Authorities. Since the economic interests of these entities are not aligned with those of the Gulf Islands, Islands Trust should be included in planning and discussion that could affect the Islands.

58 Oh my issue might have to do with land use: seniors co-housung (see question#1).

59 Prepare to influence and work within Prov Gov't Water Sustainability Act. Use all currently available resources including Gulf Islands Groundwater Protection Regulatory Toolkit.

Provide financial and staff support to islands citizen groups (Water Stewardship groups) to develop Water Sustainability Plans. This needs to include research to inform plans and substantial community development/involvement to ensure buy-in.

Within Islands Trust Role.....deal with water extraction and sales on the islands.

60 water, water, water!!!

61 The proposed objectives are already quite a load to realize.....

62 Deer are destroying our islands.

63 With open minds examine the possibilities that a Gabriola bridge could bring to the community. A bridge could be the best way of providing transportation to this community.

64 Preventing coal tankers.

65 Be prepared to act to preserve and protect in the eventuality that the BC government's feasibility study on a bridge linking Gabriola - Mudge - Cedar leads to a proposal to build a bridge

66 Please do not address Economic Cevelopment, we feel that is not in your mandate and is in conflict with the Preserve and Protect Mandate

67 Well you had better start making land use your business. Fresh water preservation is critical. Salt water intrusion a reality and 100 home developments in the works. Cisterns and water collection should be a mandate for all new development.

68 drinking water is the most critical issue. A long term plan must be developed and implemented as soon as possible.

69 Regulations / bylaws need to be more in sync with reality and needs of the islands. Why is it someone can move a trailer onto a property, live full time there with no requirement for a building permit - yet when someone wants to install a rainwater catchment tank to water their garden the requirements of permits, engineering, etc make it totally cost prohibitive. Regulations need to be relaxed to encourage such activities. Call off the CRD pitbulls!!!!!

70 Support local zoning by encouraging trustees to abide by the by laws as presently exist. If changes are necessary, encourage trustees to go to the community to ask for change.

Encourage the articulation of policy statements regarding protection of the environment, both human and other, which will guide and strengthen decisions made at the local island level. e.g. could there be an overarching statement regarding the placement or existence of cell towers on the islands as the municipalities of BC have encouraged.

When considering new economic development, make sure that the island economies and natural habitat are being served and not those of any proposing corporation or consortium.

71 There needs to be a better connection of islands trust to economic development, zoning and land use as they are all interrelated with taking care of our islands.

Revitalize the tourism integrate tourism with shoreline access. People need to come here for a reason, not just the market.

Tourism will be critical for the sustainability of the island economy whether it is restaurants, hotels, shops or activity based businesses. We need to broaden the economic base and if small industry such as Salt Spring Coffee Company is discouraged, then we need to focus on economic sectors that are acceptable to the

island population.

72 Bridge to Nanaimo. No!

73 Stop navel-gazing and playing political games with "visioning" and austerity objectives. Focus on environmental protection and make a real difference with the mandate you have been given.

74 Water and alternate ways of collecting water.

75 - Create a Vision that implies the unique lifestyle and eco-friendly tendencies of the Islands, created as if the islands were a newly independent nation

- Bring forward an 'island separatist' movement to gain international attention on major issues (tanker traffic, etc.)

- Modify all official documentation (especially what is visible from local residents and tourists) to illustrate that the land is "Unceded (___First Nation Name___) Land". Thousands of historically educated people, artists, businesses, events, etc. use this format.

- Obtain Organic Certification for the whole area, helping the few farmers who won't or can't switch to fully Organic accelerate their intergration.

76 It is bewildering to read the claim that the Trust Council's role "does not include economic development" or is it that only the local committee of the Trust stood in the way of the SS Roasting Company?

In view of the increased power and number of the automobiles perhaps the Trust should try to encourage greater road safety on the Gulf Islands by lobbying the Transportation ministry for greater attention to island roads as for example, painting lines, keeping up the shoulders, identifying hazards and so on--all of which might come under the heading "healthy communities",

A strategic plan which does not include maintenance of the road system as a key to healthy communities and "preserving and protecting" the residents of the island both human and non-human, I do not see as being very helpful.

77 Aggressive enforcement of Trust bylaws.

78 Protect the Environment, Preserve the unique Island environment from encroaching development.

79 Stop advocating and start governing! Create blanket marine protection policies for the whole Trust area as was done with fish farms.

80 It is essential that the Island Trust informs in a very clear and objective manner the role it has between the various levels of government, all and every stakeholder, with all the means at it's disposition, to achieve the goals mentioned in the previous question.

It would be also beneficial to all stakeholders to provide a greater understanding of all those means at your disposition: the practical tools, level of influence in the political arena.

More specifically with regard to question number one, regarding the protection of the

environment, it would be essential that we are provided with an overview of what it represent for you (suggestion of an overall plan and objectives)

81 Deal with the issue of unauthorized, private use of the foreshore.

There are many unauthorized encroachments on the foreshore including docks, patios, land infill behind retaining walls and rip rap that occupy sensitive ecosystems that should be protected for use by the public and for preservation of habitat such as surf smolts spawning grounds.

This is an ongoing issue that does not see a lot of enforcement because the land area below the foreshore is owned by the Province but administered by either a municipality (in the case of Bowen) or a regional District.

The Islands Trust could play a pivotal role by advocating for preservation of the foreshore.

It is the mandate of the Island Trust to "Preserve and Protect the natural environment. I ask you - what better area to protect than the foreshore?

82 More publicity regarding the Islands Trust and it's objectives

83 The community does not fully appreciate or understand the value of the Trust and its broader role. More information (e.g. Tides insert) could be published to increase awareness. People don't support what they don't understand, as I was once told.

84 More education on water and protection of echo systems in publications, community bulletin boards and support to encourage water collection and land stewardship

85 Have confidence in local excavator firms by encouraging them to protect our shoreline from erosion.

Change attitude of Trust to doing things for people not to people. Improved attitude towards Trust must be earned.

Test all well drinking water through grants to cover part of cost

Encouragement to cut broom and noxious weeds.

Look at groundwater and new advancements in desalinization, if poor countries can afford then

Why cannot Salt Spring

Trim costs and plow one third of savings into grant incentive programs.

86 I think that even if you are convinced your role is not economic development (which i would argue against) , I cannot see how you cannot view maintaining the community needs in the island trust mandate. Why not work on things such as attracting doctors, nurses etc to the area, so residents can get their needs met on island.

Why do you say that economic development is not in your mandate but relationships with first nations is? I believe that this survey shows how much bias there is in the mandate of the trust?

To quote the act: The object of the trust is to preserve and protect the trust area and its

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

Why are you only interested in ecological priorities, and nothing about the community, the unique amenities (from being able to maintain marinas and their economic stability, Ability to use boats to access your homes, ability for families and older folks to live and work in these unique communities, and to care about the community and not just stopping development and change? How can I even expect my voice to be heard when this survey is clearly asking the same questions over and over so you can state you consulted us?

87 See note written above.

88 reducing carbon footprint of islanders

89 1) Advocacy against the industrialization & commercialization of the Salish Sea. What is the carrying capacity of the Salish sea for marine wildlife & shipping traffic?

2) The terrestrial concerns for the islands is potable water supplies & freshwater for firefighting so within these area the protection of watersheds & wetlands is paramount. Close at hand in the time frame of less then five years, fresh water supplies will be the most valuable commodity in the Southern Gulf Island if not the province of BC.

90 answered in prior quesion

assist the ferry corporation to understand - if the islands win, they win....we're together in this

promote more visitors to the islands

support the local folk who seem to have a very longterm interest in their island....show you are listening

All islands are hurting economically....that must be solved.

91 I thought Islands Trust only deals with local zoning and land use regulation, so I'm confused!

What is the community plan all about if not planning thru zoning????

How do we preserve and protect if not thru zoning?

So I guess a higher profile for yourselves and your mandate.... What do our taxes pay for here?

On Gabriola we are "village visioning". Planning help with that would be great. And some financial support for the Gabriola Commons....island green space, gardening and community activities.... would also be great. Does it fit within the Islands Trust Fund? Why does that name....not better describe what is going on....ie land ownership by IT. Or am I confused again?!!

92 - Enter into discussions with the Bowen Island Municipality to exclude Bowen from the Islands Trust.

- Conduct a survey similar to this one for Bowen residents to gauge public opinion as to the value or lack thereof of remaining in the Trust.

- hold an open house on Bowen to explain the value proposition

- Respect the broader community wishes if deemed islanders feel their is no value in remaining in the Trust.

93 You need an island long term business and environment plan: it doesn't matter how and why they did what. We have to start doing it right.

What do you want Pender to look like?..... and how are you going to fund it?

We need strong environmental protection and a healthy community. We need a strategic goal.

I do not believe a garbage industry is appropriate for the Gulf Islands. The Gulf Islands are the wrong location for industry. Place animal proof dumpsters strategically placed and completely removed when at capacity. We already are overrun by rats and farrol cats that are fed. They are decimating our native ground birds and birds in general. Our natural environment is a disaster. Get rid of the cats and rats. We have Owls to look after rodents.

Our drinking water lakes are surrounded by houses. We must stop allowing properties from using fertilizer. An example is all the lily pads at Magic Lake. Notice they grow right in front of the greenest lawns. It will eventually fill in completely. Run off from vehicles also occurs. Fish should be introduced for a healthy ecosystem.

Industry should never be allowed on ocean front. The damage is great and constant and is unsightly environmently and esthetically. No oceanfront industrial parks should ever be allowed. Wrong location.

All invasive species (that spread) should not be allowed on ones property or elsewhere.

When one mows down swaths of trees and it is left, broom and gorse grows. There should be a time limit for abandoned land. Disturbed soil gives Broom and Gorse a foothold. This should never be allowed.

We should have pride in our properties. Yards should be tidy and waste removed from Pender. No collection of garbage allowed. It harbours rodents and industrial leaks and it unsightly. CRD needs to be involved.

Do you want a half empty, cottage industry? How are you going to keep the community healthy?

Do you want young people to live here? How are they going to earn a living?

Do you want Pender to become an industrial island? What will that look like? Industry is unclean and damages our ecosystem.

Do you want to take care of seniors? How is it going to fund their needs?

Do we want tourism? Do we want a beautiful island that we can show to BC.....and supports healthy economics.

We need healthy shorelines and ecological health.

We need Pender to be healthy and beautiful.

We need healthy economy with beauty with BC tourism in mind.

Farming....employs few.....but is good.....

94 the priority on socio-economic diversity and economic sustainability.

95 We HAVE to move towards creating more Marine Protected Areas. If we don't protect our oceans we will have no food, no air to breath, no water . . . it HAS to be done and SOON!

96 An overall strategy for the development of education on the islands. Each island to play a part; education not just for islanders, but for visitors and short term residents too. Instructional resources drawn not only from the islands and islanders, but attracted from all over the world.

The Gulf Islands, as we all know, is first and foremost an attractive place to be. We should take advantage of that by making an effort to attract the most interesting people in the world and putting them together here so we can all learn from them. Our attitude would be a mixture of tolerance and curiosity.

97 Enhance the movement of people and things in a more Enviormental way. More bike and waking paths. More electric cars or only electric cars on Islands.

98 how about organizing a simultaneous shoreline cleanup on all the island?

99 Prohibit construction of a bridge to Gabriola.

Convince province to return BC Ferries to the Ministry of Transportation and reduce exhorbitant fares.

Protect water and land environments from development, shipping and commercial activities.

100 If the Trust's role does not include "economic development," why have you included that as an item in your list?

101 Perhaps the Trust could have at least some staff who are well versed in legal issues and able to help the Trust draft bylaws that meet the needs of citizens and are enforceable. This person could hopefully also advise the Trust on how to proceed in order to obtain compliance from bylaw violators who refuse to comply.

Having a "planner in the park" day as happened here on Salt Spring is a good way to inform people about the Trust and its work.

It would be good for the Trust to make use of the film footage it has to produce a good, short film about its role and work.

Limitations on development, such as respect for zoning requirements, moratoriums to protect water resources and house size limits can help reduce our ecological footprint.

102 The Trust Council should provide clear direction to SCRD to facilitate bylaw enforcement where violations occur.

103 None at this time!

104 WASTE OF MONEY. TIRED OF ISLANDS TRUST! ENOUGH ALREADY. END THE ISLANDS TRUST.

105 The governing body is too large given the population served. The system of governance needs paring down.

Your position that the Trust has no role in economic development is naive. Control of land use which is clearly a veto role of the Council if nothing else impacts possible economic drivers which might utilize land in the trust area in a more socio-economic viable way.

106 Encourage each LTC to circulate, through local news publications, a survey to get a true consensus of the community's priorities. So few people participate in LTC meetings that I think our trustees get a false impression of what the community really wants.

Prepare a list of economic activities thought to be relatively sustainable and "low footprint," and discuss ways to promote these on the islands.

107 shoreline protection. reduction of new construction over and at the shore regardless of "grandfathered" rights

108 Enhance / protect / restore community socio-economic diversity and economic sustainability - However, sustainability needs to be as much about ensuring they're sustained as it is about their being sustainable within resource availability and recovery.

109 Reduce spending, be more efficient. Why does the Trust and CRD have duplicate GIS programs? Why do staff, ratepayers and Trustees travel back and forth to Oak Bay when the off ice could be in Sidney or even have planners actually based on islands - why do a majority of our island tax dollars have to be spent outside of our communities? If you want to stimulate the island economies, perhaps having staff living in those communities would be a good start. As it stands, staff are so disconnected with the communities that they serve and push their personal agendas on the community, rather than listening to and respecting the wishes of the islands.

110 If the Trust is going to oppose municipal governement on SSI, then it must take on the municipal government function. All three trustees should reside on SSI. The number should be expanded to five. It should expand its role to include economic development, health service delivery, road maintenaince oversight and public security.

111 Protecting precious water supplies by charging for water usage by meter. Not flat rate but actual metered rates, based upon usage.

112 Communication of priorities and what they mean and how they will be achived...an action plan.

113 Lower Costs of BC Ferries

114 Strengthen relationships with other levels of government and First Nations.

115 Unite the island instead of constant bickering it would be nice to see more happen on island.

16 support/educate about residence rain water collection

support /educate re: septic systems and waste water /residential and commercial

117 Encourage the islands to deal effectively their kitchen and green waste by composting on island.

118 to work with the other levels of government on a transportation plan as BC Ferries' apparent lack of concern for all Vancouver Islander's needs and economic limitations is causing hardship and inefficiency in all our lives equaling more stress, lost opportunities, etc, which is affecting us all negatively....including the environment.

119 Trust to take more of an educational approach to land use planning along with it's more traditional role

Question 5

Assuming Trust Council's operational expenses are already covered, how would you allocate any additional Trust Council funding to each of the proposed objectives? Please allocate the percentage you would like to spend on each topic, and be sure it adds up to 100. Do not use the "%" sign in your answer.

Based on 176 responses, the top three areas of funding allocated were:

1. Enhance / protect / restore community socio-economic diversity and economic sustainability
2. Preserve and protect coastal shorelines and marine areas
3. Protect quality and quantity of water resources

Budget allocation (176 people allocated $100 each)	**%**
Enhance / protect / restore community socio-economic diversity and economic sustainability	20%
Preserve and protect coastal shorelines and marine areas	19%
Protect quality and quantity of water resources	14%
Improve organizational cost effectiveness and resilience	12%
Strengthen relations with First Nations	6%
Protect the natural environment of islands	5%
Reduce our ecological footprint	5%
Improve cooperation and integration with other levels of government	5%
Create a vision for the Islands Trust Area	4%
Improve community engagement and participation in Islands Trust work	3%
None of the above (14 people chose to allocate some funding to this option)	3%
Improve community and agency understanding and support of the Islands Trust	3%
TOTAL	100%

Question 6

How did you hear about this survey?

Based on 186 responses, the top three ways respondents heard about the survey were:

1. From an Islands Trust subscriber email
2. From a community blog or website (non Islands Trust)
3. From an article in a newspaper

Answer Options	Response Percent
From an Islands Trust subscriber email	25.6
From a community blog or website (non Islands Trust)	15.9
Other (details below)	15
From an article in a newspaper	14.2
From a trustee	6.1
From an Islands Trust newspaper advertisement	4.9
From an online advertisement	5.3
By visiting the Islands Trust website	4.5
In a coffee shop	4.1
From an Islands Trust poster	2.4
From an Islands Trust staff member	2.0
	100%

Number	"Other" detailed response
1	email received from Gabriolan
2	from my role on the APC and other committees
3	does not work
4	From the Anchor Rage information stand at the Folk Life Village on Gabriola Island.
5	From an email forwarded by a friend with links to both the survey and information around it.
6	From the group Gabriola Anchor-RAGES
7	Twitter
8	From a member of Save Our Shores
9	email from anchor-rage group
10	From Gabriola Anchor RAGE society
11	forwarded by a friend on Salt spring
12	from GAR--Gabriola Anchor Rage email

13	Twitter
14	(Trustee FaceBook posting and newspaper insert)
15	From the Bowen Island municipality in an email
16	it is “other.” your survey does not even work!!!!! Stand on Salt Spring Island Aug 05, (comments about staff removed)
17	News release in the Pender Post
18	Telepathetically
19	Bowen Island Forum
20	From an insert in the Grapevine
21	flyer in a local newspaper
22	accident
23	Island Trust Council member posted to Facebook
24	Bowen island council newsletter
25	SS Exchange
26	Bowen Island E-mail
27	From the Bowen Island Municipal subscriber email.
28	Bowen Municipality
29	Email from BI Municipality
30	Hornby-Denman Island Grapevine
31	Bowen Island Municipality email
32	Islands trust fund E-news
33	Twitter
34	Bowen Forum
35	From the Bowen Island Municipality on the 'Bowen Forum'
36	Email from our Municipality
37	Island Tides

Question 7

Is there anything else you would like to tell Trust Council about its priorities for this term or about your experience with this public consultation?

Below are the comments received from 91 respondents:

Number	Response Text
1	I have weighted the protection of our shores because of the recent decision to allow five freighters to park on Gabriola's shores
2	Stop worrying about job creation - capitalism is supposed to do that! Preserve the eco-systems of our islands.
3	Follow the outlined Trust Act of Preserve and Protect and do not focus on economic development of any kind, this is not your mandate. Preserve the ecosystems from over development and over population.
4	The Trust needs to refocus on its mandate to protect and preserve and not get distracted by socio-economic issues.
5	Take the climate crisis seriously and don't rely on others to take the necessary actions.
6	I think the NPITC goal of Short term vacation rentals is totally misguided. This is just an issue for a small group of owners this is not an island issue. Most of us are worried about water and know that when you have unsupervised large groups of visitors in one house you will use more water than you would if you were the home owner.
7	no
8	To the extent possible, within the straightjacket of the current provincial government, raise the public profile on IT issues, for the good of all people in the province, as originally intended
9	Survey is slanted towards environment. Employment, agriculture a certain amount of tourism and cottage based business is also important.
10	This is a good idea if it has reached a large enough sector of the population. If it is possible to provide feedback on the results it would be appreciated.
11	Thanks for reaching out for community involvement.
12	I really wanted to be positive about this but your questions just confuse me, as noted in earlier comments. I have absolutely no idea how best the money should be spent because I obviously have no idea what the trust is trying to do. After reading the examples of activities in your proposed Strategic Plan I am shocked to see so many 'develop an inventory of' items. I'm sure that in the time it took to write that plan and this survey many of these items could have been well in hand. But instead they're all potential plans. My question is how much time and money will be diverted from real issues this way? How many man-hours and tax

	dollars will each item take? How will you know when each 'inventory' is complete?
13	less government not more
14	No
15	Some priorities can wait others like the anchorages problem can't.
16	Stop Making land deals with ROBERT ROOKS!!!!!!
17	No
18	Be more transparent and involved with issues that pertain to you mandate.
19	difficult priorities to be made but I hope you will consider the present potential negative impact to our coast and climate change -i e drought /water issues as pressing. Thank you for your work
20	Water is basic to our life here on the island, we need to organize community cisterns.
21	Learn to take on the unpopular stuff
22	Please give more time to give public comments as well as perhaps the middle of the summer is not a good time to get people to respond.
23	a comment on this survey--I filled in the "Other" box for question #6, but got a red "this question requires an answer" warning so I couldn't go on to the next page. So I checked coffee shop just to give an answer. (I did not hear about it in a coffee shop, but in an email.
24	Spend resources on education. Then folks will naturally support everything else.
25	I'm glad our voices can be heard
26	The Anchorrage Proposal, if implemented will transform the Gabriola Island to a shipyard with heavy industrial activity along its shorelines. It must stop!
27	Make the anchorage issue the foundation of your vision.
28	No
29	Please, please, please help us stop these anchorages off Gabriola Island - we have to draw a line in the sand against these anchorages here and throughout the gulf islands. Residents need your help in this fight - in fact you should be leading the way!!
30	Thank you for your continuing commitment and hard work!
31	the wording of issues distorts certain responses
32	Let's not redo the visions that we've spent years developing. Instead, let's use our resources to keep taking action to move closer to achieving those visionary goals
33	Please remember this is not a vote. A survey is very different and its results cannot be interpreted as much more than ideas from the few people who take the time to

share their views.

34 Thanks for the easy on-line survey format!

35 Look forward to some positive action

36 Question 5 is absolutely ridiculous. How should the money not the cost of each program.
I always had high esteem for Islands Trust but the more I know the lower it gets.

37 Thank you!

38 I think this survey illustrates how out of step the Trust is

39 I am rather concerned that one of our local trustees leaves so many meetings without voting on important issues due to what he considers a 'conflict of interest'. For example, his wife boards her horse on part of a property proposed for a waste transfer station, so he leaves the meeting. This behaviour is becoming a worrying pattern.

40 It is very unclear to new people arriving on the islands, what exactly is the islands trust and what is it that they do. Some articles in local papers, beyond legal jargon bylaw stuff would be helpful...

41 Stop referring to the IT as "local government"---it's easily confused with "responsible government" which of course the IT is not.

Refer to the IT as a "trusteeship" with a fixed "mandate" that does not come from voters (voters merely vote for whomever they think is the best at fulfilling the fixed "mandate" of the Islands Trust Act---Trustees do not represent the wishes of voters, they uphold the fixed "mandate" in the IT Act.)

Stop saying the IT "represents" such-and-such numbers of people, stop calling the IT a "federation of local governments" ---the IT is a planning department of a provincial ministry. Trustees are elected to record citizens' concerns, not to represent or enact them.

As to this survey: Like most IT surveys, this one appears to have answers already that need affirmation through vague categorization. Sorry to be so cynical, but I've been to enough IT meetings and hearings to know what's what. It's plain to everybody that the IT's modus operandi is to affect a pseudo-democratic pose, and pretend it is a government with authority to do what governments are mandated to do. I'm always surprised by how many are fooled by this ruse. But it shouldn't happen: the IT should be completely up front about what it's for and how it does it.

Nevertheless, I appreciate this opportunity to comment. I hope you'll take my advice this time (every other time we've had to duke it out---and I always have truth and the law on my side.) Good luck.

42 Every question had the same items and asked for different assessments. Don't understand how this will be understood. Oh well.

43 Housing needs to be a priority. The wealthy need to pay. Islands Trust needs to help facilitate this.

44 Please do something concrete on Hornby other than simply planning.

45 Hard to understand why the IT budget has doubled over ten years, now standing at 7 million. As OCPs and bylaws mature, we should actually see a reduction in planning costs and an increase in outreach and enforcement. Otherwise in a few years we might end up with quite disgruntled population who feel like they have been over-planned and under-supported day to day. Maybe time to decentralize staff and activities?

46 The question about allocating funds is tedious and time consuming. Let us tell Island Trust our priorities and you do the budgeting.

47 I totally disagree with the notion that the Vision is the most important thing....the vision will EMERGE as you DO!!!! have to have action, not visioning

48 This type of online survey helps with ease of community input.

49 I am a big supporter of the IT. I lived here before the IT and appreciate its work.

50 build a real and up to date understanding of what ALL islanders think of a fixed link, not just the handfull of whiners.

51 Focus on local issues, tired of the Trust chasing pipeline issues - focus on our communities, not outside issues.

52 Thank You for promoting public participation!

53 You are extremely important, use your power.

54 Get closer to the communities that you serve. Staff are way too removed from the islands, how the office ever ended up where it did is beyond me. The fact it has never been moved is frankly insulting to all taxpayers.

55 Do not sell out to the idea that development of communities that mirror urban centers is the way to save the islands. Consider that prospective community members are looking for human community experience on a model that is scaled down in technology.
Some of the objectives might have been better articulated so that I would know what
I was voting for; I feared that some objectives could be a Trojan Horse for allowing erosion of the Islands Trust mandate as it presently exists.

56 this survey is rudimentary at best, superficial at worst

57 I feel inadequately informed and/or financially experienced to make appropriate judgements about allocations of funding.

58 I have found bylaw enforcement woefully inadequate (particularly in regard to multiple-occupancy dwellings on single-occupancy lots, and trailers and motorhomes being used as permanent dwellings).

59 The Trust has been expanding it's mandate over the years. As a result the Preserve and Protect goal is being compromised / overwhelmed. Looking at the development and commercialization that is occurring it is pretty obvious that the Trust is falling short, yet tries to be involved in everything. A sure recipe for failure. Reminds me of the Federal and Provincial Governments who are rapidly developing tourist facilities in our National/Provincial Parks.... they will be lost forever,..... as goes our Island way of life and environment. ... Get focussed!

60 Last term, marine issues were a top priority and not much was accomplished, please give them the same consideration, time and energy as you have done for land based issues.

61 the previous question of financement can not be answered in a proper manner in the context of this survey, but only within the presentation of a budget.

62 The IT should also use it's resources that are allocated to foreshore preservation to ensure that there is no unauthorized live aboard residents on boats at moorage buoys in bays.

63 We despair when our residents elect a realtor and the other trustee considers the Island Trust Act to be a "temporary measure"

64 The "young people" argument for socioeconomic development on the islands needs a facelift. The people promoting this vision arguably came to the islands 20+ years ago because it was not just like all the urbanized towns and cities everywhere else. Why assume that young people today do not feel the same? Reduced land and housing costs would go far, and internet to facilitate self employment from home or remote work.

65 good work and thank you.

66 Quit growing and start focusing.

67 My experience is well stated, This survey basically asks for answers you all want to hear. The island trust has massively increased its power and mandate from what was intended and as always power is currupts. Be reasonable, think about what many of the original families on the islands think, that the islands used to be where families could live, make a living, be allowed to do things, build things, A more free and open place ? rather than a place people rat out their neighbors for renting a room?

68 The ecological values and fresh water resources are critical for the Islands Trust Area and are the most valuable commodities we have and density increase should not be a consideration.

69 perhaps there is something in my mailbox

70 Glad you asked us. Thank you.

71 The Trust is a non-entity on Bowen island and consequently the majority see no value in its services. The Trust's values , vision and objectives no longer align with the Communities.
These web based polls are a very poor way to engage communities at large to explain the Trust's value. You should look towards open houses and Q&A sessions to explain what the Trust does and how this aligns with Bowens OCP.

72 previous Good work appreciated

73 These Islands are small and has a lot of history. if the historical decisions would have been better ones we wouldn't be in such a mess. I do not believe Island Trust has lived up to their mandate to this point. It's not too late but Island Trust MUST start doing their job.....it is important. Stop industrial park expansion. Keep the one at Recycling area only. No new sites.

74 There needs to be public information sessions and consultation in each of the island communities. Trustees could lead these consultations with Trust staff in attendance

75 Need an attitude of educational and cultural entrepreneurship; a garden of ideas; and give them raindrops and sunlight!

76 The survey feels tilted towards some answers, some questions are the Trusts mandate already, like preserve the natural environment.

77
1. this is not public consultation, this is a survey!
2. how will my comments influence your decisions?
2.

78 NO BRIDGES!!

79 If the Trust works on articulating more of a vision statement, it would be useful to make that part of a process of improving the way community discussions happen regarding major, often political, decisions Salt Spring Restorative Justice has already shown some leadership in this area.

80 I support the activities of the Trust Council, but there seems to be a lack of enforcement (by SCRD) of the bylaws it supports.

81 You suck!

82 I suggest that ALL activities be reviewed, documents prepared and decisions made in a timely manner where time manner means in less than 6 months. The history of decision making is unacceptable due to years passing before a decision is made on certain issues.

83 I was especially pleased to see that one of the areas you are potentially looking at is the possibility of allowing short-term rentals. I have always thought it was incredibly short-sighted and harmful, in many ways, not to allow such short-term holiday rentals. I believe very strongly that allowing this usage will have many and important spin-off positives. My Mom owns a cottage on Shuswap Lake, that I do the property management for. She would not be able to own the cottage if it weren't for short-term summer rentals. Most of our tenants are from Alberta, and would not necessarily choose the area if there wasn't a cottage for them to rent (as many people do not choose to tent and there are hardly ANY campgrounds left--waterfront property is just too expensive to use that way in the interior).

I know, or a fact, that the community of Scotch Creek simply would not survive without this influx of tourists. They rent boats, SUPs, buy groceries, pharmacy items, meals, entertainment, etc, that basically helps the local businesses manage through the winter months. We own on Thetis but have not yet developed our property. When we do visit, we often only go over for the day as their is a bed and breakfast only rule (meaning that the room must be in the main home) and that does not suit us. We want privacy, the ability to prepare our own meals, etc. We would LOVE to stay on the island but always head back to the mainland. If we could do short-term rentals, as we do in the Shuswap, we would develop our property and rent it for several weeks in the summer--that would make this financially viable for us.
Also, the increased traffic at the very few local businesses may encourage them to stay there, expand, offer more tourist-related activities, etc. In other words, become more viable as a long-term community. Short-term rental would also have the added benefit of increasing ferry traffic to the island, which is an on-going problem.

I truly believe that, if a group were staying on the island for a week, they would make at least one additional trip to the mainland to by groceries, do some sight-seeing/tourist activities, etc., that would help to make the ferry system more viable. If there is a concern about the "partying" of such tenants, I can only relate our experiences in our cottage at the Shuswap.

In 12 years of rental, we have only every had 2 complaints about noise--and this is in an area of 50' lots! In fact, we get over 50% of our tenants as returnees that come year after year, to the same week (our longest standing one has been coming consecutively for 7 years). Our neighbours are friends with several of the groups and look forward to their arrival each year.

One neighbours grand-daughter is now very good friends with a tenant's grand-daughter and they make sure that their vacations coincide each year. We have a very strong lease and good relationships with our neighbours and not one of our neighbours has any complaints at all aobut our rental--and, as I said, this is with 50' lots. I think that anything like this that will make communities, families and businesses stronger needs to be seriously considered.

Please keep up the great work with the darn ferry system. It really does need to recognize the burden they are placing on the locals and the effect it is having on attracting tourists to the area. I do agree with protecting the area, water, nature, ocean, etc., very strongly but I also very strongly believe that balance must be achieved. Please don't over-regulate to the point that people get resentful of the Islands Trust. People like us purchased our property as a retirement dream.

We have a vision of sitting on an ocean-front deck, boating from our property, sharing it with family friends and, if allowed, out of province visitors that would savour the opportunity. I can't tell you have often our tenants have told us that their Shuswap vacation was "the best family vacation we've every had". We would love to share the beauty and unique environment of the islands this way as well. Meanwhile, keep up the good work.

84 Our LTC needs to make itself more user friendly, or its public consultation initiatives won't be meaningful.

85 Please step up By-law Enforcement, there doesn't seem to be any on Galiano, even with complaints.

86 Good work! Thanks !!!!!!

87 Please fix the deer problems.

88 Improving the economic viability of the islands.

89 Reduce taxes

90 The Islands Trust should be scrapped and a municipality installed.

91 I trust that the Trust Council will handle the finances in the best way possible, to make the most of limited resources, to maximize the desired objectives.

Written Input to Strategic Plan Consultation

Received by email and letters

Pages 1-107	Written input received to August 10, 2015
Pages 108-114	Written input received Aug 11-19, 2015
Pages 115-126	Written input received Aug 20-Sept 2, 2015

Submissions to Strategic Plan Consultation

Received by email and letter
as of August 10, 2015

Note, staff forwarded the following three e-mails about STVRs to North Pender LTC with the writers' consent

1. **July 21, 2015**
   Fran Rose, Pender Island

   I am very distressed that the recently elected trustees on Pender Island have allowed (or will be allowing) short term rentals (STVRs) on our island. Perhaps this issue is beyond the Islands Trust to control, but maybe new trustees could be briefed on the reasons why many long term residents of our fragile islands are very uncomfortable with STVRs. Renters tend to be younger folks who are not aware of how fragile the ecology on our islands is. And owners of STVRs by their very nature, often live off island in the big cities and they too do not appreciate the fragility of the islands and the distress that can occur for nearby property owners when STVR renters are noisy, untidy, smokers etc.

2. **July 21, 2015**
   Barry Mathias, North Pender Island

   I am concerned that the Islands Trust Council is considering the subject of short term vacation rentals (STVR's) on Pender, and particularly Magic Lake, with the assumption that the Council will be persuaded by our two Trustees that most people want to make STVR's legal.
   I am firmly opposed to STVR's in Magic Lake for the following reasons:
   1. We have just experienced, in 2014, the hottest June, world-wide, on record. This year we are suffering the worst drought in recent memory, and we are getting low on water. There is no indication that rain is on the way, and what state will we be in if we reach October before it rains? Why would any sensible body of people consider encouraging more use of a rapidly depleting ,and vital, resource? It is well known that people who have paid for the privilege of staying for a short time on a 'get-away' will use more water…after all they've paid for it!
   2. Sadly, the majority of those pushing (in a very vocal way) for STVR's are off-Islanders, who are only concerned with personal profit, and contribute nothing to the local Community. The more STVR's (which were supposed to be illegal?) that are created, the fewer the houses that are available for those who want to live full-time here, and who contribute to the enormous volunteer effort that makes Pender the wonderful place it is.
   3. Magic Lake has the greatest density in the Southern Gulf Islands. When short term renters arrive they disturb the nearby residents with loud parties, and often exhibit behaviour that is unsuited to the residents who came to Pender to enjoy the Island's tranquility.
   4. There is every indication that our weather could soon be modelled on Southern California. Water is going to be a critical factor. Please do not encourage more people to use our dwindling resource.
   5. Weather conditions are changing at a rapid rate. Please show leadership, and plan for the future…this should not include greater density and an ever-greater pressure on our fragile water supply. We could be at a cross-roads…put aside old ideas, and plan for the future of Island communities.

3. **July 26, 2015**
Eleanor Brownlee

Thank you for the opportunity to comment on the draft Strategic Plan for 2014-2018.

Under Section 5.3, Land Use planning to promote economic sustainability, I note the reference to developing an inventory of approaches to STVR's on each island.

The issue of short term vacation rentals is a hot topic on our island and the source of considerable concern. It is very important that any land use planning take into careful consideration water resources and availability. We are presently in the midst of another drought season and with climate change predictions can only anticipate further increases in drought conditions and decreasing groundwater supplies. Planning that allows further strains on water resources would be most unwise, and approving use of STVRs is highly likely to add to the strain on water resources within our community. Protection of our groundwater resources needs to have high priority with emphasis on conservation of resources and discouragement of any increased pressures on water resources.

This issue also falls under concerns around housing. If houses or suites are used as short term vacation rentals they are removed from the pool of available rental housing for residents of the island. This can make it difficult for families and individuals who would work in the community, provide services and/or contribute as volunteers to organizations that provide so many services in the community, and who shop and contribute to the economy on an ongoing basis, to find accommodation. As the supply of long term rental accommodations is decreased that tends to increase rental rates and make affordable housing for contributing community members even less accessible.

Very careful thought and consideration needs to be given to any land use planning that might promote the presence of STVRs without significant guidelines and restrictions, perhaps such as usage of TUPs. There are a shocking number of residences in our community used for this purpose. All you need to do is to check into Air B and B to see how frequently this is happening. I would strongly encourage further restrictions on such usage.

4. **July 21, 2015**
W. Reuben Kaufman, Alberta

You have asked for some input to the draft strategic plan. May I offer the following?

The danger of wildfire impinging on residential areas at the so-called "urban-forest interface" is an annual concern, and is particularly on the radar on Salt Spring and other Gulf Islands this year because of the early onset of drought.

The FireSmart program, promoted by our fire authorities, comprises a series of measures that can significantly mitigate the consequences of a wildfire impinging on the "urban" landscape.

The mitigation measures advocated by the FireSmart Handbook include creating a buffer zone where there is some clearance of low vegetation and limbing of trees. Such measures are nominally forbidden by most covenants designed to preserve and protect. But I would like to believe that it was not the intention of the Islands Trust nor the other covenant holders on the Gulf Islands to inhibit sensible measures designed to minimize the risk of fire. But I am aware of at least one landowner refusing permission of a neighbour to

invoke FireSmart because it is "against the covenant on their land". Such instances could not be foreseen by the Islands Trust nor other covenant holders.

Here's my suggestion:
Consider adding a policy that allows for FireSmart issues to lead to a variance to a normal covenant that severely restricts clearing of vegetation. The policy would provide for inviting individual applications for a variance based on FireSmart. Each application might require a FireSmart official who has inspected the property interface to endorse the variance. If this resonates with the Islands Trust, perhaps you would also encourage the various land conservancies that also hold covenants to adopt a similar policy?

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5. **July 22, 2015**
   Sara Steil, North Pender Island

Over the past several years the Salish Sea has been assaulted with overall industrialization & commercialization due to the inherent, unrealistic need for economic growth with no thought or consideration given to sustainable economics & the carrying capacity of the Salish Sea (or the Earth for that matter). The Islands Trust Council has done an admirable job with advocacy in our fight to preserve & protect the Salish Sea, island shorelines & water quality of inside bays & inlets while we have waited two plus decades for the National Marine Conservation Area to assist with this horrendous burden the Islands Trust has carried for the people of the province of British Columbia.

When studying the Trust Council Survey on identification of priority objective for the 2014-2018 Strategic Plan it becomes apparent the over 50% of the objectives put forward are associated with preserving & protecting the marine waters, even including 'improving relations with First Nations' for the Salish Sea is the life & their culture.

- *Identify and protect sensitive environmental areas; - which includes shorelines & coastal bluffs*

- *Reduce GHG emissions in communities*; - against the GHG emissions from increasing freighters & tanker traffic but also the transport of fossil fuels which ultimately also return to us in GHG from the end users via the jet stream.

- *Protect water quality and quantity* – critical in nature especially in the Southern Gulf Islands and no increase in density or land use should be even considered especially in Short Term Vacation Rentals (STVR's).

- *Protect coastal areas and marine shore lands*; - degradation from discharge of bilge water plus black & grey water from coastal industrial & commercial shipping vessels due to the far from adequate International Shipping Regulations, plus the added discharge of bilge water plus black & grey water from pleasure craft.

- *Protect / restore community socio-economic diversity; / Enhance community economic sustainability; -* degradation to our marine waters & therefore our beaches will devastate the socio-economic diversity & economic sustainability in its entirety covering all aspects of the community.

- *Improve understanding and support for IT object; / Confirm the Islands Trust Vision and Policy: -* Protection for our marine ecology is a critical area for the Islands Trust Object, Vision & Policy and is actually the mainstay of the lifestyle we enjoy living in the Islands Trust community. The Object also supports the urgent need to continue advocating for preservation & protection of our marine waters & shorelines, and, yes, the ecology integrity of the terrestrial lands for all of these are the reasons we landed upon these shores and call the islands home. Greater Vancouver boasts that their population

will increase by over a million in the next decade, this will ultimately increase the pressures within the Islands Trust as well through increased marine traffic, increase in discharge of effluent (from land & sea sources) into the Salish Sea.

Priority Objectives: -

- *Improve community engagement & participation; / Improve Islands Trust cost effectiveness and resilience; /*

Improve communications; / Improve development application procedures; / Open and transparent government; - It never ceases to amaze myself & many others that if islanders would step back and look at the entire picture when considering these aspects of the operation of the Islands Trust including why the Islands Trust came into being and why Parks Canada brought forth the GINPR. In comparison to other governments whether they be federal, provincial or civic (regional / local) and, by personal experience over several decades, it is found that the Islands Trust (Trust Council to Local Trust Committees) has been the most open government in the province of British Columbia, if not Canada & the most cost effective.

It is hard to fathom just where the criticism lies, for with Trustees & staff all you have to do is ask the question and all information is available on any given subject. We also chose to live in a Trust Area where any & all development must be strongly scrutinized to assure that it is acceptable & sustainable for the 'common good of all species'.

- *Confirm the Islands Trust Vision and Policy.*

It seems to be the dream of mankind 'to change what they came here for, to what they ran away from'. And one of the downfalls of the earth is the changing 'bench mark' of what is the true meaning of 'preservation & protection'. Actually if one studies the meaning of the term to preserve & protect we should hold onto the 'bench mark' which existed when the provincial government of the day decided that the Gulf Islands needed preservation from the pressures of development by placing into law the Islands Trust Act. Over the millenniums' so many species have been lost or degraded in the province of British Columbia with a good example being 'salmon' as mankind keeps changing the 'bench mark' – once 100+ million salmon travelled up the Fraser River to spawn in any given year, now the bench mark for a good run is 10 million or far less.

"Should not the 'bench mark' for the Islands Trust Area remain at least with the inception of the Islands Trust Act?" be the question that Trust Council members ask themselves when decision is made to adopt the Strategic Plan to truly support the mandate we all live by?

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6. July 26, 2015
Edina Johnston, Denman Island

Greetings from Denman Island: What makes islands unique is that they are surrounded by water. What makes the Islands Trust unique is that they are mandated to preserve and protect their area. So, why have marine issues been largely ignored with most of the Trust's time, energy and $$ gone to land based issues? Even though marine issues were one of the Trust's top priorities, not much was achieved.

All levels of governments (including First Nations and municipal) tend to ignore the Trust and when referrals are sent to LTC's, staff respond, not the elected representatives- this needs fixing!

The Trust prefers to advocate whenever possible but needs instead, to lobby and assert its authority whenever possible. Federal, provincial and municipal policy changes are being made which severely affect the Trust area yet the Trust appears to stand idly by and watch. Shellfish licenses are a perfect example, in the past it was necessary for an applicant to prove to FLRO that he had zoning approval before Fisheries

and Oceans Canada would issue a license to operate. That was changed and a license to operate is now given without proof of zoning approval.

Another example would be here on Denman (and I'm sure elsewhere) where we have no public beach, every square inch can be tenured. Currently we are battling with DFO who want to make it possible for shellfish growers to drive along our foreshore (W1 Marine Conservation area-which is proven forage fish spawning grounds) to access their tenures. If this happens here, it can happen anywhere.

Our LTC needs support from the TC but advocacy won't be enough and marine issue have never gotten the consideration that land based issues have because other agencies are involved. I fully support the Islands Trust but if a local government can not effectively govern....what good is it?

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7. July 27, 2015
Bruce McConchie, South Pender Island

Priorities list
I agree that it is imperative that we begin to address the issue of lowering our ecological footprint. However, I would like to point out that there is a more pressing and time sensitive issue that we need to focus on. I suggest the only change is to move item #7 to #1 and leave the rest of the list as presented. I also have comments on the objective as indicated below.

IMPROVE ORGANIZATIONAL COST EFFECTIVENESS AND RESILIENCE
Trust Council has already started work in two areas:
7.3 Prepare Island Trust organization to adapt to the potential incorporation of Salt Spring Island
5.7 Reduce or eliminate tax revenue exported out of the Islands Trust Area

Note: I feel that this item was included in the wrong category and is not titled correctly. It gives the wrong impression of the work that the committee Trust Council constituted will be accomplishing. It should be titled "*Review the Victoria Office Location to investigate whether relocation of some or all of the Islands Trust Victoria office might better serve the interests of Trust area constituents. "*

General comments regarding the draft strategic plan and strategies:

We need to separate out the advocacy strategies from land use planning strategies. In advocacy areas there are things that we might make some headway on in achieving our objectives and areas that we need to take a long-term view on. In land use planning areas we have an ability to make some definite and substantive changes. The role of trust council should be to identify the issues and develop the tools to provide trustees with the education and support to address needed changes to achieve the objectives. Separating the two will help the public become aware of the actual jurisdictions of the Islands Trust organization.

Also, when presenting the Strategic plan, I feel it is imperative that our communities have a full understanding of what an objective phrase means. The format of our strategic objectives needs to include another column that is titled "What does this mean to our islands trust area/community"
The heading "Who would work on it" should not be included at this point as Trust Council needs to determine this and in conjunction with its priorities as well as budget.

Below are two examples of what I mean. I have not addressed formatting but encourage Trust Council to make sure the plan is laid out to be understandable by all.

REDUCE OUR ECOLOGICAL FOOTPRINT

What does this mean to our islands trust area/community?

The simplest way to define ecological footprint would be to call it the impact of human activities measured in terms of the area of biologically productive land and water required to produce the goods consumed and to assimilate the wastes generated. More simply, it is the amount of the environment necessary to produce the goods and services necessary to support a particular lifestyle. (quote from WWF for example)

Potential advocacy strategies

Promote efficient, ecologically sound and economically sustainable transportation systems

Implementation strategies

Work with CRD representatives, local community groups, BC ferries representatives, and other organizations to identify transportation needs of our communities and develop an island and inter-island system that helps achieve our objective

Potential land use planning strategies

Use land use planning tools to maximize resource efficiency

Implementation strategies

Develop model OCP and LUB amendments that address resource efficiencies
Develop and provide education opportunities for our communities to understand how they can help achieve the objective.

PROTECT THE *QUALITY OF THE* NATURAL ENVIRONMENT OF OUR ISLANDS

What does this mean to our islands trust area/community?

The Islands Trust recognizes the need for conservation areas to maintain special values related to wildlife and wildlife habitat, unique or representative ecosystems, prime forests, productive agricultural soils, and heritage, recreational, tourism, scientific, and aesthetic resources. The Islands Trust shall support human activities in such areas where they are compatible with the values being protected.

Natural resources should be managed so that opportunities for future resource uses are maximized and maintenance of ecosystems is ensured. (Examples taken from the Government of the Northwest Territories' sustainable development policy 2010)

Potential advocacy strategies

Encourage voluntary stewardship of natural environment

- Encourage renewable sustainable and environmentally friendly energy systems
- Advocacy re: protection of ecosystems

Promote the establishment of reliable, adequate and sustainable funding for the Islands Trust Fund

Implementation strategies

- Encourage and work with applicable government bodies to develop a fallow deer management plan.
- Develop a Renewable Energy Tool Kit.
- Promote community participation in conservation through information sharing and education about private land stewardship options.
- Support island-based land trusts with partnerships, funding and capacity building opportunities.
    - Seek legislative change regarding TFB name.
    - Review and launch long-term funding strategy.

Potential land use planning strategies

- Expand Natural Areas Protection Tax Exemption Program (NAPTEP) program to entire Islands Trust Area
- Protect fish habitat by implementing Riparian Areas Regulation
- Establish core conservation areas to protect biodiversity priorities identified in the Regional Conservation Plan
- Reduce greenhouse gas emissions
- Use land use planning tools and decisions to protect coastal Douglas fir and associated ecosystems

Implementation strategies

- Present NAPTEP program to BIM Council for consideration
- Finalize Letter of Understanding with BIM.
- Launch NAPTEP on Bowen Island (subject to BIM approval).
- Identify RAR watersheds. Improve mapping of riparian areas. Adopt new bylaws to implement RAR.
- Map and prioritize high biodiversity areas and develop a strategy for protection. Protect land with high biodiversity, through acquisition, donation, or conservation covenant.
- Use new planning tools to reduce greenhouse gas emissions (e.g. as illustrated in Council toolkit *Reducing Greenhouse Gases in the Islands Trust Area*).
- Develop a Renewable Energy Tool Kit.
- Develop a planning toolkit to illustrate how to protect coastal Douglas fir and associated ecosystems.

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8. July 29, 2015
Susan Yates, Gabriola Island

I can see many advantages (and no serious disadvantages) to having a Trust-wide Regional District to provide the services currently provided by the many regional districts in the Trust area. It is likely that such a Regional District would be (more) complementary to the land use planning done by the Islands Trust, and could even save taxpayers' dollars if overhead costs were shared with the Trust.

I do not see any advantages in having any of the Trust Islands being part of a municipality; in fact from what I understand of Bowen's situation, it is just another level of local government that does not focus or enhance the necessity of preserving and protecting the amenities unique to the islands in the Salish Sea.

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9. August 4, 2015
Stephen O'Neill, Gabriola Island

In # 7 of the Islands Trust Draft Strategic Plan for the 2014-2018 term, the concept of a Gulf Islands Regional District is presented as one activity that could implement potential strategies for Improving Organizational Cost Effectiveness and Resilience.

As a longtime resident of Gabriola, I am completely in support of the Trust Council seriously considering this concept. Although each island in the trust regions is unique, they share many of the same qualities and the residents share many similar concerns, lifestyles and approaches to supporting our environment. The islands tend to be home to people who value independence and self-reliance, and search for creative and sustainable solutions to challenges from water resources to housing options, from food sufficiency to alternative and environmentally sensitive, renewable energy sources.

The current practice of bundling the islands into the various Regional Districts does not seem to be supporting these unique island characteristics and strategies. They often offer a "one size fits all" approach to various services (eg: recycling and garbage and kitchen waste) and impose this approach on the islands,

often without much consultation or flexibility. As well, the current regional structures offer a regional bureaucracy that is focused on the entire region with islanders' concerns often relegated to one voice at the regional level.

The idea of a Regional District type of approach for the Gulf Islands would likely be far better suited to reflecting the needs and concerns of islanders. The islands offer a unique opportunity to explore new and creative housing solutions; to design and develop innovative alternate energy strategies; to explore ways of creating communities far less dependent on external resources. There could be support for opportunities to become more food secure and self-reliant. A Regional District for the Gulf Islands could offer a kind of laboratory where new and perhaps non-traditional problem-solving could be encouraged rather than stifled by bureaucracy and the need to conform to codes "just because."

I would encourage you to seriously consider this as a real opportunity to begin to pave a new way towards self-reliance and self-sufficiency. The islands are unique. The people who call them home are unique. It may very well be time to encourage, promote and support these qualities, beginning with community discussion and consultation that encourages thoughtful, creative and respectful reflection on these matters.

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10. August 5, 2015
Stephanie Buffum, Friday Harbour, WA

It is my understanding that the Trustees will be meeting in September and I would like to request 15-20 min on your agenda to discuss efforts underway to compete a trans-boundary nomination of the Salish Sea as Particularly Sensitive Sea Area (PSSA) to the International Marine Organization (see attached fact sheet and feasibility report). I would like to provide you with an overview at the meeting and opportunity to endorse next summer. I would also like you to consider the PSSA in the Islands Trust Strategic plan as a potential action item for 2016.

During this meeting in September, I would be happy to distinguish the PSSA process from the UNESCO Biosphere Reserve process. Both are very different processes. PSSA would be a very good first step as you begin to explore the UNESCO Biosphere Reserve process.

***Letter attached** (**pages** 28-60)*

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11. August 5, 2015
Judith Graham

In response to the Island Trust Council ad I would like to bring forward the issue of a comprehensive FCM Antenna Protocol Template to cover all the Gulf Islands. For your background information, the attachment contains correspondence presented at a Council Meeting in 2014 – letters from all over, Salt Spring, Denman, Mayne etc.

I proposed it again for a Trust Council Meeting in 2015 but was informed by David Marlor as follows:

"There is no report going to March Trust Council. The Local Planning Committee (a council committee made up of interested trustees) is in the process of determining its work program and has asked planning staff to provide a report on emerging issues to them at their May meeting. Cell towers will be one of the issues in the staff report. The Local Planning Committee will then decide and prioritise those items it believes it should work on. Trust Council would then have to approve the Local Planning Committee work program.

How we proceed from there will depend on what the Local Planning Committee decides to do about this issue. Trust Council will be advised of the Local Planning Committee priorities at that time and we will then know the best way to address the cell tower issue."

In my view, this is an islands-wide threat, and an Island wide template would send a clearer message from the Trust Council to future proponents with respect to any kind of transmission towers of any kind. To me it is not an overly complicated thing to do.

***Document attached** (pages 61-88)*

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12. August 7, 2015
John Hutchinson, Saturna Island

I think there are too many priorities. We must be realistic and focus on a few done well -not a lot with no conclusion.

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13. August 8, 2015
Edina Johnston, Denman island

Dear Trust Council: The Association for Denman Island Marine Stewards (ADIMS) is a dedicated group that has been working tirelessly for the last 15 yrs. to protect the marine environment and thanks you for the opportunity to have input into your strategic planning process.

I'm sure the TC is well aware of the importance of the marine environment which knows no borders and is the very essence of what defines our islands. We appreciate and are aware of the marine environment based considerations that the Islands Trust initiated last term and are hoping that the TC will continue to ensure our islands are surrounded by a healthy, vibrant and diverse marine environment. Unfortunately, land based issues have taken precedence in the past and because our beaches and waters involve other levels of government, it is understandable why the Trust hesitates to become involved. This does not mean that the Trust should settle into a role of advocacy only and ADIMS would encourage the Trust become more proactive and fully engage the other levels of government. The Local Government Act should serve as a template as to the Trust's role and we have seen in the past not only an ignorance but outright disrespect and non-compliance from other agencies towards the Trust.

Marine issues are a perfect example where in the past, local zoning bylaw approval was necessary to receive a tenure and a license to operate in Trust jurisdiction. This was changed by both the provincial and federal governments and is now not necessary thereby putting the onus on the Trust to ensure compliance. The Trust appears to be considered insignificant for game-changing negotiations such as the Treaty Process which will have huge ramifications in Trust jurisdiction. Local governments such as regional districts do not give the Trust the respect and consideration it is due, often times with only a polite referral to the LTC when zoning in Trust jurisdiction. This needs to change and in the case of referrals, it is crucial that they go directly to the elected Trustees for comment instead of staff.

ADIMS would like to see the TC strategic plan focus on the marine environment and initiate some Trust-wide policies as was done for prohibiting fish farms in Trust jurisdiction. These might include:

ensuring each island has at least one designated public beach (from the high water mark to the low water mark) that cannot be tenured,
prohibiting vehicles (emergency vehicles exempt) from driving on our beaches,
eradication of harmful practices on beaches and waters which destroy habitat

ADIMS would also like to see the TC consider environmentally significant areas such as Baynes Sound receive the protection that it deserves.

Again, ADIMS thanks you for your time and consideration. Please focus on the marine environment which not only bodes well for the Trust area, but also for the health of the planet.

14. August 8, 2015
Regine Eder, Gabriola Island

I think a very important and time sensitive issue is the one of the 5 proposed anchorages off Gabriola's Northeast coast. After we have learned through a letter to the editor in the Sounder's July 7th edition that the Pacific Pilotage Authority (PPA) is proposing to install 5 anchorages for capsize vessels (300meter in length) in front of our pristine and ecological coast line many of the residents of Gabriola are extremely concerned.
The great and disastrous impact that such huge ships would bring to our coast line has to be a big topic for the Island Trust Council.

Here are just a few concerns we all have:

- Environmental impacts - the proposed anchorages could have serious negative effects on the ocean floor (has there been any survey work or mapping done?). They also pose a serious threat to marine life in the area. Whales and other species would be particularly vulnerable due to the engine noise. Additionally, the area is a breeding and nursery ground for several protected marine species, including rock cod, seals, sea lions and river otters. Orcas and other whales frequently hunt and pass along the very shore line where this proposal intends to anchor these massive ships.

- Threat of spills - fuel, engine fluids, cargo (just because the ships are waiting to load does not mean they're empty). Also concern about sewage washing up on our shores.

- Visual impacts. The proposed anchorages range from Whalebone to Dragon's Lodge - a significant portion of Gabriola's NE shoreline. Hundreds of homes would be affected. By destroying one of the beautiful vistas visible from our island, there is reason to believe that tourism would be affected as well.
- Noise & light pollution. Ships that are over a quarter of a km in length are going to generate significant amounts of noise and light. This is not an appropriate location for this type of activity. Sound in particular carries over water, and many quiet residential neighborhoods would be affected.

- Sport fishing and recreational boating. From a local sport fisher: "This line is in one of the prime sport fishing zones near Gabriola. Charter boats and others all the way from Vancouver and Nanaimo, Gabriola use this area year round for fishing. The sport fishing industry is larger than the commercial fishing industry"

- The commercial fishery would also be affected – the area proposed is right where a major herring run takes place every year. And very close in proximity to Geoduck harvesting grounds as well (beds located off Whalebone)

- Danger of dragging/breaking anchor. The proposed anchorage is not sheltered. The impact of an accident would be serious. Onshore gale winds are common on the proposed site. Any dragging of anchors would cause the ships to collide with the steep 60 to 80 feet rock cliffs along the coast line. The cliffs are thickly covered by trees and underbrush which are extremely dry and combustible in the

summer months, should they be ignited by a spark, onboard fire or some other accidental event. On an Island where drought in the summer requires extreme preventative measures against fire, such an accident would endanger the safety of the entire island and thousands of human lives.

- There is also the very real concern that when such large carriers are underway, there is a huge amount of inertia involved and maneuverability is a real challenge. How can it be safe to propose to anchor such enormous boats so close together on open, unpredictable water?

- Property Values – The value of properties along most of the NE side of Gabriola would be negatively impacted as a result of noise disturbance, obstructed view, light pollution, etc.

- Island Character – the proposal would physically, socially and economically change the character of the whole community.

- Jurisdiction - Undoubtedly, many of the cargo ships are registered in different countries (frequently from third world countries with lower technical, environmental and procedural standards). Therefore the Canadian authorities may not have much influence on the technical integrity of their equipment, noise level controls, environmental (such as waste disposal, oil seepage, etc.), personnel and social practices. The absence of jurisdiction over the integrity of the ships and their safety procedures creates a substantial risk to the environment and to the health of nearby residents.

- Public Safety, including health impacts related to noise and other emissions from ships which constantly run their generators and other equipment. Government agencies are obligated to protect the health and well-being of its residents as their first and foremost top priority, and never secondary to the pursuit of industrial development, especially that which may threaten public safety.

- A further concern has been raised that these ships may be serviced and/or crew loaded and unloaded by helicopter – if that is the case, increased helicopter traffic would dramatically increase the noise impacts.

Kind regards from a terribly concerned resident of Gabriola

15. August 8, 2015
Jan Slakov, Salt Spring Island

The Islands Trust is at something of a crossroads. Since its creation in 1974, when it was fully funded by the provincial government, until now, when 97% of its funding comes from citizens in the Trust area, it has been tasked with preserving and protecting this unique and wondrously beautiful area. It has succeeded with this task in many ways, but the health and beauty of our islands are under threat. A major, perhaps the major threat comes from human-induced climate change.

Often steps that help communities reduce their GHG emissions also increase quality of life. For instance, measures that reduce reliance on motor vehicles and get people using self-propelled methods of transportation generally also make communities safer from traffic dangers and crime while increasing feelings of community connectedness. Another example: Island economies are, to a large degree, dependent on revenues from visitors and tourism.

Tourism, in turn, depends to a large degree on ecological health and is enhanced when islands showcase ways to live with respect for the earth's limits, such as the Galiano Conservancy Association's 188 acre Learning Centre or the Salt Spring Eco-Homes tour.

Meanwhile, the viability of the Trust itself is under threat from the possibility of islands opting for municipal incorporation. It is possible that this stress has tended to make the Trust overly cautious in exercising its mandate, lest it incur the ill will of residents whose complaints about the Trust are used to increase pressure for incorporation or inaction, instead of being used to encourage the Trust to find more effective ways to fulfill its mandate.

Will the Trust become less relevant or viable in the next few years or will it be seen as an institution which citizens in the Trust area and elsewhere can look to for guidance in dealing with the pressing issues of our time?

Here are my suggestions to trustees for improving the relevance and effectiveness of the Trust:

- Educate ourselves and others about the need to change our relationship with the non-human environment, so that we all act as trustees, entrusted to preserve and protect the ecosystem or home we rely on for life. Work with citizens to-
    - connect with groups and individuals working to **prevent the Salish Sea from becoming a "carbon corridor**". These groups might want to spearhead legal action on behalf of the Trust and all citizens to show that shipping massive quantities of coal, bitumen, LNG and other fossil fuels is not compatible with the Trust's mandate or with the Public Trust Doctrine, on which all our laws are based.

- Act to increase the Trust's effectiveness in cases of egregious violations of laws and sustainability.
    - develop a comprehensive and coordinated approach to marine protection, including bringing marine zoning under the authority of Trust Council (or possibly LTCs). If the federal government wants to turn a blind eye to habitat destruction, the Trust must step in! (There is industrial shellfish aquaculture happening on Denman Island and parts of other island shore areas, including Salt Spring, are slated for such development.)
    - in hiring new staff, seek to **hire people who can provide sound advice on how to make bylaws enforceable and on how to use the legal system to bring an end to chronic bylaw violations by those few citizens who show little or no interest in compliance**

- Since no government can act effectively without the support of its citizens, the Trust should continue to work to improve its relations with citizens
    - use the footage which the Trust already owns to produce a **short film** about the Trust and its preserve and protect mandate (and make the film widely available, once it is ready)
    - improve its public engagement practices so that citizens have real opportunities to learn and to provide input when decisions are being made. Citizens and staff should communicate freely so that all interested parties can learn about various options and their costs and benefits and can make informed decisions. (Maxine Leichter made a presentation to Trust Council in Dec. , 2011, on this topic. It was widely appreciated by Trust Council members and includes specific recommendations and cites sources for further information. I would be happy to send a copy of that submission to you, if you like.)

I notice the draft Strategic Plan suggests creating a vision for the Trust Area. I really wonder if that would be a wise use of Trust resources, when we already have OCPs and the Trust mandate and policy statement...

I did once meet with trustees on Salt Spring to suggest we have a community mediation/consultation/visioning process here to help create useful dialogue across ideological divides in the community but that has not happened. If there is any kind of work on the Trust's vision, I very much hope it will be done in a way that will build bridges and help people learn to communicate with each other in supportive, less divisive ways.

16. **August 8, 2015**
John Gambrill, Gabriola Island

My request for inclusion as a separate objective is:

A ban on any temporary or long-term bulk-carrier vessel moorage sites along the coastal shorelines of the Gulf Islands.

The objective is to save not only the marine and related wildlife environment, but also avoid noise pollution, light pollution and visual pollution for island residents.

17. **August 8, 2015**
Pam Gambrill, Gabriola Island

My suggestion specifically is for the "preserve and protect" mandate to be expanded to prevent ANY Cape size ship anchorages off the coast of ANY Gulf Island..especially Gabriola.

It's a no-brainer...damage to the ocean floor, the fisheries and species at risk will be massive, not to mention the loss of peace and tranquility in this special place.

18. **August 8, 2015**
Hank Reid, Gabriola Island

For at least half the island, allowing the proposed anchorages to proceed would ruin any ecological progress you have made in the last 30 years. This is an issue which is island specific and if the Gabriola trustee tries to follow a position common to all islands, that trustee will be working against the best interests of Gabriola .

Avoid the temptation of trying to fight the anchorages entirely as it has a low chance of success, however choosing another location for these anchorages has a very good chance of success.

19. **August 9, 2015**
Jane Petch, Salt Spring Island

One of the issues I want to address is Trust support for the removal of invasive species, particularly broom and gorse. As one of the Salt Spring volunteers behind the community campaign to remove broom and gorse, I am struck and discouraged by the lack of any Trust support for the disposal of broom and gorse.

With climate change and the increase of hot dry weather we are seeing the spread of plants that thrive in this type of climate. It is horrifying to read about the growth and spread of gorse in Australia, where huge machines are being used to try and get rid of it, a losing battle. Meanwhile on Salt Spring the spread of gorse in just the down town area of Ganges is very noticeable, and alarming. At the same time, volunteers who go down to cut the gorse have no place to put it and no way to dispose of it. We have the ridiculous

situation where volunteers are spending their own money to chip broom and gorse and other invasive plants that grow on the public right of ways.

Broom and gorse are fire accelerators, and out compete native plants.
If we want our islands to stay green and attractive, we have to deal with the invasive plant issue. In its Strategic Plan, I urge the Trust to consider the alternatives if volunteers on these islands simply give up and decide to let the broom and gorse spread.

I would like to see the Trust put money in its budget for the disposal of invasive plants. This money could be allocated for volunteer efforts to remove and dispose of the plants. We also need some leadership from the Trust in co-ordinating other government agencies so that we have a concerted plan.

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20. August 9, 2015
Doug Cavill, Gabriola Island

The Pacific Pilotage Authority is proposing a new anchorage off the north coast of Gabriola Island. The stated distance off shore from the Sandwell Provincial Park to the Dragon's Lodge Resort is 800 meters (0.43 nautical miles) to 1200 m (0.65 nm). This corridor spans an ocean depth of 25 to 125 meters which is a water column supporting a large and diverse marine population. The bottom structure attracts and sustains a great quantity of baitfish including herring and anchovy. This in turn attracts migrating salmon plus numerous residential fish species such as cod and halibut. In slightly deeper water but still within the proposed anchorage corridor are the Spotted Prawn. Marine mammals that frequently visit the area to feast on its bounty are harbour seals, sea lions, porpoise, dolphins and Orcas.

The weight of a freighter's anchor is measured in tons and each anchor chain link can weigh hundreds of pounds. An anchor is dropped with sufficient chain (up to 10 times the depth of the water) on the bottom to ensure the anchor "digs" into the bottom and is not pulled up when the ship swings with the wind, current and tide. The longer the chain on the bottom, the more securely the ship is "anchored". The proposed Gabriola anchorage is subject to varying wind conditions (predominantly northwest and southeast) frequently to gale force. The sea current along the coast of Gabriola Island runs east and west up to 1 knot switching direction four times daily. The effect on the sea bottom will be severe scouring due to the ship pivoting on the anchor dragging this massive chain through 360 degrees in addition to the gouging of the seabed by the anchor itself.

This proposed anchorage corridor is an area targeted by sport fishing charter companies from Gabriola Island, Vancouver Island and the BC Mainland with up to a dozen sport fishers seen daily in the area angling for migrating salmon species. Sea bottom scouring by anchored freighters will destroy the environment necessary to support baitfish. Once the baitfish are gone, the other dependent species will follow ending a sports fishery that has prospered for decades. This will impact the commercial viability of our local marinas, marine outfitters and marine repair facilities.

The annual commercial Spot Prawn fishery, which includes Vancouver Island First Nation fishers, targets the same waters as the proposed anchorage and anchor chain scouring the bottom will negatively affect this lucrative species' habitat. Freighters arriving and departing the anchorage plus their swing distance at anchor will overlap the prawn fishing area with the likely effect of the ships snagging and destroy the traps.

Notwithstanding the negative aesthetic effect of anchoring large ships off a currently pristine residential and vacation community with the attendant noise, exhaust and light pollution, the proposed anchorage is going to destroy a rich marine ecosystem negatively impacting a viable commercial and sport fishery. The

Pacific Pilotage Authority proposal should be vigorously opposed until the ecological and commercial impact can be assessed and accepted by those effected.

21. August 9, 2015
Thomas Winkler, Salt Spring Island

On August 04, 2015 I was on Salt Spring (comments about staff deleted).

I was not impressed with the survey. It also had some technical flaws. How can the public know or advise how to divide up a budget in percentages?

Here is my comments:

1. **Protect the natural environment of the islands**: I think land use has the most influence on environment protection. For Salt Spring: Implement zoning that a family can operate with ONE CAR ONLY. Live in walking or bike distance to job, store and school. Pay off: Physical health of population, less green house gas more natural space.
   Outer Islands: Limit size of dwelling: ie Wise Island has mostly cabins, less than 1000 sf area. However the south and north point have two monster houses. The only one built with permits. The North end, (address removed) I guess 3000sf, 1 bedroom for a couple. I believe Island Trust granted a height relaxation, reasoning the foot print is smaller. The building appears from the ocean as a 4 story building! What was identified as a ecosystem is totally destroyed by the building process and will take decades to restore, with a great effort (It does not appear that the owner has any interest in that).
   How is process administered (I am totally confused if it is CRD or Island Trust)? The deck that supposed to remove still exists. The kitchen in the second house still exists. As mentioned before the environment is totally destroyed. Grade F!!

2. **Preserve Coastal Shorelines**: Most people that own waterfront like to have access to the water. Either they build a dock or a deck. If both are not allowed the trees will be cut to provide view and sunshine to the lot. I suggest that decks should be limited in size and be tasteful (difficult to administer).
   I am all in favor to provide public parks along shore lines. Even public parks should be managed. Many Arbutus trees loose the battle for light taken by needle trees. I suggest that needle trees are managed in order for Arbutus trees to thrive.

3. **Reduce our ecological foot print:** Land use is the key (I just learned that land use is not in the jurisdiction of the Island trust). Plan for ONE CAR FAMILY. Work where you live, walk to schools and stores. We have a long way to go!

4. **Protect water resource:** Obviously water is important resource and should be well managed. Conservation is key.

5. **Enhence community diversity and sustainability**. Ferry fares**: Implement a fair ferry fares**. The government promised that fares only rise as much as cost of living. Fares went up through the roof. Why can the government build bridges and freeways but gouge the ferry user. It is all the same system. Why is the fare the same from Tsawassen to Galiano the same as the fare from Tsawassen to Saturna. First route is half the distance compared with second route. Why is the fair double from Tsawassen to Galiano compared to Swatz Bay to Galiano if the distance is approximately the same?
   Obviously the planning is all about land use as per the document. If zoning is not the jurisdiction of the Island Trust than time spent on these issues are wasted.

6. **Improve organizational and cost effectives:** Easier said than done. Obviously there is a huge ineffectiveness. A system only works if it is embarrassed by the people. Why make all kinds of studies that will collect dust on the shelves and delay implementation. I not sure if the Island Trust is an effective institution. How can Island Trust have all these goals if it has no jurisdiction of Land Use Planning? Is it effective to have three people at the information stand, when two rather are somewhere else? Is it effective to present a board walk proposal that should have been built 20 years ago (Just build a floating walk on a shore lease)? Is it effective to have land use plan if people build without permits, like (name removed) does on (address removed) and there are no or small consequences? I emigrated from Switzerland in the 1980. The people there are total conformist. No one does minor or major bylaw infractions. However here in Canada anything goes and you wait until you are caught, but most likely you get away.

7. **Cooperation and Integration with other level of Government:** Avoid duplication and create an environment of cooperation.

8. **Community understanding Island Trust:** I thought I knew but I do not. For years Island Trust was involved in land use on Galiano Island (forestry lots) but now I am told that land use is not Islands Trust jurisdiction. I have to learn more.

9. **Improve community engagement:** People including me are self centered and too busy and focused on their personal gain. If I would get email notification of building permit applications or read an article in Island Tides (Elisabeth May does an incredible job communicating with her constituency) I would be more ingaged.

10. **Vision:** Why have only a 4 year vision? A vision should consist of short term plan (4 years), medium term 8 year, long term 16 years. The plans would be evaluated every 4 years. Inventory taken and the vision extended and modified.

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22. August 9, 2015
Debbie Holmes Galiano Island

I note "*comments due by August 10, 2015*".
In the same edition of Islands Tides Saturna's Priscilla Ewbank describes the mood on the Gulf Islands so well : " *Summer is going full out. We have lots of visitors now- people connected to us by ties of friendship and family, and strangers who just decide that Saturna is the place they want to be*."

Perhaps high summer is not the best time to ask the public for reflective insight into what Strategic Planning the Islands Trust Council need to focus their attention on for this upcoming term - just a thought. Summer aside, I have been thinking about the Islands Trust and what makes these islands that I have lived on for thirty seven years important, not just to me but to the people of British Columbia.

Water and Forest
The islands are notoriously dry, summits of a submerged mountain range. For a sustainable supply of water the people mostly rely on the water that moves below the ground, but it does not belong to them. The Precautionary Principle gains importance in decision making. The science of groundwater is inexact because the subject cannot be observed and must be assumed. Few decisions are made in landuse that might not affect grounwater but Forest practices would still come under PMFL. They have come under the Province for years but even they would seem to have limits. Research shows that an aquifer lying under or near land that has been clear cut can take up to twenty years to recover its natural balance or recharge/discharge.

The OCP formula for sustainable tree cutting on Galiano Island (no clear cuts permitted) laid out in the OCP is that used by the forest industry itself when (name removed) experimented with sustainable harvest on Galiano. It has not been challenged.

I believe groundwater and forests on the Gulf Islands are part of the unique amenities of the Islands Trust and therefore should be preserved and protected under the Mandate.
It would be wise for the dry islands is the Gulf of Georgia to write into policy (in their Offcicial Community Plans) that all decisions that affect or might affect the supply of groundwater must comply with the BC Water Act or its successor soon to come into force, the Water Sustainability Act.

The wetlands, springs and small ponds could be protected in the OCP against alteration as they are identified and mapped, even those that dry in late summer. They all serve a purpose in the groundwater system and there is a connection between surface water (even seasonally so) and groundwater. A small pond can be like the tip of an ice-berg, usually the visible top of a larger pool of water-saturated ground that is realising groundwater below the surface for aquifer recharge.

The subject is now big enough to have its own committee to consult and keep track of research.
Of the elevated catchments of shale, surely only ignorance or greed would disturb or destroy with development this fragile and irreplaceable gift from the past. Protection should remain our gift to the future.
Throughout the trust area, the maintenance of forest cover is closely related to the continued productivity of groundwater recharge areas.

Gulf Islands forests are part of British Columbia's coastal Douglas-fir biogeoclimatic zone, unique in Canada and rare in the world, fast being changed forever by development. The few forest stands around Georgia Strait remain within the Islands Trust mandate area and in isolated coastal patches. The forest has its own value. It can also provide jobs and its landscape benefits the tourist industry, which in turn stimulates other commercial enterprises. In areas of the islands that have been settled, both the remaining forest cover and more isolated groves of trees are important features of the local environment, providing habitat for wildlife. Species such as Gary Oak thrive on the islands but are increasingly rare and therefore warrent special protection.

Forestry was proven to be a landuse and not an extraction. Galiano was left with a burden of the frustrations of developers having ambitions in need of modification. A growth strategy to keep development compact and to prevent sprawl into forests and farms is essential to Strategic Planning. Vested interests continue to lobby against it.

Vision Statement for The Islands Trust

"As the present generation inherited these islands in a relatively preserved state, so this plan attempts tp perpetuate this state and preserve the unique environment for future generations." (Galiano OCP preamble)
The Islands Trust Strategic Planning needs to give certainty in the face of mounting development pressure. I believe only certainty will give the Gulf Islands peace into the future. Without certainty I believe the Gulf Islands , so close to mainland and Vancouver Island pressures will never enjoy peace and healing, and the quiet quality of life which we chose and which our visitors value.
The past has been struggle, the present leaves a legacy, the future will be our judge.

Appropriate Economic Development

It is clear the Islands Trust Policy Statement subjugates economic development to its Preserve and Protect Mandate, specifying that trustees are empowered to "address economic opportunities" only in so far as they are "compatible with conservation of resources and protection of community character" and it is

defining "community character" that lies at the heart of the conflict that has trailed islands politics for nearly forty years. While the exact population numbers have not been calculated, roughly more than half the islanders want to Preserve and Protect what they moved to the islands for - while the other portion consider themselves the original stock of "community character" and would therefor like to cash in on it. It would be a mistake for the Islands Trust to now see themselves in a role as Developer.

Ferries

It is public record that on Galiano seventy percent of the traffic on Route Nine of the BC Ferries disembarks at Sturdies Bay through out the summer months. There seems to be a negative sentiment voiced by Trust Council about ferry fares. It is embarassing to hear representatives of Trust Council on radio voicing a subject outside the Preserve and Protect Mandate surely all islands have a Chamber of Commerce or a Rate Payers Association.

I found interesting reading this summer in an article from the folksy magazine "Our Canada" . The article was called "Victoria BC - In Search of Canada's Palm Tree Capital" (July 2015) by David Lee, Chilliwack BC "...*My favorite part of our trip was the BC Ferries ride through the Gulf Islands. It was like a mini-cruise with blue water, sun and the dark green evergreens lining the rocky coast. Fishing boats, sailboats and pleasure craft cruised between the islands, leaving sparkling white wakes. Gulls followed the ferry looking for a handout and quite often hitched a ride. There's always a chance to spot orcas and porpoises, so we kept scanning the water* ...". The author never complained of the cost of the trip. Of note is the positive impact of the Islands Trust Area on tourisim with people in transit to and from the mainland. Trust Council needs to remind government of the role it plays in tourisim when looking for support of the Mandate.

San Juan County's perspective (June Trust Council 2015) is that individual initiative with transportation is always encouraged however " the last thing they want is not having ferries serve us because we are undermining that".

Community Housing needs

On the San Juan Islands a percentage of 1% of the sale of any property goes into a Housing Trust Fund , it is used to acquire land. All their affordable housing is based on an ownership model, 99 year lease.
In Strategic Planning young families are the future of the islands and the diversity of ages is essential to any community that is alive and growing.

Trust Council needs to study the San Juan model closely and then work with Provincial government to create enabling legislation. Council also needs to look to its OCPs to create an ownership, 99 year lease model for community housing needs. Galiano had the Heritage Forest Development option where 1% of the development of the forest went to a land trust for affordable housing. Sadly subsequent trust committee's removed that option, leaving nothing similar in its place.

Shoreline and Marine Planning

In Strategic Planning **storm water** becomes a major issue, groundwater flow management and monitoring of run off. Roads are the main culprits in causing toxic run-off from traffic. Domestic roads and driveways should be gravel.

Toxic Dump Sites through out the Trust Area need to be identified and monitored to prevent future dumping.

Industrial Marine Traffic is increasing on both sides of the US/Canada border: LNG plant in Puget Sound, oil and gas terminals, Delta Port to name a few. Strategic Planning needs to address a **permanent emergency respose base** in Sidney. San Juan Islands brought our attention to this at the June Trust Council. The future Member of Parliment (whoever that may be) for Saanich and the Gulf Islands must make

construction of such a facility an election promise. It is a Federal responsibility and taxpayer dollars should be committed to it now.

Delta Port is a 24/7 operation that is not yet built out, the noise already reaches accross the Strait - Strategic Planning should address the **noise pollution** of the facility before it is too late.

Derilict vessels - the authority to remove in a timely manner vessels that are abandoned or leaching is an issue that gets little attention from senior government.

Whale watching Industry - whales are the largest marine mammal in the Trust Area waters and watching them is a multi-million dollars industry. Strategic Planning must put the well-being of the whales on the top of its environmental index. Guidelines for set-backs of boats to the mammals must be enforced - again the future MP of Saanich and the Gulf Islands needs to be accountabile for their safety.

Budget

It is hard to hear complaints from Trust Council of budget restraints mixed with very large grants for **First Nations** out reach programs. The out reach is appropriate and welcome but the funding for it should come from our Federal government through the future MP of Saanich and the Gulf Islands. I believe it sends mixed messages to the Trust Area tax-payers to be the sponsors of the grant. Mayne Island hosted a lovely First Nations outreach this summer, perhaps Strategic Planning should study their model.

SaltSpring Island Incorporation Study and Budget, the discussion of another urban island considering incorporation sounded familiar. I have an understanding of Bowen Islands process and the enormous amount of Trust Council time spent on it. Council needs perspective on this study. The study will go ahead, there may or may not be a referendum - SaltSpring Islanders will decide. Wouldn't it be better for the other islands to have a "hands off" approach to SaltSpring's planning and focus instead on the many advocacy issues that need attention.

Bowen Incorporation is a good example - the sky is not falling. Should SaltSpring incorporate - we heard at June Trust Council, that it would mean perhaps a $ 60 to $80 dollar tax increase per property outside the incorporation area - that's not much.

Transparency - it is disturbing to hear of Islands Trustees meeting in large groups without public invitation or notice. It leads to calls of backroom deals and suspicion. Strategic Planning must be transparent, I do not want our elected trustees to operate outside the structure that has served us so well.

The Islands Trust as Regional District would in my opinion, be a mistake. A concern often heard at Trust Council is how to manage the work load, adding to that seems frivilous. Those Islands that chose incorporation will have most of the concerns a regional district has with the associated cost. I believe it serves the Mandate well to work with other levels of government to educate and possibly further the directives in the Policy Statement.

Office location is a question that also receives attention and debate of Trust Council's time. I would like Strategic Planning to reflect on the electoral boundaries of Saanich and the Gulf Islands. The boundary in Saanich goes in to what most would consider Victoria. The people of Saanich have life styles similar to those living on the Gulf Islands, we are an agricultural, marine loving, environmentally aware diverse population. In the present Fort Street location the office is accessible for both the southern and northern trustees. The office is not far from the Saanich Gulf Island electoral boundary. The urban component to the electoral boundary dominates the voting base - we need the support of those urban voters when it comes to the Southern Gulf Islands and their advocacy issues.

Agriculture
The islands are developing delightful Farmers Markets. This initiative is growing in abundance and diversity. I would say that gardening is a large part of the community character of the Gulf Islands. A quote from May Sarton describes it " *Everything that slows us down and forces patience, everything that sets us back into slow circles of nature, is a help. Gardening is an instrument of grace*." Saanich also has this feeling and when I buy local produce from a store on Mayne Island the clerk is not embarassed to say we include Saanich produce as "local".

Urban Technology - wireless
Strategic Planning needs to address a telecommunications strategy that does not see the islands inundated with cell towers of unknown frequency and emmissions throughout the Trust Area. Microwave towers whose sole purpose is to serve the needs of the travelling public between the mainland and Vancouver Island.

Emergency Service Providers have their own independent system of communication - the CREST system. It is well documented that cell phone service in an emergency is sketchy because of the over load on the system. A letter from Elizabeth May MP June 2015 "*While both cell phone usage and internet access should be enhanced throughout the Gulf Islands, I also appeciate my constituents'concerns related to microwave radiation emitted by communications equipment. My stance when potential health and environmental risks are involved is to excercise the precautionary principle until the science is settled. There is middle ground in locating facilities far from homes and in a site that is zoned for telecommunications purposes. Those zoning decisions are not within my jurisdiction.*"

On Galiano Island,Rodgers recently proposed locating a cell tower on an identifed fault line, on a spot that has received 79 earthquakes within a 5 km radius (over the last twenty five years). The proposed location was also within 500 meters or less of several single family dwellings and one dwelling has a bee farm the owner was concerned as the bees already are adjatated by the use of his cell phone. The Local Bylaws prevented the construction of the structure.

Environment
In the newspaper ad for Strategic Planning I could barely read the word inside the balloon held by the little old lady - in type face smaller than any other balloons was the word "environment".. High lighted instead and very readable were " budget,ferries and community". From the advertisement I would think you are trying to tell me "environment" is old and walks with a cane.

The dictionary defines:
"**environment** "*the totality of the physical conditions on earth or part of it, esp. as affected by human activity*."
"**environmentalist** "1. *a person who is concerned with or advocates the protection of the environment. 2. a person who considers that environment has the primary influence on the development of a person or group*."
"**environmentally friendly** " not harmful to the environment."
"**Trustee** 1. Law *a person given control or powers of administration of property held in trust with a legal obligation to administer it soley for the purposes specified*. "

In 1974 the Islands Trust Act was enacted for the protection of some 450 islands and islets on the advice of an all-party Standing Committee. It had reported to the Legislature:" *Our belief is that the islands are too important to the people of Canada to be left open to exploitation by developers and speculators*" Under the Act the local trust committees were to protect the islands, their only instruments being land use regulation.

Those who are impartial will recognize that the Islands Trust needs strong bylaws.

I hope I misread your suggestion that "environment" is an old lady, a figure of the past.

Planning evolves and it is the past that holds the future.

Thank you for this opportunity to comment.

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23. August 9, 2015
Brian Aldous, Gabriola Island

1) Forcefully and tenaciously request that the Federal Government add the waters off Sandwell & Whalebone to part of Marine Protected Water Zones, as per the remainder of the Gulf Islands waters. This was a conveniently omitted "gap" to provide for anchorage opportunity and also B.C. Ferry mainland ferry terminal location if the "bridge" is approved. Province advised that they did not know why they were omitted areas, when I asked a couple of years ago. Wildlife abounds in the waters off our northern shore; just take a walk to Sandwell any April morning to see the herring run, thousands of sea birds, seals and sea lions that congregate there at that time. Achorages, ferry terminals and what comes with both would be sacrilege.

2) Like to see the Islands Trust be <u>much tougher</u> in speaking out for <u>preservation and protection</u> of these islands for future generations. Priority #1.... Gets some teeth please...

3) As the lower mainland/ Vancouver gets over built and over populated our islands need to be protected and not allowed to develop into service areas for the mainland and trashed in the process. Spill over from English Bay (not in our backyard syndrome) is not acceptable for Gabriola and the Gulf Islands.

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24. August 9, 2015
Julia Roper, North Pender Island

I am making just one point in this email and that is concerning fresh water on our islands, specifically North Pender Island. **I believe there should be a moratorium on all development on North Pender Island until we can more fully understand the limits of our fresh water supply**.

I do not see how the Islands Trust can realize any of its 11 objectives without an ample supply of fresh water. And to insure that we have fresh water we need to study the situation and then plan our development accordingly.

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25. August 9, 2015
Jim Burrows, Pender (*did not state North or South Pender*)

I live full time on Pender and have for over 10 years.
I appreciate the opportunity to provide you with my comments regarding your planning exercise.
I think the Islands Trust is trying to be all things to all people.
As a result, you have lost focus on your Preserve and Protect mandate which is captured in your first 4 objectives only. The remainder of the objectives are superfluous and only result in compromises being made to satisfy everyone. Look around..... the Islands are not being preserved and protected. The islands are being turned into Disneyworld North, catering to tourists and businesses. You could call it, the commercialization of the Gulf Islands.

The Trust should be adamant, if not rabid, about preserving and protecting through appropriate land use planning. You should leave the other objectives to the many other government bodies that hold an appropriate mandate.

Thanks for listening, I hope you can achieve a meaningful focus for the Islands Trust in keeping with your mandate to Preserve and Protect.

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26. August 9, 2015
Akasha Forest, Galiano Island

Thank you for providing this opportunity to provide comments to the Draft Strategic Plan for the Islands Trust 2014-2018. Please see attached document (in 2 formats) which is based on a presentation I made to Trust Council in June 2015. I appreciate the work being done by the Trust as it positions itself and its resources to address the Trust Area's most pressing priorities.

***Documents attached** (pages 89-93)*

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27. August 9, 2015
Thomas Harding and Elizabeth Beale

Please consider the following a response to the suggestion that the Gulf Islands might form their own regional District:

- Possible title: Islands of the Salish Sea Regional District.
    - No island should be legislated in. Each island should be free to choose in or out, in the beginning or at a later date.
- Our major concerns are with the Building Code:
    - Nowhere in the whole of creation does "one size fit all." That is a human construct, designed--I suspect--to save money and streamline bureaucracy.
    - Certainly an urban situation is not an appropriate model for "one size fits all."
    - Building codes are necessary. But we need a code with alternatives-alternatives that support island concerns.
    - A major island concern is: How can young people afford to make their home on our island? Even if they can afford the down payment on a piece of land, they cannot afford to build according to the present code.
    - The present code seems to restrict "green" and "sustainable" to a concern over heat loss: thus hermetically sealed houses and a significant increase in insulation, expensive windows, doors, skylights, etc. There are many other factors involved in "green" and "sustainable" building: including building size and the use of alternative materials and methods of construction.
    - There has been major progress in water collection, power production and waste disposal. The present code offers very little room for experimentation.
- A further concern which might be easier to address in an islands regional district is the suggestion that a complaint-driven system needs to have a mediation component built in. This is much more important in the midst of natural communities such as islands than it might be in the more anonymous urban context.

We would be happy to be a part of any on-going discussions around the suggestion of the formation of an Gulf Islands Regional District.

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28. August 10, 2015
Bev Park, Gabriola Island

Thank you very much for seeking input to your strategic planning process. We are part-time residents of Gabriola Island and wish to request the Islands Trust Strategic Planning process focus on preventing the Pacific Pilotage Authority from anchoring cargo vessels off the shores of Gabriola Island.

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29. August 10, 2015
Graham Brazier, Denman Island

2. PRESERVE and PROTECT coastal shorelines and marine areas

This section looks like more of the same approach that has been unsuccessful over the past two or three terms. Advocacy has been ineffective. Something more fundamental has to change here if marine areas are to be protected. Consideration needs to be given to upping the ante in all ways possible, including administrative structural changes which marshal and focus marine expertise. (The present Committee structure is nothing but bewildering to those of us on the outside.) A fundamental and logical division between land issues and marine issues begs to be reflected in the committee structure and hiring practices of the Islands Trust.

Upping the ante may also involve the creation of a 'task force' devoted to addressing marine issues including consideration of the advantages of shifting the responsibility for marine zoning from LTCs to Trust Council, the flexing of legal muscle and any and all means of advancing the protection of marine areas.

6. STRENGTHEN relations with First Nations
Commendable statements; they must not be afterthoughts.

7. IMPROVE organizational cost effectiveness and resilience
The Islands Trust has a vision, it is sec. 3 of the Islands Trust Act. Trustees must not accept a salary from the Trust while they ponder actions at odds with the object of the Trust: this would include "begin preliminary investigations into the possibility of forming a Gulf Island Regional District." This section should be removed from the strategic plan and not take up Trust sponsored time.

11. HAVE a vision for the Islands Trust Area
See above

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30. August 10, 2015
Marguerite Parker, Campbell River

Attached is the submission from the Aboriginal Aquaculture Association to the Islands Trust Strategic Plan in response to invitation to submit comments. Please contact me if you were unable to open the attachments. Also if you could please confirm that you received this email.

Thank you for your consideration.

***Document attached** (pages 94-105)*

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31. August 10, 2015
Peter Lamb, Salt Spring Island

I would have appreciated more time to provide comments on the new Strategic Plan but I have one overriding issue that must be fully addressed.

The world is experiencing some of the serious effects of a changing climate and the Trust Area is not immune. Water shortages, wildfires and sea-level rises are the major impacts facing the Islands Trust in its work to really preserve and protect the islands.

I would like to see Trust Council elevate the issue to a top priority and give clear direction to Local Trust Committees to not only provide appropriate objectives and policies in OCPs but also to give priority in work programs to **implementing** those policies. This would include support for local groups and organisations when and where might be most effective.

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32. August 10, 2015
Ted Fullerton, Gabriola Island

Your mandate is now perhaps 30 years old. I'm glad you are refreshing your strategic plan. I suggest you go all the way and do a complete reinvention of yourselves. A complete revisit of all your founding principles and your core mandate. A strategic plan would flow from that.

Your advocacy efforts are heartwarming but not very effective. Letter writing and attending meetings just does not seem to be yielding any upward or forward progress. The island is losing population, most properties are losing value, the business community is totally stressed, working people cannot afford to work and live here any more, BC Ferries continues to get away with genocidal behavior through their fares, new large ship anchorages are appearing with no warning, existing anchorages are being used more and more by larger and larger ships, our drinking water remains uncontrolled, we have to fight garbage incinerator proposals mostly on our own, no one official government agency seemed to want to solve our gun club noise complaints issue, no o e has the appetite to tackle bad air quality issues from industrial pollution and wood smoke. I don't have much hope that the Trust can really do anything important for Gabriola. I am certain you can continue to be ineffective and annoying.

Thank you for getting a few rules sent by letter to ships which might park in these overflow anchorages. I wonder if their behavior while anchored has improved. Another disappointing advocacy result, particularly because a solution for Cowichan Bay anchorage situation is to move some of the anchorages to Gabriola. Way to go, selective preserve and protect.

And now, the most recent insult is the proposal for five new anchorages off our North coast. If the preserve and protect mandate is indeed at the top of your mandate list, it's very hard to tell from your actions on this proposal. It's very hard to tell that you have acted at all on this. It's baffling that the preserve and protect mandate has not propelled you into immediate, loud, unequivocal, repeating NO messages to the proponents. Why are you silent? What is it you are preserving and protecting? Stand up now and make a statement. Say something. At least say you have no jurisdiction and can therefore not preserve and protect (again).

Perhaps you are handcuffed by the provincial legislation that created you, perhaps you have no control over your mandate or have very few policy and monitoring tools you can use. Well then, lobby for a provincial review of your founding legislation, go right to the core of your purpose and do an overhaul.

Maybe I'm wrong but I thought that in addition to the provincial legislation, a wide public input process led to your current mandate. It established the no bridge thing for example. There are more and different people here now, maybe things have changed. Strategic plan review is good, a complete existential review is what I'm suggesting. A wide prolonged public input process, not just a brief strategic course correction. Maybe you shouldn't exist or maybe you should have a completely different mandate, stuff you can't get at through the strategic review which assumes certain things are already set.

I see a difficult to pursue mandate with little real achievements. I see very little power to make things happen, overlapping jurisdictions between you, the RDN and Nanaimo. I see an annoying focus on small preserve and protect issues like steep slopes and riparian areas. The little fish and the crumbling slopes will not matter in an industrial park. I say it's time for you to get serious or go home. I like the preserve and protect thing. I also like living here and want a thriving situation for humans, animals, plants, visitors.

There is a balance somewhere in all of that. I think you have focused on the wrong ends of both mandates. You are not preserving and protecting us from heavy industry or the abusive BC liberals or the abusive BC ferries. You are protecting little fish and steeply sloped soil and gravel. You are protecting this place FROM the inhabitants and NOT from industrial and political pressures which seems totally backward to me. This is why I suggest a complete overhaul of your entire reason for being. Start over. This could be the best place on the planet but you are letting it slide into heavy industry and allowing the BC liberal depopulation strategy to win. Stop fooling around, get serious or quit.

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33. August 10, 2015
Pam Thompson, Gabriola Island

I have also completed the survey but want to emphasize with this email my request to the Islands Trust to put at the top of your priority list for the coming months (years) the need to stop any attempt to introduce heavy industry in the lands and waters you are legislated to preserve and protect.

The most recent and imminent threat of introducing heavy industry into the heart of a gulf island is the current proposal to establish 5 anchorages for cape size ships along the full length of the northeast shore of Gabriola Island. Allowing these anchorages will essentially turn the currently pristine and ecologically sensitive northeast shore of Gabriola into an industrial parking lot.

It is essential that the Islands Trust provide leadership to stop these anchorages in keeping with your legislated mandate to “preserve and protect the Trust Area and its unique amenities and environment for the benefit of the Trust Area and of British Columbia generally” (page 5 of the Islands Trust Policy Statement, April 2003). It seems to me the whole purpose of the Islands Trust is to protect our beautiful gulf islands for the enjoyment and recreation of all British Columbians and Canadians for that matter – and the introduction of freighter anchorages goes against everything the Islands Trust stands for.

Please – we need your leadership and resolve on this issue. Throughout the Islands Trust Policy Statement is the constant referral to the beauty, fragile ecosystem, uniquely beautiful area that is the gulf islands. This will be totally lost for Gabriola if these anchorages go through. Please do not let this happen.

---

34. August 10, 2015
Judy Armstrong, Denman Islands Trust

As a resident of DENMAN ISLAND, I propose and support the TC to undertake some strong and meaningful ACTIONS and POLICY to ensure the shores of our Islands do not become 'INDUSTRIALIZED' by commercial business such as 'aquaculture rafts, farms, driving on the beach, creating an unnatural marine

environment, that looks like 'farm patches, debris and waste just thrown into the waters to wash ashore. Left behind nets and rebar has created unsafe areas for public enjoyment and 'my own family' who so enjoy the beaches.

I should not have to take my own grandchildren to a designated safe beach, when I am a TAX paying land owner on the waterfront. All beaches should be useable and not dumping grounds. Any changes, modifications, structures or equipment use in front of waterfront land owners should be 'notified, consulted and agreed' prior to any change or implementation.

As an upland owner, I TOO have rights of property ownership. Most of the commercialization resulting from the aquaculture industry is being done WITHOUT consultation of upland owners. The shores and beaches of Denman are at risk of becoming industrial parks where commercial industry freely rejects any consideration of our marine environment until they have extracted all value from the land. I question the shellfish lease purchase is a money maker to the Province of BC, but no revenue income or royalty returns to Denman Island LTC to repair, rebuilt or even support the initiatives of our residents or their concerns.

- A NEW CONCERN to BC Islands and Coastal Communities, is the off shore mooring and 'live aboard' vessels that are coming to our waters to be used as 'free' moorage and living accommodation. Yes, summer visitors anchoring for a week or two is a recreational aspect, But as more and more BC harbours and waterfront communities BAN the long term live aboards and derelict vessels being anchored in the off shore waters, I feel it prudent that DENMAN establish a strict and enforceable policy regarding live aboard vessels and long term moorage to ensure our Island does not become the home to visual trash by vessel who are anchor for months or years, only to wash ashore and further pollute our waters and beaches..

As well, I ask Trust Council to do more than just advocate for a healthy environment by lobbying all levels of government and asserting the powers given them under the Local Government Act. I ask TC to also actively support its Local Trust Committee's zoning bylaws and ensure that all referrals are sent to the **elected** members of LTC's for comment.

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35. August 10
Helen O'Brian, Mayne Island

In response to the Trust's public consultation process of the draft 2014 - 2018 Strategic Plan Malcolm and I commend the inclusion of **2.3 Advocate for protection of the Salish Sea and Howe Sound re shipping safety, derelict vessels and industrial activities** as well as **2.5 Work with San Juan County to have a coordinated oil spill response strategy**. As you well know these are two areas of particular concern to us and to the Mayne Island Conservancy as outlined in our letter of comment to the NEB re. the proposed Trans Mountain pipeline expansion project.

In **1.1 Encourage voluntary stewardship of natural environment** we would like to suggest that the Mayne Island Conservancy (MICS) and others be consulted, possibly contracted, to assist in this area. MICS already has a successful landowner contact programme in place on Mayne and have considerable experience in both terrestrial and nearshore mapping. MICS could also offer assistance under **1.7** in developing a planning toolkit to illustrate how to protect coastal Douglas fir and associated ecosystems. We also recommend that a similar clause as in **1.5** be added to **2,** "to protect biodiversity priorities identified in coast shorelines and marine areas."

---

36. August 10, 2015
Nancy Wigen, Salt Spring Island

Too many people take for granted, have forgotten, or don't know what a treasure we have here.

The first priority for the Trust should be to advertise, publicize, and make its unique value known by whatever medium is likely to reach the most people.

The Trust is vitally important not just for us, not just for BC., not even just for Canada, but for the world, recreationally, environmentally, creatively and spiritually.

Too many people are unaware of its importance, uniqueness, fragility and irreplaceable value.

Thank you for being there for us, preserving and protecting these beautiful Islands.

37. August 10, 2015
Lori Brind, Bowen Island (left voice mail, transcribed below)

Single most important issue for seniors to keep living on the island is emergency health response. Delays have resulted in death.

Letters/Attachments:

#10 Stephanie Buffum, Friday Harbour, WA (pages 28-60)
#11 Judith Graham, Gabriola (pages 61-88)
#26 Akasha Forest, Galiano Island (pages 89-93)
#30 Marguerite Parker, Campbell River (pages 94-105)
#38 Jamie Lawrence, Gabriola (page 106)
#39 Bev Bullen, Hornby Island (page 107)

Particularly Sensitive Sea Areas and the Salish Sea

To reduce the risks posed by increases in fossil fuel exports, FRIENDS of the San Juans is leading a trans-boundary effort in both Washington State and British Columbia to designate the Salish Sea as a Particularly Sensitive Sea Area (PSSA) under the International Maritime Organization (IMO).

Quick Facts about PSSAs:

- A PSSA designation is the premier global tool a community can adopt to protect a uniquely important marine ecosystem from the threats posed to it by international shipping.
- A PSSA is officially defined as an area in need of special protection through the International Maritime Organization due to its ecological, social, cultural, and economic, or scientific significance and because of its vulnerability to damage by international shipping activities.
- There are 14 PSSAs in the world, with two in the United States: one near Hawaii and the other in the Florida Keys.
- For more information about PSSAs: http://pssa.imo.org/

Pursuing a PSSA Designation for the Salish Sea



The Salish Sea includes the Strait of Juan de Fuca, the Strait of Georgia, Puget Sound, and all their connecting channels and adjoining waters, including the waters around and between the San Juan Islands in the U.S. state of Washington and the Gulf Islands in British Columbia, Canada. There are approximately 7 million people living within the immediate watershed of the Salish Sea which includes the major cities of Seattle, Tacoma, Victoria and Vancouver. The Salish Sea is also home to many threatened or endangered species including Southern Resident killer whales, marbled murrelet seabirds, multiple species of rockfish and chinook salmon.

With our waterways already crowded and intense increases in international shipping traffic proposed, a PSSA designation can synchronize the Salish Sea's complex, and often conflicting, domestic and international laws and policy goals.

Impacts

When an area is approved as a PSSA, specific measures can be used to control the maritime activities of large international shipping vessels in that area. These measures include routing requirements, strict application of discharge and equipment requirements for ships, and installation of Vessel Traffic Services.

Particularly Sensitive Sea Areas and the Salish Sea

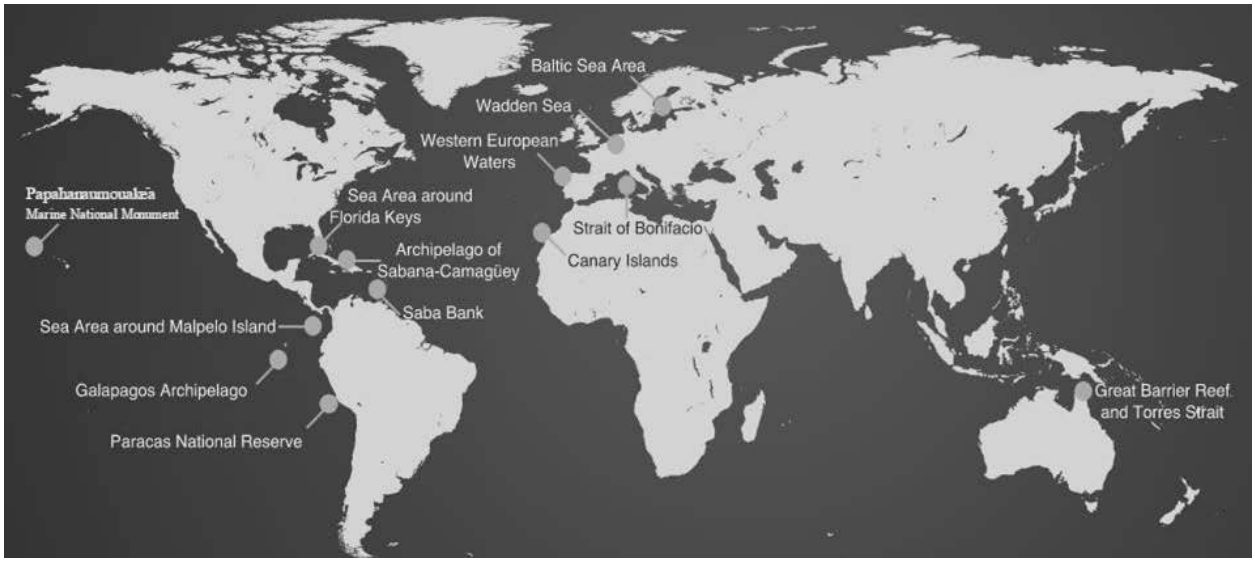
PSSAs and Tribal Communities:

The social, cultural, and economic importance of a region for indigenous communities is an important aspect of the IMO's criteria for deciding PSSA designations. The needs, rights and vulnerabilities of indigenous groups would be clearly and specifically recognized in a PSSA. PSSAs recognize the importance of cultural areas and usual and accustomed fishing areas; it is not a marine protected area. The participation of indigenous communities also weighs heavily with the International Maritime Organization, and support from northwest tribes is essential to having a PSSA adopted.

What we're doing:

- Friends of the San Juans is working with tribes, scientists, government, industry, and non-governmental partners to draft the nomination report that will create protections tailored to the region, which will have a positive impact for wildlife, marine habitat, air quality, and the people who live, fish and recreate in the Salish Sea.
- In 2014, Friends of the San Juans presented a PSSA feasibility study at the Salish Sea Conference, the Tanker Safety Summit sponsored by Musquem Nation (attended by 150 BC Tribal leaders), Tribal Councils at Lummi, Tsawout and Samish Nations, Northwest Straits Commission, Puget Sound Partnership Local Integrating Organization, Harbor Safety Committee members, US Coast Guard, and Department of Ecology marine managers meeting (26 trans-boundary agencies and tribes). At all of these presentations, support for establishing a Salish Sea PSSA has been strong.
- For more information on this effort contact Stephanie Buffum at Stephanie@sanjuans.org or 360-378-2319.

There are 14 PSSA's in the World. Help make the Salish Sea the 15th!



A Global Solution to the Risk of International Shipping in Particularly Sensitive Sea Areas:

A Feasibility Study for the Salish Sea

Prepared by FRIENDS of the San Juans for the

Samish Indian Nation





Presented at the Salish Sea Conference
Seattle, Washington
May 2, 2014

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The Risk

Since the 1960s, the waters of the Salish Sea (and especially the Juan de Fuca Strait and Puget Sound) have not only been exposed to the risk of oil pollution, they have also had to deal with actual oil spills and pollution. Since the 1980s, there have been six significant spills.[1] These larger spills have been in addition to dozens, if not hundreds (depending on how the counting is undertaken), of lesser spills. These lesser spills have still cost hundreds of thousands, if not millions of dollars, once the costs of the cleanup, restoration and fines are totaled.[2]



In large part, these accidents are due to the heavy shipping traffic in this area. Currently, around 11,000 large vessels and oil barges transit to and from the San Juan Islands Figure 1. This figure includes over 1,322 oil tankers, each of which carries an average of 30 to 40 million gallons of crude oil. Around 4,300 of these large vessels are destined for United States' ports in Puget Sound.

The other 6,250 make for Canadian ports. This level of shipping traffic already comes with a certain inherent level of risk. For example, between 1995 and 2005, there were 1,462 accidents and 1,159 incidents reported.[3] Projections for future growth in shipping suggest that the number of total transits, when viewed cumulatively of all the proposed projects currently foreseeable in the region, transiting through the Salish Sea could increase by thousands, - possibly doubling.[4] This increase in traffic, type, and size correlates with an increased risk of accidents.[5]

[1] Ross, W. (1973). *Oil Pollution as an International Problem: A Study of Puget Sound and the Strait of Georgia*. (University of Victoria Press, Canada). Vagners, J. (1972). *Oil on Troubled Waters* (University of Washington Press, Seattle). The recent examples include the *Arco Anchorage* which, in 1985, spilled 239,000 gallons of crude oil off the Strait of Juan de Fuca. This incident was followed:, in 1988, by the barge *Nestucca* which spilled 231,000 gallons of crude oil in the outer coast near Grays Harbor; in 1991, the cargo ship *Tuo Hai* which collided with the fishing vessel *Tenyo Maru* spilling 400,000 gallons of heavy oil outside the entrance of the Strait of Juan de Fuca; in 1999, the explosion at Olympic Pipeline, killing 3 and spilling 277,000 gallons of gasoline into Whatcom Creek in Bellingham; in 2003, the Foss barge spill at Point Wells spilled approximately 4,700 gallons of heavy fuel during a transfer in Snohomish County; and, in 2004, the Conoco Phillips oil tanker *Polar Texas* spilled 7,200 gallons of ANS Crude oil while the ship attempted to introduce ballast water into its oil tanks. See Department of Ecology/Puget Sound Partnership (2011). *Improving Oil Spill Prevention and Response in Washington State: Lessons Learned From the BP Deepwater Horizon Oil Spill*. (DoE, Publication Number: 11-08-002). 7.

[2] US Fed New Service (2007). 'Oil Cleanup Continues in Puget Sound'. 28 Feb. DiBenedetto, B. (2006). 'Polar Tankers to pay $540,000 fine for Puget Sound spill'. Journal of Commerce 16 Oct: 1. Note also, US Fed News Service. (2009). 'Tug Company Fined For Puget Sound Oil Spill'. 19 Nov. Ramasamy, E. (2006). 'ConocoPhillips to Pay $2.31 Million for Puget Sound Crude Spill'. *Platts Oilgram News*. October 18.

[3] Hass, T. (2012). *The Vessel Traffic Risk Assessment for BP Cherry Point and Maritime Risk Management in Puget Sound*. (Puget Sound Partnership). 5. van Dorp, J. (2008). *Assessment of Oil Spill Risk due to Potential Increased Vessel Traffic at Cherry Point, Washington*.

[4] Pacific International Terminals, Inc. (2011). *Project Information Document, Gateway Pacific Terminal*, Whatcom County, Washington. 304 p. Also, *Vessel Entries and Transits: 2011* WDOE Publication 12-08-003 April 2012

[5] Montewka, J. (2012). 'Determination of Collision Criteria and Causation Factors Appropriate to a Model for Estimating the Probability of Maritime Accidents'. *Ocean Engineering* 40: 50–61.

1. The Vulnerabilities

The prima-facie risks that the Salish Sea faces from a serious accident involving international shipping are those related to:

1. The territories, resources, practices and commercial enterprises of indigenous groups.[6]
2. Endangered Species, with overlapping national, regional and international conservation obligations for, inter alia, bird life, [7]marine mammals (and the Southern Resident Killer Whale in particular),[8] fish, and specifically Chinook salmon.[9]
3. Protected areas, ranging from the World Heritage Olympic National Park, the Olympic Coast National Marine Sanctuary (already an IMO Area to be Avoided), sites protected under the 1966 National Historic Preservation Act,[10] and a multitude of local marine protected areas.[11] Of note, in 2013 President Obama signed a proclamation creating the San Juan Islands National Monument. This covers recreational areas, cultural sites, historic sites, and endangered habitats.[12]
4. A tourist economy, heavily based around the natural values of the area. For example, the San Juan Islands, alone, receive around 700,000 tourists per year, in an industry worth over $158 million per year. This tourism, as with all nature-related tourism in the region has very strong growth potential if carefully managed. However, any major

[6] Norman, E. (2013). 'Spatial Politics, Ecocolonisation and the Politics of Calculation in Boundary Bay'. *Area*. 45 (2): 100-114; Ayers, C. (2012). 'An Exploration of Salish Peoples' Attitudes Towards the Establishment of No-Take Zones Within the Salish Sea'. *The Canadian Geographer*. 56(2): 72-89; Castleden,H. (2012). 'Community Based Participatory Research Involving Indigenous Groups in Canadian Geography'. *The Canadian Geographer*. 56 (2): 69-81; Townsend, C. (2011). 'Not a Museum But a Cultural Journey'. *The Journal of the Royal Anthropological Institute*. 17(1): 67-82; Singleton, S. (2009). 'Native People and Planning for Marine Protected Areas: How Stakeholder Processes Fail to Address Conflicts in Complex, Real World Environments'. *Coastal Management*. 37 (5): 340-360; Wahbe, T. (2007). 'Building International Indigenous Peoples' Partnerships'. Ecohealth. 4(4): 17-34; Fraser, D. (2006). 'Collaborative Science, Policy, Development and Program Implementation in the Transboundary Georgia Basin/Puget Sound'. *Environmental Monitoring and Assessment* 113 (1) 134-150; Hilderbrand, L. (2002). 'Cooperative Ecosystem Management Across the Canada-U.S Border'. *Ocean and Coastal Management*. 45 (6): 189-192; Trosper, R. (2002). 'Northwest Coast Indigenous Institutions That Supported Resilience and Sustainability'. *Ecological Economics*. 41(2): 103-134.

[7] Domico, T (2007). *Natural Areas of the San Juan Islands.* (Turtleback, Washington). 59-64, 81, 158. Johnson, C & J (2011). *Birds and Habitats of the Puget Sound Area* (Orange Spot, Seattle). Downing, J. (1983). *The Coast of Puget Sound,* (University of Washington Press, Seattle). Washington Department of Fish and Wildlife Program (2009). *Status and Trends of Marine Birds in Washington's Southern Puget Sound*. (WDFW, Seattle). 7-8. Washington Department of Fish and Wildlife (2006). *Nearshore Birds in Puget Sound* (Washington Department of Fish and Wildlife Technical Report 2006-05, Seattle). A number of species which frequent Puget Sound, which forms part of the Pacific Flyway, are listed as protected under the Migratory Bird Treaty Act. Note also the *North American Waterfowl Management Plan between Canada and the United States.*

[8] National Marine Fisheries Service (2011). *Southern Resident Killer Whales: Five Year Review* (NMFS, Seattle); NOAA (2008). *Recovery Plan for Southern Resident Killer Whales*. (NOAA, Washington). 2, 56-58; Department of Commerce, NOAA, *Endangered Status for Southern Resident Killer Whales*. 50 CFR Part 224. Final Rule. As printed in the Federal Register /Vol. 70, No. 222 / Friday, November 18, 2005 /Rules and Regulations 69907.

[9] National Marine Fisheries Services (2012). *The Effects of Salmon Fisheries on Southern Resident Killer Whales: Final Report of the Independent Science Panel.* (NOAA, Seattle). 3-4. National Marine Fisheries Service (2011). *Southern Resident Killer Whales: Five Year Review* (NMFS, Seattle). 6; NOAA, *Endangered and Threatened Species; 5-Year Reviews for 17 Evolutionarily Significant Units and Distinct Population Segments of Pacific Salmon and Steelhead*. 50448 Federal Register / Vol. 76, No. 157 / Monday, August 15, 2011 / Proposed Rules. Note the Fish and Wildlife Coordination Act, the Magnus-Stevens Fishery Conservation and Management Act-Essential Fish Habitat, and international conservation efforts under the 1985 Pacific Salmon Treaty.

[10] McNulty, T. (2009). *The Olympic National Park: A Natural History*. (University of Washington Press, Seattle). 249-250; Gillespie, A. (2012). *Conservation, Biodiversity and International Law*. (Edward Elgar, London). Chapter 7; Department of Commerce/NOAA (2000). *Olympic Coast National Marine Sanctuary: Area to be Avoided*. (Marine Sanctuaries Conservation Series MSD-00-1).

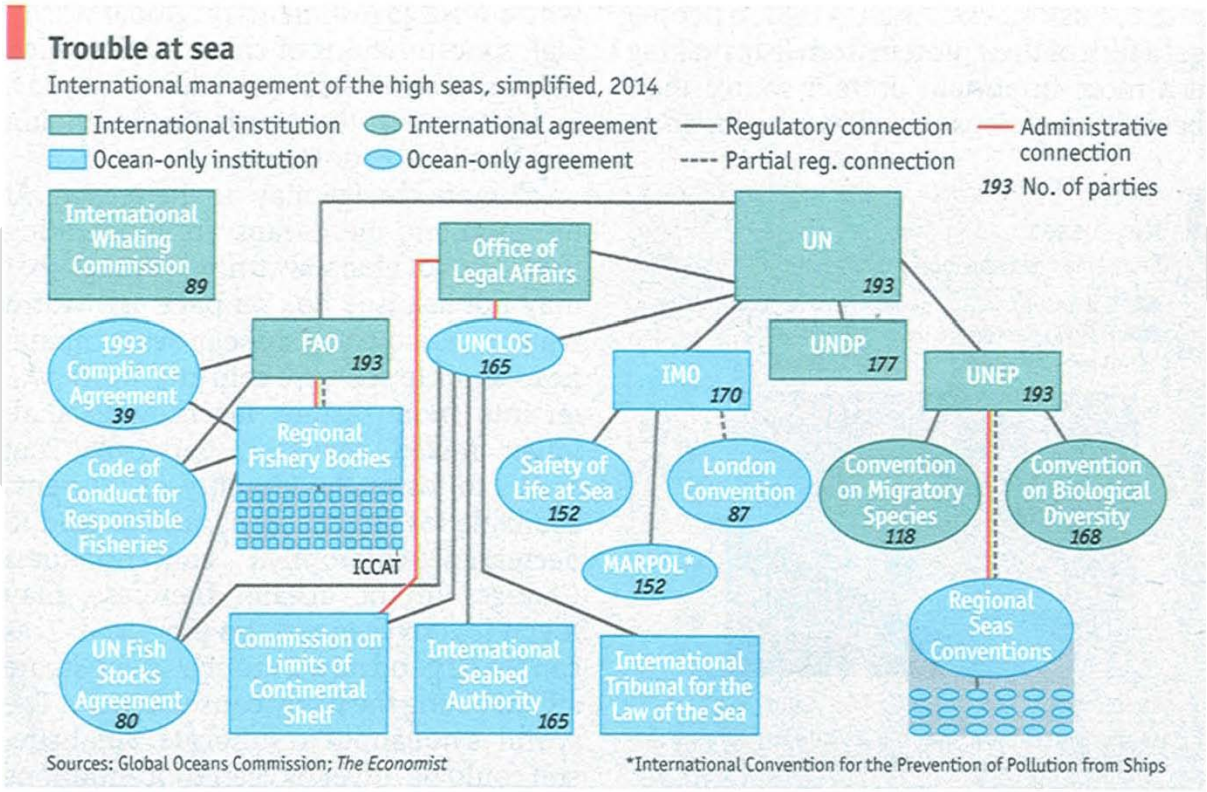
[11] Washington Department of Fish and Wildlife (2009) *Marine Protected Areas in Washington*. (WDFW, Washington). 2. Don, C. (2002). 'Could the San Juan Islands National Wildlife Refuge Serve to Protect Marine Areas ?' *Coastal Management*. 30: 421-426. Tuya, F. et al. (2000). 'An Assessment of the Effectiveness of Marine Protected Areas in the San Juan Islands'. *ICES Journal of Marine Science*. 57: 1218-1226; Domico, T (2007). *Natural Areas of the San Juan Islands.* (Turtleback, Washington).

[12] www.sanjuanislandsnca.org

shipping accident could destroy this industry (as well as other industries reliant on the natural environment, such as fishing and real estate) to produce an economic impact in the billions of dollars.[13]

2. The International Solution

The core problem is that the source of the risk is international, whilst any potential impacts will be felt locally. However, the local community, even through its national offices, is limited in what it can do as this area – international maritime law – is governed through a complex set of obligations, arrangements and organizations (as this below diagram attempts to show). Often, this labyrinth is sufficient to put many conservationists off seeking international solutions to maritime problems. However, if this labyrinth can be negotiated, the most effective solutions will be secured.



In this instance, the particular problem is the transit of international traffic through areas which are particularly vulnerable. The governing regime, the United Nations Convention on the Law of the Sea (UNCLOS) strikes a balance between freedom of passage and transit through the territorial sea and/or international straits, and the ability of coastal states to establish various protections to prevent accidents in their waters. In both instances, if restrictions are to be imposed on free transit, the strong ideal is that the restrictions are pursued either through, or in accordance with, international law.

[13] For the popularity see, for example, the New York Times, The 41 Places to Go in 2011; National Geographic Traveller, The Best Trips for Summer 2011; Lonely Planet: US Islands That Won't Break the Bank. Dolesh, R. (2011). 'Assessing the Value of Feathered Workers: Birds Perform a Multitude of Services that Contribute to Our Well-Being'. *Birder's World* 25(4): 12-20; For the figures, see Dean Runyan Associates (2009). *The Economic Impacts to Visitors of Washington State Parks*. ; IUCN (2003) 'Protected Areas as Engines for Development.' *Parks* 13 (3), 1-71.

The territorial sea (12 miles from land) is part of the sovereign territory of a State.[14] Although the territorial sea is part of state territory, as far as vessels are concerned, the principle of freedom of navigation affects the legislative options of coastal states to a great extent, as this sovereignty is, 'subject to this Convention (UNCLOS) and to other rules of international law'.[15] This is most obviously so in the case of innocent passage of which international vessels are, in theory, entitled to through the territorial sea. In this area, the coastal state may adopt laws and regulations, in conformity with international law, relating to innocent passage through the territorial sea, in respect of the safety of navigation and the regulation of maritime traffic; the protection of navigational aids, the conservation of the living resources of the sea; and the preservation of the environment of the coastal State and the prevention, reduction and control of pollution thereof.[16] The most obvious tool that can be utilised in this area is sea lanes and traffic separation schemes – especially for tankers and/or other ships carrying inherently dangerous material - in the territorial sea.[17] In doing so, the coastal state shall forward the recommendations of the competent international organization.[18]

Similar restrictions on innocent passage exist with international straits. International straits save shipping time, and are often, the only route to a destination. Due to the fact that a coastal State can stop innocent passage through their territorial sea, important gateways could be cut very quickly. This option has huge economic and military implications. Accordingly, international law has created an extensive regime on when traffic in straits can be restricted.[19] The broad rule is international shipping using, 'straits which are used for international navigation between one part of the high seas or an exclusive economic zone and another part of the high seas or an exclusive economic zone'[20] have a right of [continuous and expeditious] transit passage.[21] This point is particularly important in the context of the Salish Sea, as the Juan da Fuca Strait, with commitments dating back to the Oregon Treaty of 1849 between Canada and the United States, is recognised as one of the major straits of the world.[22]

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The importance of restrictions over this (and other) straits of international importance is that international shipping must comply with generally accepted international regulations, procedures and practices for safety at sea, and comply with generally accepted international regulations, procedures and practices for the prevention, reduction and control of pollution from ships.[23] Particular options exist for sea lanes and traffic separation schemes (where necessary to promote the safe passage of ships) – but this should be done cooperatively between border States, and through the competent international organization with a view to their adoption.[24] States bordering straits may also adopt laws and regulations relating to transit passage through straits, in respect of the safety of navigation and the regulation of maritime traffic[25]; the prevention, reduction and control of pollution, [by giving effect to applicable international regulations regarding the discharge of oil, oily wastes and other noxious substances in the strait]. Importantly, such laws and regulations cannot discriminate

[14] Articles 2 and 3 of UNCLOS.
[15] Article 2(3).
[16] Article 21.
[17] Article 22.
[18] Namely, the IMO, the 1972 Collisions Regulations Convention, and the SOLAS 1974.
[19] Note also, the ICJ in the Corfu Channel Case 1949. 4-37, at 28.
[20] Article 37.
[21] Article 38 and 45.
[22] See Rothwell, D.(2010). *The International Law of the Sea*. (Hart, Oxford). 230; Bruel, E. (1947). *International Straits.* (London, Sweet and Maxwell). I: 44-45.
[23] Article 39.
[24] Article 41.
[25] Note, SOLAS REG V/8-1, now REG 11, allows compulsory ship reporting when in straits.

in form or in fact among foreign ships or in their application have the practical effect of denying, hampering or impairing the right of transit passage.[26]

The importance of taking action to prevent, reduce and control pollution of the marine environment, especially that, which is rare or fragile, and/or the habitat of depleted, threatened or endangered species and other forms of marine life is a key part of UNCLOS.[27] To achieve this, the emphasis is upon global and/or regional cooperation.[28] UNCLOS is clear that the goal is to act through the competent international organization to establish rules and standards to control pollution of the marine environment from [international] vessels and promote the adoption of routeing systems designed to minimize the threat of accidents which might cause pollution of the marine environment, including that of coastal States.[29] Within this ambit, the option exists[30] to establish,

> Clearly defined area of their respective exclusive economic zones is an area where the adoption of special mandatory measures for the prevention of pollution from vessels is required for recognized technical reasons in relation to its oceano-graphical and ecological conditions, as well as its utilization or the protection of its resources and the particular character of its traffic,

At all points, the right to make restrictions is balanced against trying not to unnecessarily hamper the innocent passage of foreign vessels, and again to work through the competent international organizations. This means that the global community frowns upon the adoption of unilateral domestic measures which have no foundation in international law, which restrict international shipping. This type of unilateral action (unless followed, and becomes the norm: as the US did with its Oil Pollution Act of 1990) could be the subject of diplomatic and legal disagreement as what is being restricted has rights in international law that cannot lightly be travailed. The risks of 192 sovereign countries all adopting what their own unilateral actions to restrict international shipping are axiomatic.

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International law prefers that the domestic actions of States are in accordance with international instruments, or better still, going through an act of an international organisation that has been conferred competencies with respect to the protection of specific areas. In the case of maritime issues involving international traffic, the preferred option is acting through international organisations.[31] This is because the risks posed by global shipping are an international problem, and foreign ships, by designation, are not domestic. Restrictions on international shipping should be done, internationally. This is particularly important because international ships operate on principles based around traditional themes contemporarily in the UNCLOS, protecting freedom of navigation and the right of free transit.

3. Existing Practice of the United States and Canada to Protect the Environment from the Threat of International Shipping

[26] Article 42. Note, article 43 for navigational aids in straits.
[27] Article 194.
[28] Article 197.
[29] Article 211.
[30] Article 216 (a).
[31] Kachel, M (2008). Particularly Sensitive Sea Areas. (Springer, NYC). 51.

Air pollution is a recent example of cooperation between the United States and Canada to protect the environment, through international law, from the threat posed by the risks of air pollution caused by international shipping. Working through Annex IV (air pollution) to the 1973/1978 International Convention for the Prevention of Pollution from Ships (MARPOL), standards on both nitrogen and sulfur have been implemented. The standards on the oxides of nitrogen have been dealt with through ever increasing technical standards whereby emissions must be kept below levels which are tagged to the amount of revolutions per minute of different engine sizes, dependent on their date of manufacture.[32]

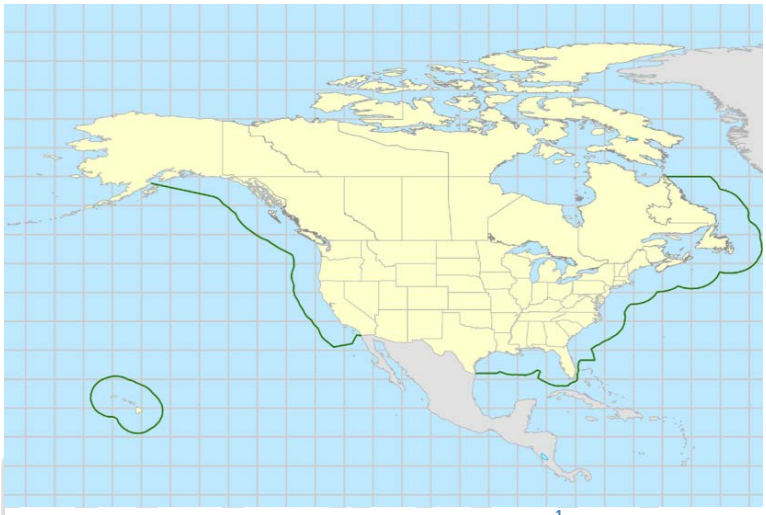


Figure 1: North American Emission Control Areas [1]

Conversely, oxides of sulphur are dealt with by restricting the type of fuel oil that may be used on board ships. Specifically, the sulphur content of any fuel used on board ships shall not exceed a given amount of its total volume.[33] This figure, which originally started at 4.5%, has been progressively lowered to 3.5% in 2012, with the goal of reducing it to 0.5% in 2020 or 2025.[34] Unhappy with these limits, two regions have campaigned for the recognition of special Emission Control Areas (ECA) in which even higher standards are applied. The Baltic Sea and the North Sea have been designated emission control areas for sulphur pollution, by which the sulphur fuel content in the area cannot rise above 0.5% with a subsequent revision downwards to 0.1%.[35]

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The United States and Canada then followed suit in an attempt to make the regulation of air pollution from such vessels of the highest possible standards.[36] In 2010, the IMO officially designated waters off North American coasts as an area in which stringent international emission standards will apply to ships. For this area, the effective date of the first-phase fuel sulfur standard is 2012 and the second phase begins in 2015. Beginning in 2016, high standards for the emission of nitrogen oxides also become applicable. The results of these standards are expected to be that by 2020, emissions from these ships operating in the North American ECA are expected to be reduced annually by 320,000 tons for oxides of nitrogen, 90,000 tons for fine particulate matter, and 920,000 tons for oxides of sulphur, which is 23%, 74%, and 86%, respectively, below predicted levels in 2020 absent the ECA.[37]

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[32] See Regulation 13 of Annex VI of the 1973 International Convention for the Prevention of Pollution from Ships (MARPOL). This is reprinted in IMO (2003). MARPOL 73/78. (IMO, London). 408. Also, Anon. (2008). 'IMO Environment Meeting Approves Revised Regulations on Ship Emissions'. *IMO News*. 2: 7.

[33] See Regulation 14 of Annex VI. Ibid. 410.

[34] Anon. (2007). 'Marine Environment Protection Committee Progresses Key Issues'. IMO News. 2007 (3): 21. MEPC. (2004). Report of the MEPC on its 52nd Session. MEPC. 52/WP.13. 23.

[35] Matthias, V. (2010). 'The Contribution of Ship Emissions to Air Pollution in the North Sea Regions'. *Environmental Pollution* 158 (2010) 2241-2250. Anon. (2008). 'North Sea SECA Now In Effect'. IMO News. 2008 (1): 6. Annex 6. Availability and Use of Low Sulphur Bunker Fuel Oils in SOx Emission Control Areas Designated in Accordance With Regulation 14(3) of Annex VI of MARPOL. MEPC. Report of the MEPC on its 44th Session. MEPC 44/20 (2000). 58-60. This was later confirmed by the IMO in Resolution A.926 (22).

[36] Anon. (2009). 'US Coastal Clean Up'. *New Scientist*. April 4. 4.

[37] http://www.imo.org/mediacentre/pressbriefings/pages/28-eca.aspx. Also, Kotchenruther, R. (2013). 'A Regional Assessment of Marine Vessel PM2.5 Impacts in the U.S. Pacific Northwest'. *Atmospheric Environment* 68: 103-111. Tran,

4. Particularly Sensitive Sea Areas

Given the example above, of how international solutions have been cooperatively pursued by the United States and Canada to regulate one particular type of environmental threat posed by international shipping, the obvious question becomes, what similar options exist to protect regions which are culturally, economically and environmentally sensitive from the risk of accidents related to international shipping ? The answer to this question is a Particularly Sensitive Sea Area (PSSA).

A PSSA is defined as, 'an area that needs special protection through action by the International Maritime Organization (IMO) because of significance for recognized ecological, socioeconomic or scientific reasons and because it may be vulnerable to being damaged by international shipping activities'.[38] PSSAs, which can encompass oceanic waters which are territorial, within an EEZ and/or international straits, are a balance between the protection of high value environments (of a coastal State) and the freedom of transit on the oceans. It is also an instrument which pulls together and synchronizes very complex, and often conflicting, domestic and international, legal and policy goals. A PSSA is the ultimate instrument that the global community can adopt to protect an area from the threats posed to it by international shipping. Although many of these measures advanced through a PSSA can be done domestically, the advantages of going through the international processes are,

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1. Added value. If a PSSA is recognised by the international community, it alters perceptions of the area and raises its profile. This is especially so because to become a PSSA is a complicated and difficult processes, and is only pursued for areas of high value and high risk. The global recognition of these considerations changes perceptions of an area.
2. An opportunity to review and add further Protective Measures, beyond what was originally agreed. It is, thus, a chance to look at the matter with somewhat of a clean slate.
3. It notifies mariners of sensitive areas, and these notations (as charted through the International Hydrological Organisation) are global.
4. Can lead to shipping companies changing practices, supporting endeavours (changing their own practices, because of reputational benefits).[39]

To date, PSSAs have been designated in 14 areas.[40]

T. (2012). 'Potential Impacts of an Emission Control Area on Air Quality in Alaska Coastal Regions'. *Atmospheric Environment* 50 : 192-202

[38] Hazmi, M. (2012). 'Protecting vital sea lines of communication: A study of the proposed designation of the Straits of Malacca and Singapore as a Particularly Sensitive Sea Area'. *Ocean & Coastal Management* 57: 79-94; Broder, S. (2011). 'Particularly Sensitive Sea Areas-Protecting the Marine Environment in the Territorial Seas and Exclusive Economic Zones'. *Denver Journal of International Law and Policy*. 40(1): 472-300. Chalain, H. (2007). 'Fifteen Years of Particularly Sensitive Sea Areas: A Concept in Development'. *Ocean and Coastal Law Journal*. 13(1): 47-65. Ottesen, P. (1994). 'Shipping Threats and Protection of the Great Barrier Reef Marine Park: The Role of the Particularly Sensitive Sea Area'. *The International Journal of Marine and Coastal Law*. 9(4): 507-543. Gerard, P. (1994). 'Particularly Sensitive Sea Areas-A Documentary History'. *The International Journal of Marine and Coastal Law*. 9(4): 469-482. Gjerde, K. (1993). 'Protection of Particularly Sensitive Sea Areas under International Marine Environmental Law'. *Marine Pollution Bulletin,* 26(1): 9-13.

[39] Kachel, M. (2008). *Particularly Sensitive Sea Areas* (Springer, NYC). 179-180.



Figure 2: Location Map of the 14 PSSA's Designated by the International Maritime Organization

5. The Three Parts to a PSSA

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There are three parts to a PSSA. First, the vulnerabilities to the environment, economy and/or cultural considerations, must be shown. Second, the risk to these, as produced by international shipping must be adduced. Finally, appropriate Associated Protective Measures must be agreed and adopted.[41]

PART I: Ecological, Social and/or Cultural Threat ***(****of which one must be met, ideally, throughout the entire area):*

Ecological criteria

- Uniqueness or rarity – ('only one of its kind');
- Critical habitat;
- Dependency –highly dependent on biotically structured systems (e.g. coral reefs, kelp forests, mangrove forests, seagrass beds);
- Representativeness;
- Diversity;
- Productivity (such as oceanic fronts, upwelling areas and some gyres)
- Spawning or breeding grounds;
- Naturalness –a relative lack of human-induced disturbance;
- Integrity – an effective, self-sustaining ecological entity;

[40] The Great Barrier Reef, Australia (designated a PSSA in 1990); The Sabana-Camagüey Archipelago in Cuba (1997); Malpelo Island, Colombia (2002); The sea around the Florida Keys, United States (2002); The Wadden Sea, Denmark, Germany, Netherlands (2002); Paracas National Reserve, Peru (2003); Western European Waters (2004); Extension of the Great Barrier Reef PSSA to include the Torres Strait (Aus and Papua New Guinea) (2005); Canary Islands, Spain (2005); The Galapagos Archipelago, Ecuador (2005); The Baltic Sea area, Denmark, Estonia, Finland, Germany, Latvia, Lithuania, Poland and Sweden (2005); The Papahānaumokuākea Marine National Monument, United States (2007); The Strait of Bonifacio, France and Italy (2011); The Saba Bank, in the North-eastern Caribbean area of the Kingdom of the Netherlands (2012).

[41] IMO Res A.982(24) Revised Guidelines for the Identification and Designation of Particularly Sensitive Sea Areas.

- Fragility – due to water temperature, salinity, turbidity or depth, low flushing rates, and/or oxygen depletion;
- Bio-geographic importance -rare biological, chemical, physical, or geological features.

Social, cultural and economic criteria

- Social or economic dependency –including fishing, recreation, tourism, and the livelihoods of people who depend on access to the area;
- Human dependency –for the support of traditional subsistence or food production activities or for the protection of the cultural resources of the local populations;
- Cultural heritage – An area that is of particular importance because of the presence of significant historical and archaeological sites.

Scientific and educational criteria

- Research – An area that has high scientific interest;
- Baseline for monitoring studies –suitable;
- Education –exceptional opportunity to demonstrate particular natural phenomena.

PART II: Vulnerability to Impacts from International Shipping.

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Vessel traffic characteristics

- Operational factors – Types of maritime activities (e.g. small fishing boats, small pleasure craft, oil and gas rigs) in that may reduce the safety of navigation;
- Vessel types – (e.g. high-speed vessels, large tankers, or bulk carriers);
- Traffic characteristics – Volume, concentration, interaction, distance offshore or other dangers to navigation;
- Harmful substances carried.

Natural factors

- Hydrographical – Water depth, bottom and coastline topography;
- Meteorological – Prevailing weather, wind, visibility;
- Oceanographic – Tidal streams, ocean currents, ice… which increase risk of collision.

Additional information

- Significance and degree of risk of the potential damage, and whether such damage is reasonably foreseeable, as well as whether damage is of a recurring or cumulative nature;
- History of groundings, collisions, or spill;
- Adverse impacts to the environment outside the proposed PSSA;
- Stresses from other environmental sources; and
- Any measures already in effect and their actual or anticipated beneficial impact.

PART III: Associated Protective Measures (APMs)

All APMs must be approved by the IMO, and can include:

- Designation of an area as a Special Area under MARPOL Annexes
- Adoption of ships' routeing and reporting systems near or in the area, under the International Convention for the Safety of Life at Sea (SOLAS)
- Development of other measures aimed at protecting specific sea areas, provided that they have an identified legal basis (such as UNCLOS).
- Consideration should also be given to the potential for the area to be listed on the World Heritage List, declared a Biosphere Reserve, or included on a list of areas of international, regional, or national importance.

In practice, the way this works is that all IMO member governments are obligated to ensure that ships flying their flag comply with the APMs for that area.[42] To date, the types of APMs adopted are,

i. IMO recommended pilotage (Great Barrier, Torres Strait, Wadden, Baltic).
ii. Mandatory reporting (Great Barrier, Wadden, Western European Waters, Canaries, Galapagos, Papahanaumokuakea).
iii. Traffic separation schemes (Sabana, Wadden, Torres, Canaries, Baltic).
iv. Area to be avoided (Sabana, Malpelo, Florida Keys, Paracas, Canaries, Galapagos, Baltic, Papahanaumokuakea, and Saba).
v. Discharge prohibitions (MARPOL Special Area (Wadden, Baltic, Sabana).
vi. No anchoring areas (Florida Keys, Saba).[43]
vii. Vessel Traffic Services.[44]

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[42] IMO, Assembly, Revised Guidelines for the Identification and Designation of Particularly Sensitive Sea Areas, Resolution A. 982 (Dec. 1, 2005).
[43] MEPC (2007). List of PSSAs Including Relevant APMs. MEPC 57/7/1. Nov 26, 2007.
[44] Vessel Traffic Services (as overlapping with guidance from the International Maritime Organisation) provides active monitoring and navigational advice and assistance for vessels in particularly areas which are confined and busy waterways, thereby improving the safety and efficiency of navigation, safety of life at sea and the protection of the marine environment. Advanced traffic organization (such as priority position, allocation of space, routes to be followed, and speed limits to be observed); navigational assistance, and overlapping technologies such as radar and other direction finding, location and management tools, combined with appropriate personnel, and a strong and supportive flow of information (for example reports on the position, identity and intentions of other traffic; waterway conditions; weather; hazards; or any other factors that may influence the vessel's transit) essential for making informed on-board navigational decisions. VTS is governed by the 1974 Safety of Life at Sea (SOLAS) Convention, Chapter V, Regulation 12, together with the Guidelines for Vessel Traffic Services, IMO Resolution A.857(20), as adopted by the IMO, on November 27, 1997.

6. Particularly Sensitive Sea Areas in Practice

A. The Great Barrier Reef and the Torres Strait.[45]

The first PSSA designation was in 1990 with Australia's Great Barrier Reef. It was later extended to include the Torres Strait in 2005. It now extends 1,430 miles along the east coast of Queensland and covers an area of 215,000 square miles, passing through both Australia's territorial sea and its EEZ.[46]






I. Ecologically

1. Two ocean systems.
2. Limited water exchange in and out of Torres Strait, concern that pollution could sit.
3. Massive fresh water and sediment from nearby coastal rivers.
4. Notable ecosystems - benthic communities, fish assemblages, sea grass coverage and coral communities.
5. Critical habitat – especially for dugongs, green and flatback turtles.
6. Only 18 islands inhabited in Torres Strait, thus high degree of natural and wilderness value.

II. Culturally and Economically

[45] Res MEPC.44(3), updated MEPC.133(53). Adopted July 22nd, 2005. Full details are in MEPC 49/8. Para 3.1 to 3.3.3 for ecological, and 4.1 to 4.3 for vulnerability.

[46] See the IMO, MEPC, Identification of the Great Barrier Reef Region as a Particularly Sensitive Area, Annex, IMO Marine Env't Prot. Comm. Res. 44 (30) (Nov. 16, 1990). Also, Australia Government, Australian Maritime Safety Authority [AMSA], The Torres Strait Particularly Sensitive Sea Area, available at http://www.amsa.gov.au/Marine_Environment_Protection/Torres_Strait (last visited December 22, 2012).

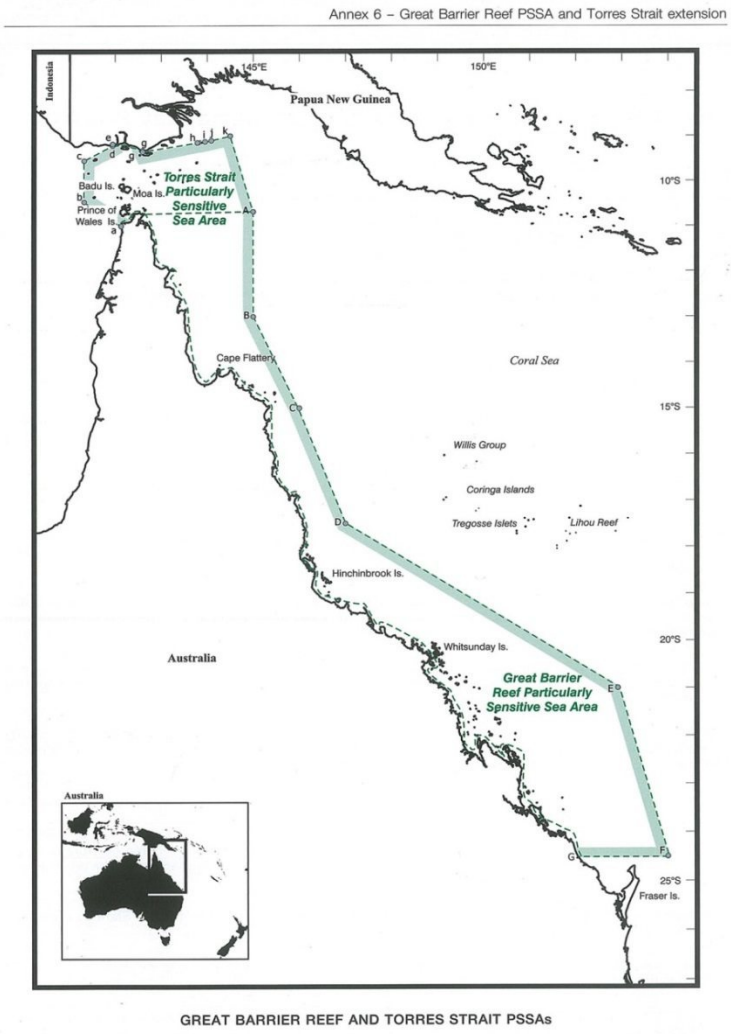
1. Several thousand people live in small coastal communities. On the islands off Torres Strait – many indigenous people, highly dependent on the local environment, especially hunting dugongs.
2. Commercial fisheries (for prawns, mackerel, lobster, reef fish, pearl oysters) providing 35 million per year (in the year 2000) from commercial operations.
3. Tourism - Around 1.2 million visitors' days per annum with an economic value of the Reef about $1,000 million per annum.

III. Vulnerability

1. The Torres Strait is used by large vessels trading between Southern Asia, Australia, NZ, South America, Papua New Guinea and Pacific Islands. Over 2000 ships per year.
2. It can often be very shallow, with strong currents. Torres Channel – only 10 to 15 m deep in the west. When passing through Gannet Passage, at low tide, underwater clearance is only 1 m. Strong need to watch tidal windows.
3. Many types of ships and cargoes, including dangerous and polluting. Also concentrations of fishing, tourist and recreational vessels.
4. A spill occurred in 1970 (Oceanic Grandeur).

III. Protective Measures

1. Two way shipping route.
2. Mandatory Reporting (for all vessels above 50 meters).
3. Pilotage. All vessels of 70 metres or more in length and all loaded oil tankers, chemical carriers and gas carriers of any length, must use the services of a pilot licensed by the Australian Maritime Safety Authority – IMO agrees: A710 (17).



GREAT BARRIER REEF AND TORRES STRAIT PSSAs

B. The Archipelago of Sabana-Camaguey.[47]

The Sabana-Camagüey Archipelago was designated as a PSSA in September 1997. It is located in the north-central portion of the Republic of Cuba, extending for 465 kilometres between the Hicacos Peninsula and the Bay of Nuevitas. It is the most extensive island sub-group of the Cuban Archipelago, comprising more than 2,515 islands and small keys. Along its outer edge there is a coral reef 400 kilometres long.[48]





I. Ecologically

1. Singular and unique on account of its natural scenery and associated biodiversity.
2. Predominance of cumulative carbonaceous island complexes not found elsewhere.
3. Almost all the habitats, ecosystems and biocenosis found in the different Caribbean islands are represented.
4. High degree of interdependency, both internal and external. Internally, there is a high degree of interaction and interdependence between the coastal and marine ecosystems, especially in the sequence of coastal lagoons/dune/systems/beaches/algae/coral reefs; and similarly in the combination of mangrove swamps/coastal lagoons/algae/coral reefs, which occurs most often and most extensively in the island group.

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II. Culturally and Economically

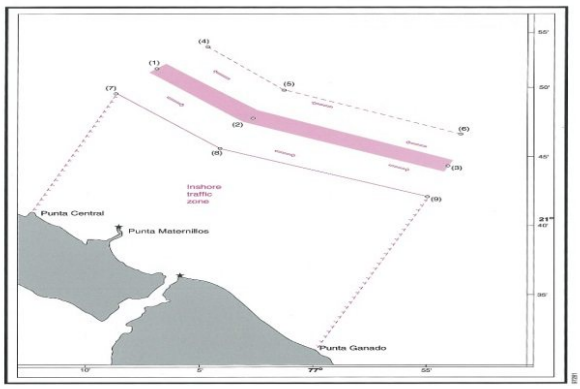
1. Is one of Cuba's three most productive fishery zones.
2. Extensive tourism market, based on scenery and ecological purity, already developed with plans for expansion.

III. Protective Measures

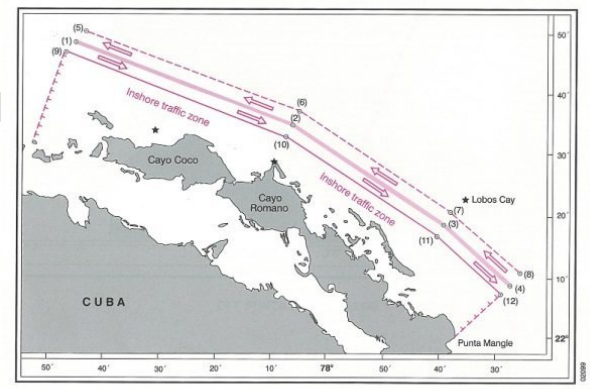
1. Traffic separation schemes (three of them). Two traffic lanes (each two miles wide) separated by a middle lane (one mile wide).
2. Inshore traffic zones.
3. Areas to be avoided (for ships over 150 tons).
4. Strict prohibitions on discharges of oil, garage, packaging, harmful substances (of any type).

[47] Res MEPC. 74 (40). 1997, Sept 25.
[48] Kristina, M. (1999). 'Cuba's Particularly Sensitive Sea Area in the Sabana-Camaguey Archipelago'. *International Journal of Marine and Coastal Law*. 14(3): 415-435.



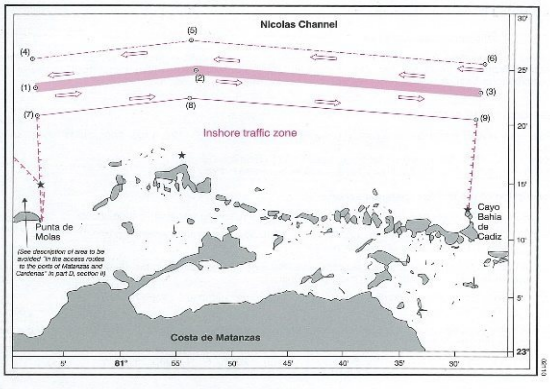


OFF PUNTA MATERNILLOS



IN THE OLD BAHAMA CHANNEL

Annexes



OFF COSTA DE MATANZAS

Viewed as a whole, the Sabanna PSSA looks as it does, above, in the colour map. The three separate parts are reproduced to above.

C. The Paracas National Reserve.[49]

The Paracas National Reserve is located in Ica, Peru, and consists of the Paracas Peninsula, coastal areas and tropical desert extending to the south slightly past *Punta Caimán*, a total of 335,000 ha (217,594 ha are marine waters and 117,406 are part of the mainland). The PSSA component covers the waters boxed in green, in the picture below.





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I. Ecologically

1. One of most productive and rich areas of the world – 1543 identified species.
2. Keystone, bird life, seals and cetaceans. Endangered, otter, penguin and flamingo.
3. Key migratory route, especially for bird.

II. Socially and Culturally

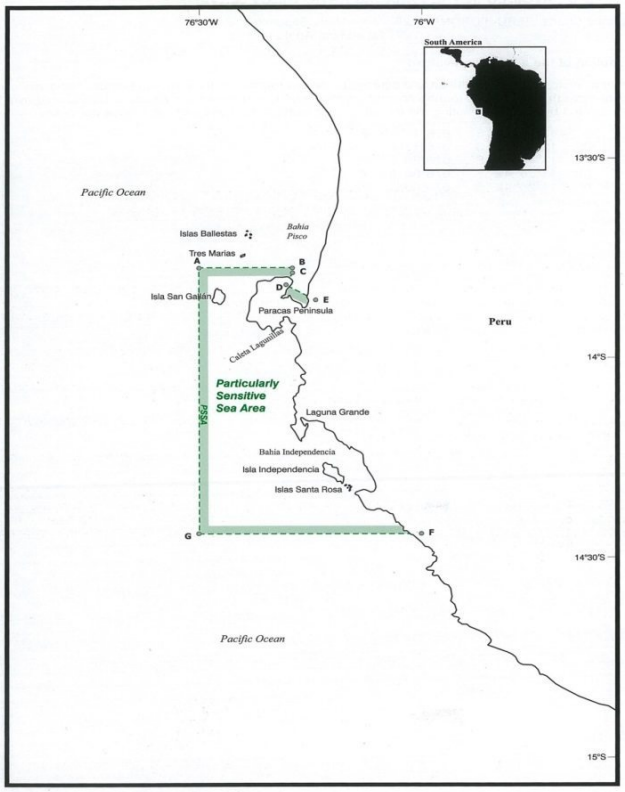
1. 120,000 visitors per year.
2. Great importance with historical cultural heritage (although this is mostly on land) related to the ancient indigenous peoples, mostly of the Paracas culture.

III. Vulnerability

1. Between 395-535 merchant ships per month.
2. Very windy.
3. Non-resilient ecosystems.

IV. Protective Measures

1. Already RAMSAR and CMS sites. Moving towards MAB.
2. Prohibition of tankers or other noxious substances (over 200 tons) in within the reserve (must follow other route to port).
3. All discharges, sewage, garbage prohibited.



PARACAS NATIONAL RESERVE PSSA

[49] Res MEPC.106 (49).

D. The Western European Waters (WSW)[50]

The WSW were designated as a PSSA in 2004, following the sinking of the *Prestige*, a single-hulled tanker which released over 20 million US gallons of oil into the sea.[51]



DO NOT COPY

I. Ecologically

1. Seals, dolphins, 200 fish species, birdlife (puffins, terns, etc.).
2. Landscapes.
3. Ramsar sites, European Directive, Biosphere Reserves

II. Socially and Culturally

1. All areas vulnerable, but specifically drawn out, more than 50% of Portugal's population lives on the coast.

III. Vulnerability

1. 25% of the world commercial traffic converges towards the English Channel and onwards towards Northern Europe.

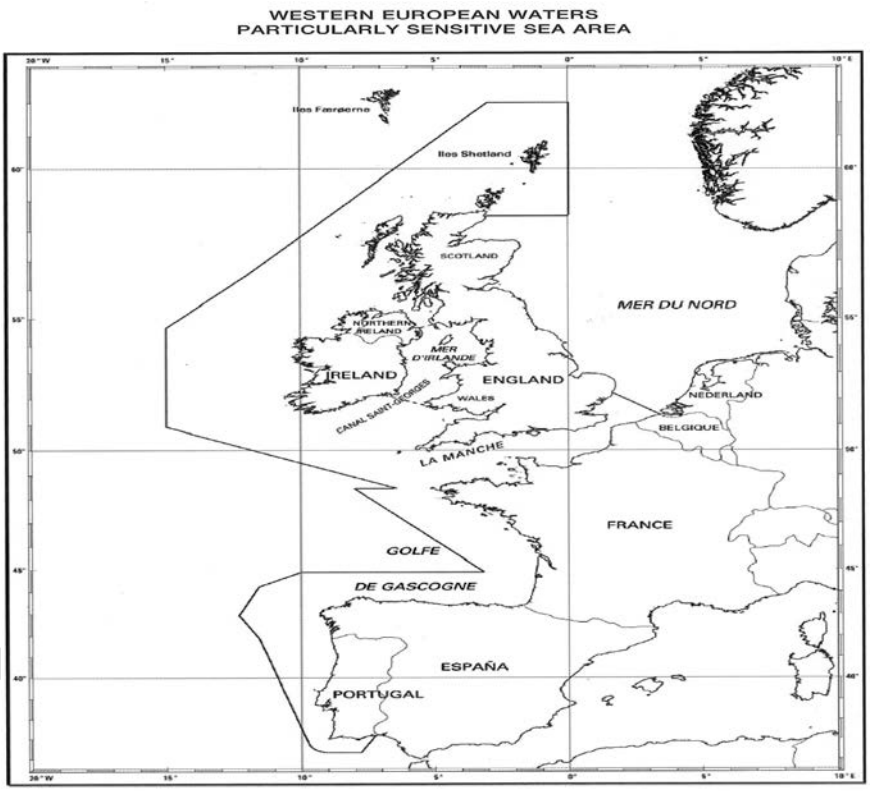
IV. Protective Measures

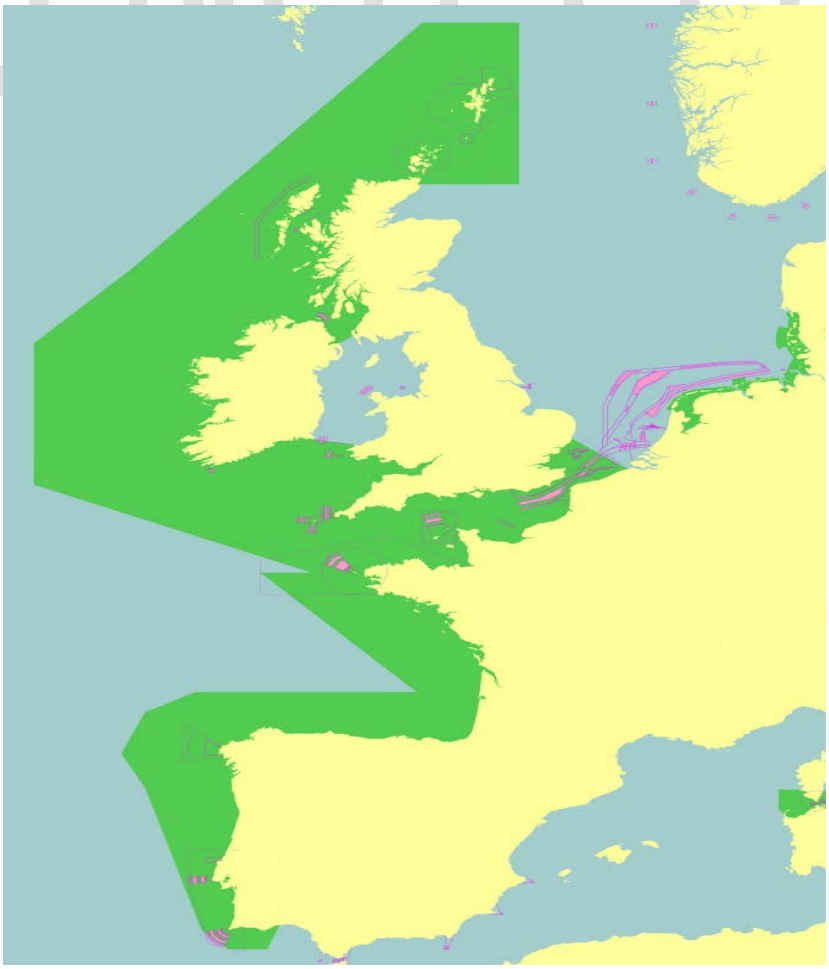
1. Traffic separation schemes.
2. Deep water routes in parts
3. Eight areas to be avoided
4. Mandatory Ship Reporting (for over 600 tons, carrying oil/bitumen).

[50] Res MEPC. 121 (52). 15 October, 2004. This established the new Mandatory Ship Reporting System as an APM. This slightly modified in 2009 – see MEPC, 59/24. July 27. 69… in accordance with SOLAR Reg V/11

[51] Detjen, M (2006). 'The Western European PSSA—Testing a Unique International Concept to Protect Imperilled Marine Ecosystems'. *Marine Policy* 30: 442–453.

Of the two pictures below, while the first shows the extent of the PSSA, the second shows the location of some of the traffic separation schemes and ABAs.





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E. The Canary Islands[52]

The Canary Islands are a Spanish archipelago located 100 kilometers off the northwest coast of mainland Africa. They are considered very unique in terms of climate, landscape and natural features, making them highly desirable tourist destinations.





I. Ecologically

1. Specially listed region with EC for its biodiversity. Biosphere Reserve. 24 areas listed under European Habitat Directive, as part of 300 protected spaces.
2. 20 cetacean species, 500 species of fish, thousands of invertebrates; Petrel and osprey.

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II. Socially and Culturally

1. Over 9 million tourists per year.
2. 80% of income for the region comes from tourism.

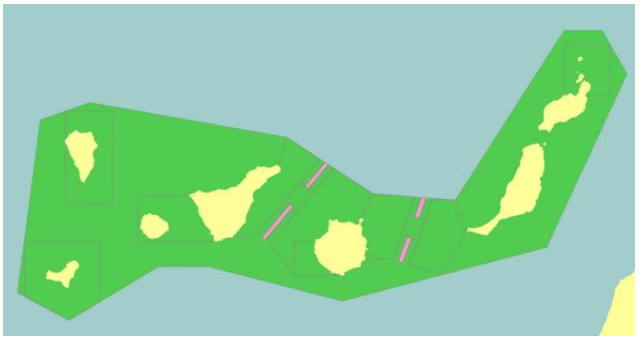
III. Vulnerability

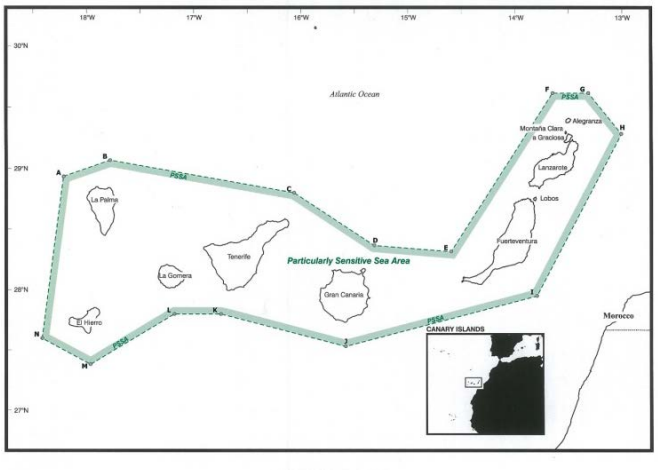
1. Winds may magnify spills or accidents.
2. 1,500 vessels pass through per year.

IV. Protective Measures

1. Inshore traffic zones.
2. Five areas to be avoided (breeding grounds, biosphere reserves) by all ships over 500 tons.
3. Mandatory reporting.

Traffic separation schemes (and separation zone) can be seen in the colour map below.





CANARY ISLANDS PSSA

[52] Resolution MEPC. 134 (53). July 22, 2005.

F. The Galapagos Archipelago[53]

The Galapagos Islands are an archipelago of volcanic islands distributed on either side of the Equator in the Pacific Ocean, just over 900 kilometers west of Ecuador. The islands are famed for the numbers and diversity of endemic species, made famous, by Charles Darwin.





I. Ecologically

1. The Galapagos are a World Heritage Area. Remarkably high number of land, water and/or coastal species. Reptiles, mammals and sea birds. Largely unspoilt.
2. Unique place due to ocean currents, upwelling zones and temperatures.

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II. Socially and Culturally

1. Very important tourist destination.

III. Vulnerability

1. Three accidents between 1995 and 2005.
2. A few ships (2 or 3 per year) carrying pollutants and radioactive waste by reserves, general international traffic within 20 miles of Isabella island.

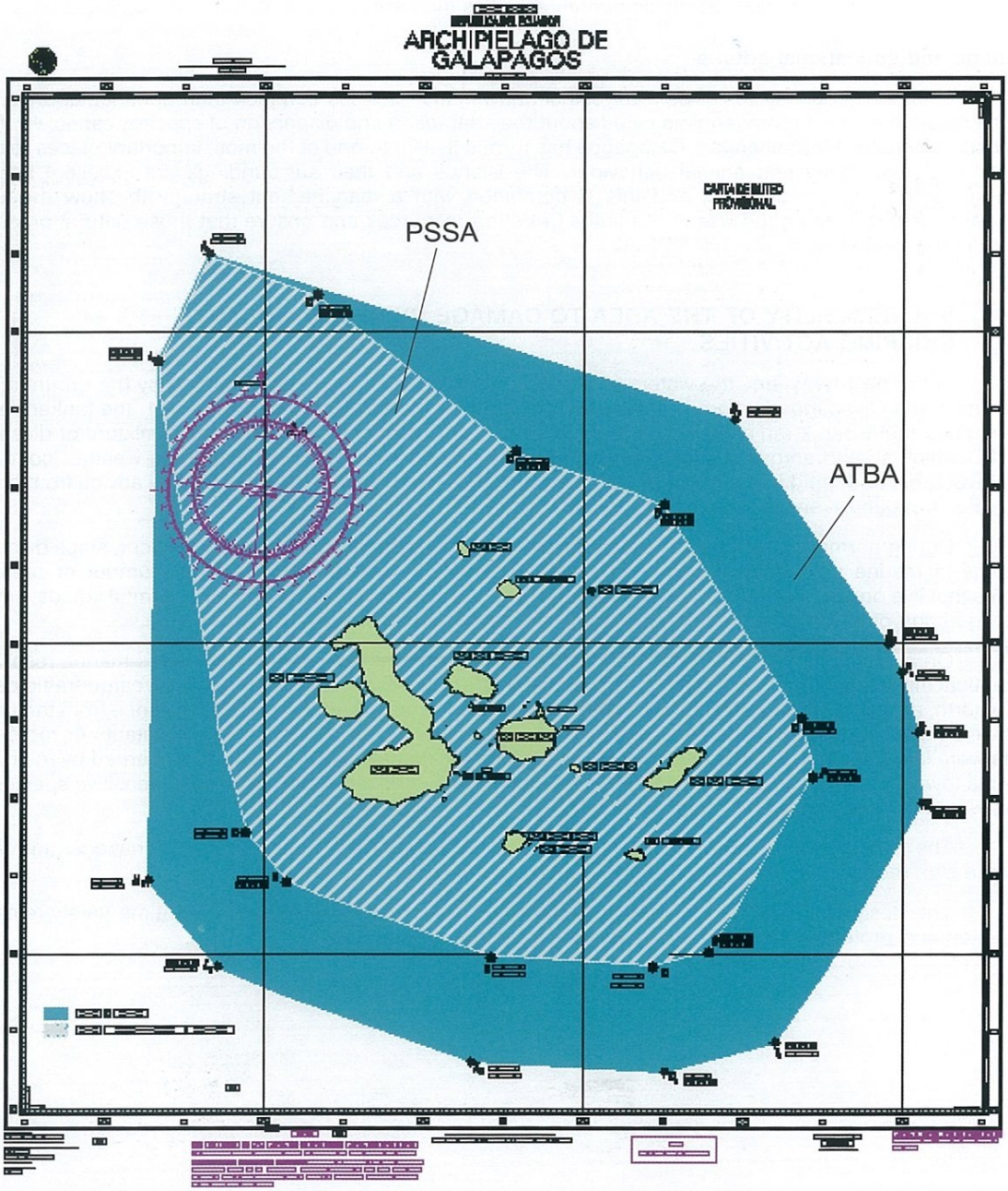
IV. Protective Measures.

1. Large area to be avoided (almost a circle): this was largely modelled on the PSSA of Marpelo Island.[54]
2. Mandatory ship reporting in PSSA

[53] Resolution MEPC. 135 (53).
[54] Res MEPC.97 (47). March 8, 2002.

Annex 2

Particularly Sensitive Sea Area and area to be avoided chart



Reference chart I.O.A.2 (1st Edition, 2003)
Datum Provisional América del Sur 1956 (La Canoa, Venezuela)

G. The Baltic Sea[55]

The Baltic Sea is located between Central and Northern Europe. It is bounded by the Scandinavian Peninsula, the mainland of Europe and the Danish islands.





I. Ecologically

1. A globally unique and sensitive brackish-water ecosystem. The exchange of water is limited and slow, with low levels of salinity, with large parts being ice covered.
2. Although low number of species, what exists is unique.

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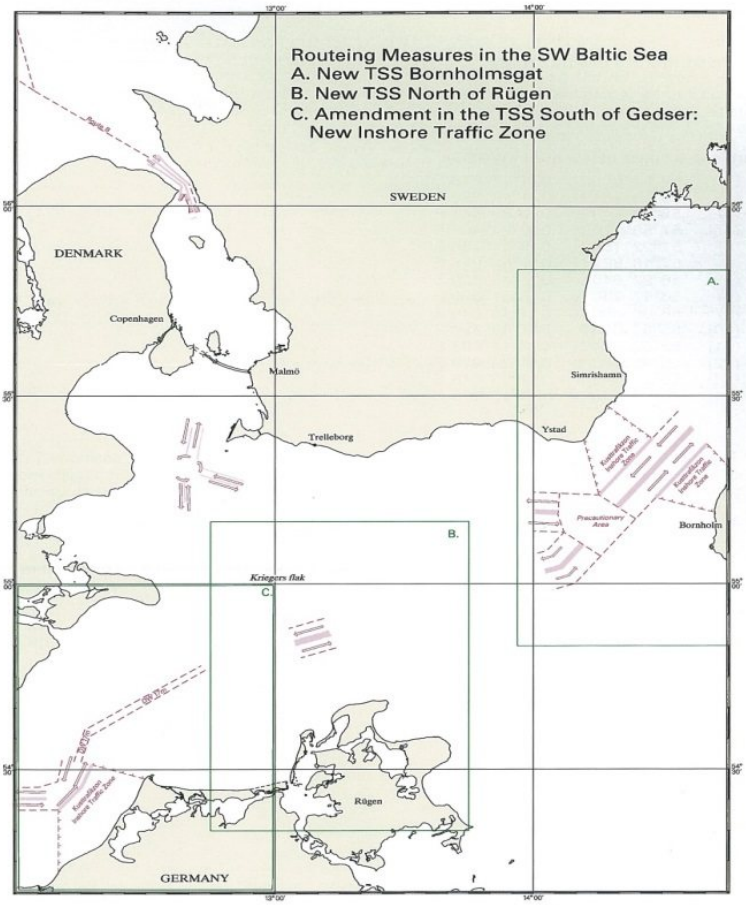
II. Vulnerability

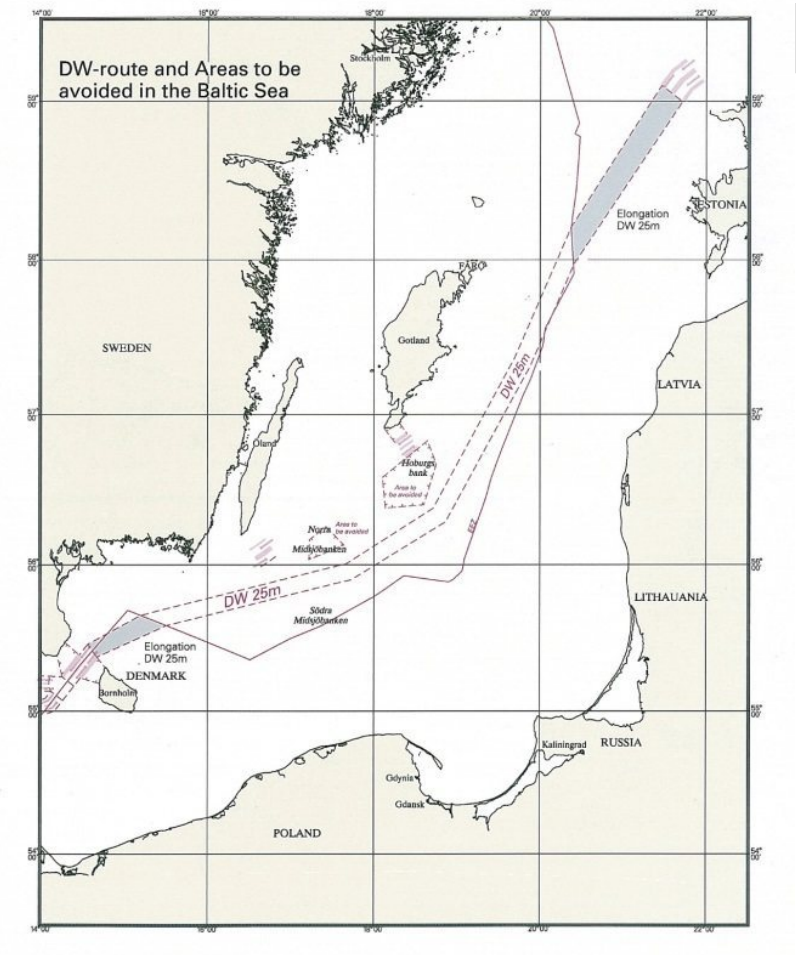
1. Some of the densest traffic in the world.
2. More than 2,000 ships (down to fishing boats) are en-route in the area on an average day including 200 oil tankers.

III. Protective Measures

1. Traffic Separation Scheme
2. Inshore traffic zone
3. Area to be avoided

[55] Uggla, Y. (2007). 'Environmental Protection and the Freedom of the High Seas: The Baltic Sea as a PSSA from a Swedish perspective'. *Marine Policy* 31: 251–257.


Routeing Measures in the SW Baltic Sea
A. New TSS Bornholmsgat
B. New TSS North of Rügen
C. Amendment in the TSS South of Gedser:
New Inshore Traffic Zone
SWEDEN
DENMARK
GERMANY
Copenhagen
Malmö
Trelleborg
Simrishamn
Ystad
Bornholm
Rügen
Kriegers flak
A.
B.
C.


DW-route and Areas to be
avoided in the Baltic Sea
SWEDEN
DENMARK
POLAND
LITHUANIA
LATVIA
ESTONIA
RUSSIA
Stockholm
Gotland
Öland
FARÖ
Kaliningrad
Gdynia
Gdansk
Bornholm
DW 25m
Elongation
DW 25m
Hoburgs
bank
North
Midsjöbanken
Södra
Midsjöbanken

DO PY

H. The Papahanaumokuakea Area[56]

The Papahanaumokuakea Marine National Monument is a World Heritage listed, U.S national monument, encompassing 360,000 square kilometers of ocean waters, including ten islands and atolls of the Northwestern Hawaiian Islands. It is renowned for both its cultural and natural values.[57]





I. Ecologically

1. Pristine, integrated, fragile, coral reefs, seamounts, shoals etc., with over 7,000 marine species, apex going to sharks, jacks, seals, 14 million seabirds. Endangered turtles, sperm whale and albatross.
2. World Heritage Area, National Wildlife Refuge, Midway National Memorial and National Marine Monument.

DO NOT COPY

II. Socially and Culturally

1. Sacred place to Native Hawaiian history and culture
2. 140 registered cultural sites
3. Importance in contemporary Native Hawaiian cultural traditions
4. Underwater heritage – over 120 vessels, including Battle of Midway.

III. Vulnerability

1. Although amount of international ship traffic was low, a single incident could be a disaster. Three recent instances, bunker fuel leaks (over 60 shipwrecks recorded in region).
2. Hydrological features are a challenge to navigation, as can be tropical storms.

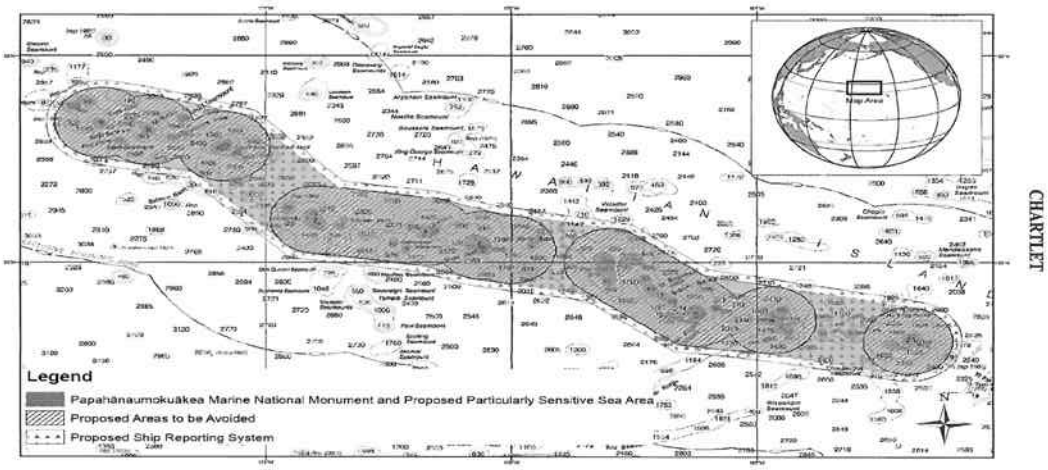
IV. Protective Measures

1. Ship reporting. Areas to be avoided.

---

[56] As approved, Resolution MEPC 171 (57). Designation of the Papahanaumokuake Marine National Monument as a Particularly Sensitive Sea Area, in MEPC 57/21 April 7, 2008. The resolution is in Annex 12. The full file on Papahanaumokuakea, Annex I to MEPC 57/7. Dec 4, 2007. Identification and Protection of Special Areas and Particularaly Sensitive Sea Areas: Note by Secretariat. Also, United States, Designation of the Papahanaumokuake Marine National Monument as a Particularly Sensitive Sea Area. MEPC 56/8. April 5, 2007. And, United States, Designation of the Papahanaumokuake Marine National Monument as a Particularly Sensitive Sea Area. MEPC 56/INF.2. April 5, 2007.

[57] Anonymous (2008). 'Marine National Monument Designated Sensitive Sea Area'. *Sea Technology* 49 (5): 60-61. Also, Anon (2008). 'Papahanaumokuakea Marine National Monument designated a "Particularly Sensitive Sea Area'. *Ocean News & Technology* 14 (3): 20-21.



1. The Strait of Bonifacio

The Strait of Bonifacio is the strait between Corsica and Sardinia. It is 11 kilometers wide and, at maximum, 100 meters deep. It is notorious amongst sailors for its weather, currents, shoals and other obstacles.

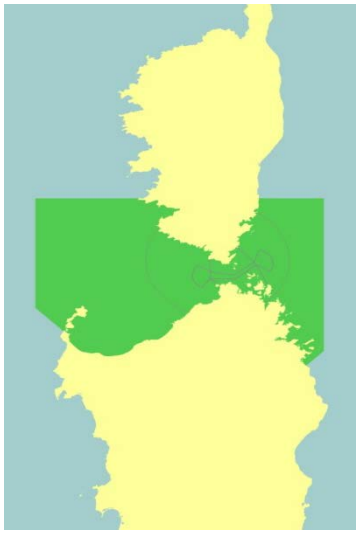
DO NOT COPY





I. Ecological

1. Six Natura 2000 sites, three Habitat Directive sites, 12 sites of community significance, national parks, 33 species under Barcelona Convention and Protocol.
2. Especially important for European shag, Yelkouan shearwater, 77 under Birds Directive, 139 species under Berne Convention
3. Critically endangered leatherback, four endangered (fin whale, loggerhead, grouper and common seabream).



II. Vulnerability

1. Very strong winds and currents: IMO recommendation to

[58] France and Italy (2010). Designation of the Strait of Bonifacio as a PSSA. MEPC 61/INF.26. Sept 9, 2010. Also, MEPC 61/9, June 25, 2010; MEPC (2011). 'Proposal to List the Strait of Bonifacio as a PSSA'. This is Annex I in MEPC 62/WP.12.

Member States to discourage transit in area. This followed tanker disaster in 1993.
2. 35,000 transits over ten years. Dozens of merchant ships per day, and up to ten passenger ships, not to mention pleasure craft. [2,984 mandatory ship reports in 2009] 157 ships carrying dangerous good transit, including 3 oil, three gas, five chemical.
3. Strong winds, complex morphology, numerous shoals and reefs.
4. 26 instances since 1972, mainly motor-boats and ferries, but also, three tankers.

III. Protective Measures

1. Mandatory traffic separation scheme
2. Area to be avoided
3. Vessel traffic system – in accordance with SOLAS – when needed.
4. Recommended/Mandatory pilotage.[59]

J. The Saba Bank.[60]

Saba Bank in the Caribbean Netherlands is the largest submarine atoll in the Atlantic Ocean, and is reputed to have some of the richest and diverse marine life in the Caribbean Sea.





I. Ecologically

1. One of the largest atolls in the world, replete with fragile coral reefs, critical habitat for Hawkes and Green turtles.
2. Important spawning and fishing grounds for artisanal fisheries.
3. Protection under the Cartagena Convention/ SPWAW Protocol, and Annex V of MARPOL.

II. Vulnerability

1. 200 tankers and cargo ships pass over the bank each year, and over 40 anchors in the area.
2. Very shallow reef for 50 km, in hurricane belt, and difficult currents.

---

[59] This was due a concern from Singapore, against compulsion in this area. See Report of the Marine Environment Protection Committee on its Sixth First Session. MEPC 61/24. Oct 6. Pages 64-65. They made the same point with regard to the Great Barrier. See Report of the Marine Environment Protection Committee on its Fifty Seventh Session. MEPC 57/21. Annex 11: Statement by the Delegation of Singapore Concerning the Extension to the Great Barrier Reef PSSA.

[60] SABA BANK (MEPC 62/9). 2011 MEPC 62/WP.1. Also, MEPC, Annex III - 'Proposal to Designate the Saba Bank as a PSSA'. MEPC 62/WP.12. Finally, The Netherlands, (2011). Designation of the Saba Bank as a Particularly Sensitive Sea Area. MEPC 62/9. April 8, 2011.

III. Protective Measures

1. Areas to be avoided (for ships exceeding 300 ton)
2. Mandatory no anchoring zone.

K. The Sea Area Around the Florida Keys.[61]

The Florida Keys are a coral archipelago in the southeast United States. They begin at the southern tip of the Florida peninsula. At their outermost point, they are 140 kilometres from Cuba. The islands lie along the Florida Straits, dividing the Atlantic Ocean to the east from the Gulf of Mexico to the west.





DO NOT COPY

I. Ecologically

1. The Keys have distinctive and unique plant and animal species. Both flora and fauna is known. Deer, crocodile and woodrat are endemic, whilst the Manatee is probably most famous. The Crocodile Lake National Wildlife Refuge, the Dry Tortugas National Park and most significantly, the Florida Keys National Marine Sanctuary.

II. Socially and Culturally

1. The tourism value of the region is significant

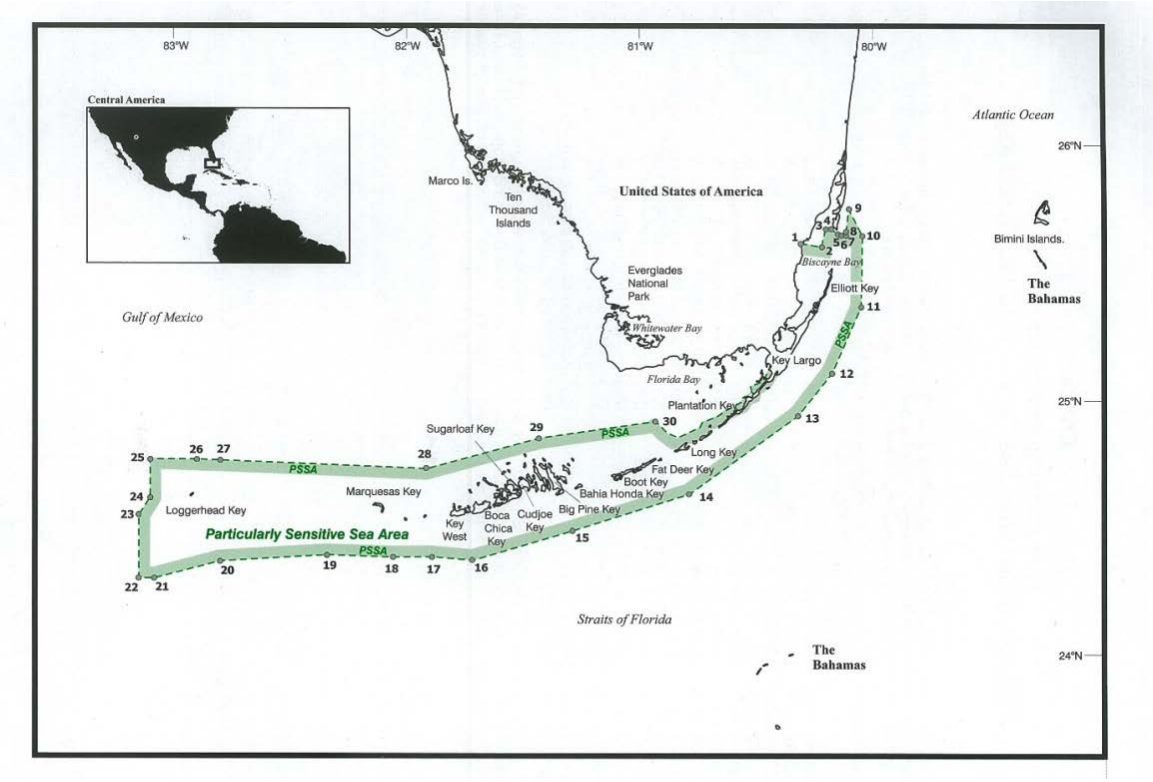
III. The Risk of Shipping

1. More than 40 percent of the world's commerce passes through the Florida Strait each year.
2. Since 1984, there have been 10 large ship groundings.

IV. Protective Measures

1. No anchoring areas
2. Areas to be avoided.

[61] Res MEPC.98 (47). March 8, 2002.



FLORIDA KEYS PSSA

DO NOT COPY

L. The Wadden Sea[62]





The Wadden Sea is an exceptional, highly dynamic tidal ecosystem of global importance, which is sensitive to the impact of international shipping and other activities. The adjacent North Sea is one of the world's busiest areas in terms of international shipping and therefore the Wadden Sea fulfills the criteria for a PSSA designation. In 2002, the IMO designated major parts of the Dutch, German and Danish Wadden Sea as a PSSA.[63]

I. Ecologically

1. Renown stretch of white beaches and salt marshes, with high landscape values.
2. Includes Ramsar sites, European Directives, Natura 2000 sites and Biosphere Reserves.

[62] Wadden Sea. Res MEPC. 101 (48).
[63] http://www.waddensea-secretariat.org/management/shipping-particularly-sensitive-sea-area-pssa

II. Socially and Culturally

1. The tourism value of the region is significant

III. Protective Measures

1. Traffic Separation Schemes
2. Mandatory Routes for Heavy Tankers – Pilots recommended.
3. MARPOL Special Areas Annex V and VI.

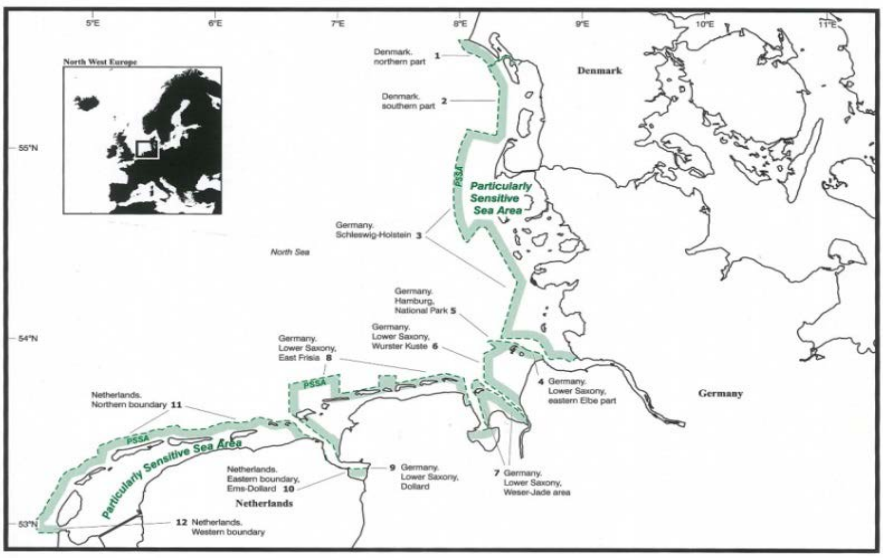
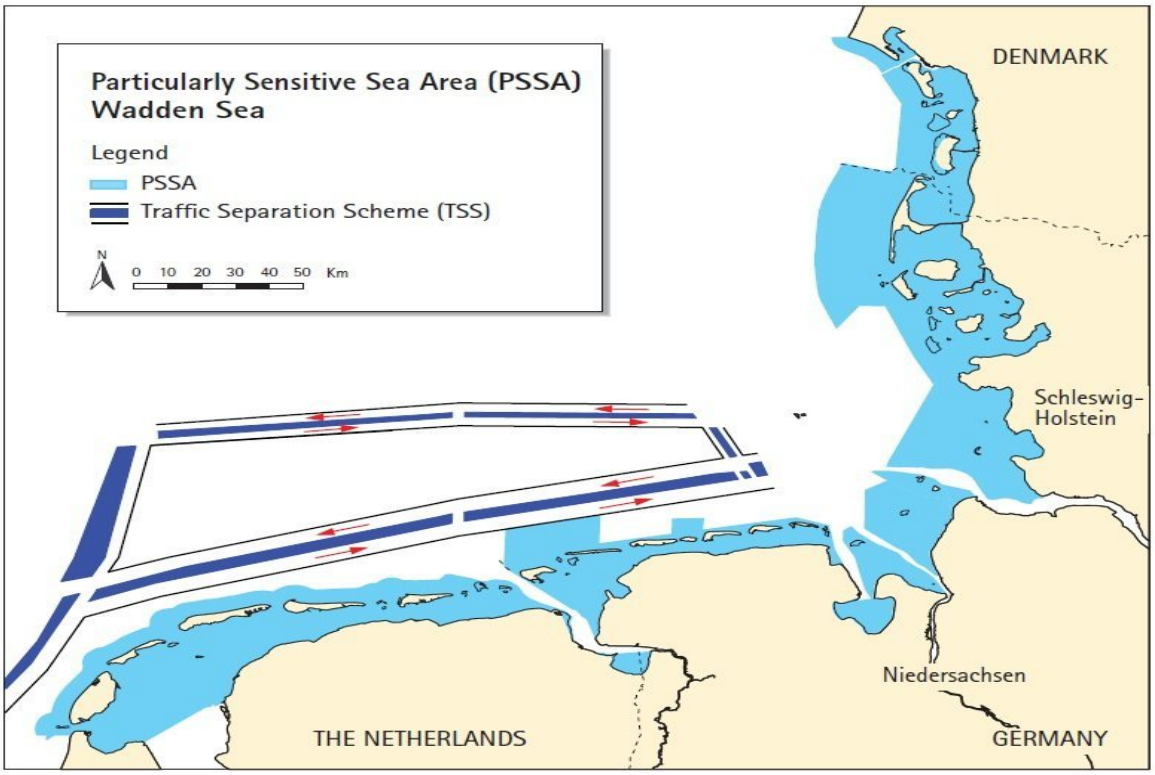


Figure 4: Wadden Sea PSSA and traffic separation schema.



7. Conclusion

The environmental threats raised from international shipping are best dealt with globally. The United States and Canada are already working together, through the correct international forums, to solve some of these problems. The one problem which has not been cooperatively dealt with is with Particularly Sensitive Sea Areas. Although the United States already has two of these, Canada has none. The Salish Sea would present the perfect example of how cooperation could be achieved in this area.

From the tentative evidence available, in terms of being particular sensitive (in cultural, economic and environmental terms) – in comparison to other already listed PSSA sites, the Salish Sea probably fits. If recognised, each of these criteria would present an increased awareness, globally, of the values of this area. Similarly, in terms of the risks posed by international shipping (especially in terms of existing accidents, projected growth and hazardous material), the Salish Sea probably fits. Finally, in terms of Associated Protective Measures, the examples already adopted in other PSSAs would easily suit the regimes already covering this area. In addition to giving the chance to reconsider what extra safety standards could be adopted, by pursuing them internationally, the area would achieve a status that would fairly equate it to comparable areas of global significance (as opposed to the invisibility that it currently possesses).

DO NOT COPY

February 12, 2014

Sheila Malcolmson, Chair

Islands Trust Council

Dear Sheila

Re: Changes to Canada's Antenna Siting Policy

Thank you for forwarding the announcement from Industry Canada and the Federation of Canadian Municipalities which describes a new consultation process with respect to proponents of transmission towers of any kind.

The following is an excerpt from the announcement:

The antenna protocol template launched by FCM and the Canadian Wireless Telecommunications Association (CWTA) last year went beyond the requirements of Industry Canada's existing regulations to establish a more extensive consultation between wireless companies and affected communities on all towers to be built, regardless of height.

As we are well aware, Gabriola in particular has had to deal with this contentious tower issue on a number of occasions already. I have no doubt, because of spectrum auctions and seemingly unlimited wireless enhancements, the pressure will continue to increase. There may be a number of Island residents who might welcome this. I am also well aware that there are many who have moved here specifically to avoid it.

I would strongly support any initiative by the Islands Trust Council to move toward the adoption of the comprehensive FCM/CWTA antenna protocol template which would cover all the Islands Trust area.

Yours sincerely,

Judith Graham

.

6.1

176From: adamhuber [mailto:adamhuber777@gmail.com]

Sent: February-13-14 2:53 PM

To: Sheila Malcolmson

Subject: Cell Tower Proposal

Dear Islands Trust:

As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template. The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts. Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely,

Adam Huber

120 Beddis Rd.

SSI

778-549-2160

177From: Allen Schoen [mailto:amsdvm@gmail.com]

Sent: February-13-14 2:49 PM

To: Sheila Malcolmson

Cc: Marie Smith

Subject: Cell Towers and Electromagnetic pollution

To: "Sheila Malcolmson Chair" <smalcolmson@islandstrust.bc.ca>

Cc: "Islands Trust Council Executive Coordinator Marie Smith" <msmith@islandstrust.bc.ca>

Sent: February 13, 2014

Subject: [Cell Towers - Health] Islands Trust Area - Antenna Protocol Template

Dear Islands Trust Council,

I strongly support all initiatives by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template which

would cover all Islands Trust areas.

As you are aware through concerns about BC Hydro's wireless smart metering program, much of the population in the Islands Trust Council's jurisdiction are also concerned about all wireless technologies infringing upon our lives in every way: health, property values, privacy, and security.

Please help us protect our precious environment and way of life.

Thank-you.

Sincerely,

Allen M. Schoen, DVM, MS, Ph.D. (hon.)

--

Allen M. Schoen, MS, DVM, Ph.D. (hon.)

www.kindredspiritsproject.com

www.drschoen.com

178From: Amy MacLeod [mailto:aimcentral@shaw.ca]

Sent: February-13-14 1:01 PM

To: Sheila Malcolmson; Marie Smith

Subject: Initiative for FCM/CWTA Template

> Dear Islands Trust:

>

> As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

>

> The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

>

> Limits need to be set. Consultation with community members and most importantly,

scientists/doctors who are not funded by the telecommunications industry, needs to happen.
Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely,

Amy MacLeod

Full time Resident/land owner

179-----Original Message-----

From: Cecile Petra [mailto:cpetraot@shaw.ca]

Sent: February-13-14 12:25 PM

To: Sheila Malcolmson; Marie Smith

Subject: Antenna Protocol Template

Dear Ms. Malcolmson and Islands Trust Council:

As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely,

Cecile Petra

180From: Cecilia Pech [mailto:cecilia@saltspringwellness.com]

Sent: February-13-14 12:53 PM

To: Sheila Malcolmson;

Subject: Urgent

Dear Ms. Malcolmson

As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen.

Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely,

Cecilia Pech

saltspringwellness.com

250. 538.8915

181From: cedar [mailto:resonant.touch@gmail.com]

Sent: February-13-14 1:12 PM

To: Sheila Malcolmson; Marie Smith

Subject: Re: urgent

Dear Islands Trust:

As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen.

Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely,

Cedar Mathias

182From: Doug & Elizabeth Latta [mailto:delatta@telus.net]

Sent: February-13-14 2:20 PM

To: Marie Smith; Sheila Malcolmson

Cc: Louise Decario; Sandy Pottle; Dennis and Sharon Noble

Subject: Community consultation re Wireless installations

lizabeth and Doug Latta,

1029 Montague Road,

Galiano Island, BC, V0N 1P0

February 13, 2014

Sheila Malcolmson, Chair

Islands Trust Council.

Dear Ms Malcolmson,

I have recently heard that Industry Canada has advised municipalities of the need to consult with citizens regarding the placement of new wireless installations in a community. While I also understand that this may be an exercise in futility as the government would always have the final say, I hope that you will make it possible for such discussions to take place in our Island communities. While there are those who would like to see more towers go up to facilitate ultra high speed connection with everywhere at all times, there are a great many folk who have come to the islands to remove themselves from such a scenario. The reasons range from slowing down their lives to fear for their health from EMF pollution, a real and present danger.

On our island the placement of a cell tower was fought about 10 to 12 years ago. Fortunately we were able to convince the powers that were then, that this was not a good idea and the landowner was considerate enough to say that if the community did not want it, he would not go for the deal. To this day, however, there is a group which seeks greater cell tower coverage as a means of boosting the island economy and another group who seeks freedom from the aforementioned concerns. It is necessary to have a dialogue about this matter and I hope that

you can adopt this Industry Canada communication to facilitate the same.

Thank you,

Elizabeth and Doug Latta

Galiano.

183From: GKB [mailto:gkbowie@yahoo.com]

Sent: February-13-14 2:22 PM

To: Sheila Malcolmson; Marie Smith

Subject: The proliferation of microwave towers/collectors

Dear Islands Trust:

As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely,

George Bowie

Saltspring Island

184From: Gwen Gagne [mailto:gwen@quietjoy.ca]

Sent: February-13-14 1:41 PM

To: Sheila Malcolmson

Subject: Concerned Salt Spring resident

> Dear Islands Trust:

>

> As a resident of Gulf Islands (Salt Spring) I strongly support an

initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

>

> The proliferation of microwave towers/collectors around this province

> is

increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

>

> Limits need to be set. Consultation with community members and most

importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

>

> Sincerely, Gwen Gagne

185From: Harry warner [mailto:harryw@savesaltspring.com]

Sent: February-13-14 3:47 PM

To: alcolmson@islandstrust.bc.ca; Marie Smith

Subject: FCM/CWTA Antenna Protocol

sm

Dear Islands Trust:

As a resident of Gulf Islands (Salt Spring) I strongly support an initiative

by the Islands Trust Council to adopt the new comprehensive

FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is

increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Lee Road Community Farm
140 Lee Road,
Salt Spring Island,
BC V8K 2A5
Canada
250 653 4041

186From: Jan Kennedy [mailto:jans4cafe@yahoo.ca]
Sent: February-13-14 11:10 PM
To: Sheila Malcolmson; Marie Smith
Subject: Antenna Protocol within the Islands Trust area

I would strongly support any initiative by the Islands Trust Council to move toward the adoption of the comprehensive FCM/CWTA antenna protocol template which would cover all the Islands Trust area.

Sincerely,
Jan Kennedy
Hornby Island, BC

187From: Jane & Stepan [mailto:jtal@telus.net]
Sent: February-13-14 5:02 PM
To: Sheila Malcolmson; Marie Smith

Subject: Re: Changes to Canada’s Antenna Siting Policy

Importance: High

Dear Sheila Malcolmson,

I support Judith Graham in her request concerning changes to Canada's Antenna Siting Policy as she elucidates below.

I would like to add my support to any initiative by the Islands Trust Council to move toward the adoption of the comprehensive FCM/CWTA antenna protocol template which would cover all the Islands Trust area.

I strongly encourage the IslandsTrust Council to do so at the upcoming meeting on Hornby Island, BC.

Thank you very much,

Jane Talbot

Hornby Island BC

V0R1Z0

188From: jennifer armstrong [mailto:jbarmstrong@uniserve.com]

Sent: February-13-14 4:32 PM

To: Sheila Malcolmson

Subject: Changes to Canada's Antenna Siting Policy

Dear Islands Trust Council,

Re: Changes to Canada’s Antenna Siting Policy

Thank you for forwarding the announcement from Industry Canada and the Federation of Canadian Municipalities which describes a new consultation process with respect to proponents of transmission towers of any kind.

The following is an excerpt from the announcement:

The antenna protocol template launched by FCM and the Canadian Wireless Telecommunications Association (CWTA) last year went beyond the requirements of Industry Canada's existing regulations to establish a more extensive consultation between wireless companies and affected communities on all towers to be built, regardless of height.

As we are well aware, Gabriola in particular has had to deal with this contentious tower issue on a

number of occasions already. I have no doubt, because of spectrum auctions and seemingly unlimited wireless enhancements, the pressure will continue to increase. There may be a number of Island residents who might welcome this. I am also well aware that there are many who have moved here specifically to avoid it.

I would strongly support any initiative by the Islands Trust Council to move toward the adoption of the comprehensive FCM/CWTA antenna protocol template which would cover all the Islands Trust area.

Yours sincerely,

jennifer armstrong
hornby island, bc
250.335.1915

189From: Kim Christie [mailto:kimsyurt@mail.com]

Sent: February-13-14 4:29 PM

To: Sheila Malcolmson

Subject: Consultation

Dear Islands Trust:

As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely, Kim Christie

....the only constant is change...

190From: Kit Maloney [mailto:lunakits@yahoo.com]

Sent: February-13-14 5:04 PM

To: Sheila Malcolmson; Marie Smith

Subject: Proliferation of microwave towers/collectors on Gulf Islands

Dear Islands Trust:

As a resident of Gulf Islands (Mayne Island) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely,

Kit Maloney

191From: Laurie Steffler [mailto:lauriesteffler@gmail.com]

Sent: February-13-14 2:08 PM

To: Sheila Malcolmson; Marie Smith

Subject: Fwd: URGENT: send email today!

Dear Ms. Malcolmson and Ms. Smith:

As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research

articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen.

Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely,

Laurie Steffler , SSI V8K1A1

192From: lrfloyd [mailto:lrfloyd@shaw.ca]

Sent: February-13-14 12:10 PM

To: Sheila Malcolmson

Cc: Marie Smith

Subject: [Cell Towers - Health] Islands Trust Area - Antenna Protocol Template

Importance: High

Dear Islands Trust Council,

I strongly support all initiatives by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template which would cover all Islands Trust areas.

As you are aware through concerns about BC Hydro's wireless smart metering program, much of the population in the Islands Trust Council's jurisdiction are also concerned about all wireless technologies infringing upon our lives in every way: health, property values, privacy, and security.

Please help us protect our precious environment and way of life.

Thank-you.

Sincerely,

Linda R. Floyd, 230 Cedar Lane, Salt Spring Island, BC V8K 1R3 (250-537-2829)

193From: linnet kartar [mailto:lkartar@gmail.com]

Sent: February-13-14 7:08 AM

To: Marie Smith; Sheila Malcolmson; Gisele Rudischer

Subject: Fwd: For Consideration at Trust Council: re: changes to Canada's Antenna Tower Siting Policy

Subject: Re: Changes to Canada's Antenna Tower Siting Policy

"Industry Canada has also permanently closed a major loophole that let antenna towers under 15 meters be built without notification or consultation with municipalities and the public."

This is a truly welcome announcement.

The fabric of our island life needs the protection that this ruling offers.

I hope that the Council of the Islands Trust will take advantage of this opportunity to do everything they can to turn down any application now in process, and in the future, to develop more towers in the Trust area.

Thank you for your consideration.

Linnet Kartar

194From: m moore [mailto:m@gulfislands.com]

Sent: February-13-14 12:55 PM

To: Sheila Malcolmson

Cc: Marie Smith

Subject: Cell Towers

Dear Chair Sheila Malcolm and Islands Trust Council

At the 11th hour I heard that cell towers and their location are going to be on the next Council Agenda.

I would like the Trust to know I do not want to live near a cell tower and therefore would like islanders to have some influence on this issue which is somewhat like zoning.

I bought in a residential area so I would not be near any property zoned industrial.

I would not buy or choose to live near a cell tower.

I do not want to have to move to escape a cell tower.

Sincerely,

Maureen Moore

Salt Spring Island

538-1732

195Miriam Ulrych MA MSW

Individual & Family Counselling

2726 Wallace Street, Vancouver BC V6R 3V7

604-224-2284 m.ulrych@shaw.ca

February 13, 2014

Sheila Malcolmson, Chair

Islands Trust Council

Re: Changes to Canada's Antenna Siting Policy

I am very glad to learn that the establishing of a "more extensive consultation between wireless companies and affected communities on all towers to be built regardless of height" has been announced by Industry Canada and the Federation of Canadian Municipalities.

As someone who lived through the horrible health consequences which resulted from the installation of urea-formaldehyde foam insulation in 80,000 Canadian homes (an action taken with the best of energy conservation motives), I became a once-bitten-twice shy consumer.

And as a long-ago instructor at UBC in Technology and Society, in which we walked engineering students through dozens of case studies that examined how scientific breakthroughs routinely combined with profit-making interests to wreck havoc on human health it became apparent to me that in the history of technology, a rush to market without sufficient health research has been the norm rather than the exception.

My family's summer cottages on Hornby began to play a larger part in our lives and to become our designated retirement homes in large part because of the very real damage we suffered during the three years of the UFFI debacle. I am not prepared to be the same passive consumer I was back then.

So please do whatever you can to support an initiative by the Islands Trust Counsel to move toward the adoption of the comprehensive FCM/CWTA antenna

protocol that would cover all the islands.

Yours sincerely,

196From: Usha Haywood [mailto:jayrambt@gmail.com]

Sent: February-13-14 2:21 PM

To: Sheila Malcolmson; Marie Smith

Subject: Fwd: sorry, small adjustment to letter

Dear Islands Trust:

As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template. The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts. Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely, Neil and Usha Haywood

197From: cnhall [mailto:cnhall@telus.net]

Sent: February-13-14 4:02 PM

To: Sheila Malcolmson

Cc: Marie Smith

Subject: March Trust Council meeting

To the Trust Council:

It has come to our attention that the Islands Trust Council will be considering the location of cell phone towers in its upcoming March meeting on Hornby Island. We wish to point out to you that in 2013, the Federation of Canadian Municipalities and the Canadian Wireless Telecommunications Association jointly issued a new antenna protocol template that greatly increases the degree of community consultation regarding placement of such towers. In short, it

advises that there MUST be MEANINGFUL consultation on the siting of cell phone towers, including for the first time towers under 15 metres in height. However, for the smaller towers, the municipality must request such consultation.

We strongly urge you to adopt a standard protocol across all of the Islands Trust that there be significant and meaningful public consultation on any island where any new tower is contemplated. We recognize that there are significant pressures, including from some members of the public, to adopt more and more wireless infrastructure. However, Canada's Safety Code 6 (regulating the RF emissions from such towers and from cell phones, smart meters, cordless phones, etc.) is woefully out of date, as it does not even address the low level, non-ionizing, non-thermal effects of such emissions. It is these emissions that have been found by the World Health Organization to be a Class 2B carcinogen (possibly carcinogenic to humans - the same category as lead and asbestos). More and more studies are finding serious public health concerns as a result of such emissions, which cannot be seen, heard, or felt. We are enclosing just a couple of documents regarding these problems from Citizens for Safe Technology. We urge you to look up their website for more information.

Please deal very carefully with this critical issue. Once a tower is approved, it will be virtually impossible to get rid of it.

Thank you,

Norm and Carol Hall

Denman IslandFrom: Norm [mailto:norm.r@sios.ca]

Sent: February-13-14 2:07 PM

To: Sheila Malcolmson

Subject: Re: Changes to Canada’s Antenna Siting Policy

Dear Sheila Malcolmson, Chair Islands Trust Council

I have been studying matters related to cell towers intensely for more than the last 3years, for a considerable period of time the study and research was a 7 day a week and frequently 16 hours a day endeavor. I have never run a cross a topic that is so involved with so many diverse threads to follow and understand. Imagine a field of study where one would have to be comfortable disusing a variety of science topics simultaneously

with such science luminaries as Mendal, Planck, Einstein and others. A study of the topic requires a understanding of the sciences these people were involved with.

Recently I prepared a discussion paper on issues to consider when considering cell tower placement and rezoning considerations. The concerns include not only health concerns. They also include property values, liability issues, tax revenue and environmental considerations. Accompanying the paper was approximately 1200 pages of primarily scientific papers identifying considerations to be considered when considering cell tower placement.

Despite what the nay sayers say there is consistent evidence that microwave radiation causes biological harm. If the council wishes I can provide the additional documents via a electronic medium.

I have attached the discussion paper titled Cell Tower Re – Zoning, please review and consider the content of this file before any decision on a sitting policy is established. --

Norm Ryder

199From: Pat Barclay <patbarclay@shaw.ca>

Date: February 13, 2014 12:48:13 PM PST

To: smalcolmson@islandstrust.bc.ca

Subject: re: Changes to Canada's Antenna Siting Policy

February 13, 2014

Sheila Malcolmson, Chair

Islands Trust Council

Dear Sheila,

Re: Changes to Canada's Antenna Siting Policy

I've received a copy of Judith Graham's letter to you re the announcement from Industry Canada and the

Federation of Canadian Municipalities which describes a new consultation process with respect to proponents of transmission towers of any kind.

The following is an excerpt from that announcement:

"The antenna protocol template launched by FCM and the Canadian Wireless Telecommunications

Association (CWTA) last year went beyond the requirements of Industry Canada's existing regulations to establish a more extensive consultation between wireless companies and affected communities on all towers to be built, regardless of height."

As we are well aware, Salt Spring in particular has had to deal with this contentious tower issue on a number of occasions already. I have no doubt, because of spectrum auctions and seemingly unlimited wireless enhancements, the pressure will continue to increase. There may be a number of Island residents who might welcome this. I am also well aware there are many who have moved here specifically to avoid it.

I would strongly support any initiative by the Islands Trust Council to move toward the adoption of the comprehensive FCM/CWTA antenna protocol template, which would cover all the Islands Trust area.

Yours very sincerely,

(Mrs.) Pat Barclay

120Creekside Drive

Salt Spring Island BC

V8K 2E4

200From: Pat (Neddy) Harris [mailto:neddy@saltspring.com]

Sent: February-13-14 3:46 PM

To: Sheila Malcolmson

Subject: For Trust Council

For Trust Council,

I support any initiative by the Islands Trust Council to move toward the
adoption of the FCM/CWTA antenna protocol template which would cover all
the Islands Trust area.

thx

Pat Harris

323 Musgrave Rd

SSI V8K 1V5

201From: Trish Faurot [mailto:saltspringspirit@shaw.ca]

Sent: February-13-14 1:25 PM

To: Sheila Malcolmson

Cc: Marie Smith

Subject: Microwave towers/collectors

Dear Islands Trust:

As a resident of Salt Spring Island, I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of health or environmental impacts. Hundreds of research articles have been written explaining how these frequencies interfere with bee hive function, bird migration, and human melatonin production.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Health Canada's Safety Code 6 governs the safety of cellphones and towers wi-fi, smart meters and all other wireless devices. How can a safety code that has not been updated since the 1970's, before cell phones and wifi existed, possibly be sufficient for the levels of wireless radiation we have today. If the radiation emitted by cell phones is safe, why do the following companies include the warning quoted below on their wireless devices:

"Smart phone manufacturers Apple, Motorola, and Cisco all publish warnings in their manuals saying their phones, pads and Wi-Fi devices emit radiation shown to cause cancer in lab animals and to avoid over-exposure by holding it away from your body, or to keep a safe distance from the lower abdomen of a teenage girl."

Despite those stern warnings, the same companies are able to put such potentially harmful devices on store shelves in Canada. They are exercising a loophole in Health Canada's archaic safety standards for microwave devices that hasn't been updated in decades, since the first microwave, then the only emitting device in a Canadian home.

Belgium and France have new laws that don't allow manufacturers to market wireless devices to children because they are the most vulnerable while in Canada, we still force

children in schools to be exposed to unmeasured levels of microwave radiation from cell phones and Wi-Fi.

202Why? !? If the radiation emitted by cell phones and other wi-fi devices causes cancer in lab animals, why are we increasing our citizens' exposure on a daily basis, especially with the introduction of smart meters and the relay devices necessary to operate the systems they are sending information to. I am including part of an article here by a former president of Microsoft Canada.

"The World Health Organization (WHO) has indicated that direct, long-term contact with wireless radiation is biologically harmful and can potentially have damaging health effects. In August 2011, shortly after the WHO classified radiofrequency radiation (the basis for all wireless devices) as possibly carcinogenic, Health Canada posted a warning that "encourages parents to reduce children's radiofrequency radiation (RF) exposure from cell phones since children are typically more sensitive to a variety of environmental agents". There hasn't been any major progress since then. Canadians are left to read the foreign press to learn about the universal dangers of wireless radiation, if they want to protect their families.

Fortunately the sea is beginning to change across Canada with local governments rejecting Health Canada's antiquated approach to this 21st century health crisis. What we've witnessed in the last six months is much like the national movement that began in Quebec in the early 1990s. Municipalities had rejected the federal government's promise that all regulated pesticides are safe, and began banning the use of weed spray in urban environments due to high cancer rates.

Municipalities once again are finding their strength in municipal law and proactively ensuring citizens are better protected.

On Dec. 16, 2013, the City of West Vancouver Council voted against a Rogers' application to install three new cell towers along Upper Levels highway. On the same day, the City of Guelph Council passed a motion asking Industry Canada to place a moratorium on the approval of any new radio communication facilities until such time as the review of Safety Code 6 has been finalized. On Dec. 18, 2013, the City of Toronto

Council required new Rogers cell towers to comply with Toronto's Prudent Avoidance Policy which sets radiation levels 100 times safer than Health Canada's Safety Code 6. Toronto also updated its protocol for cell towers less than 15 metres tall stating that "City Council encourage Health Canada to actively review health evidence, including the 203most recent scientific research and studies, related to human exposure to radiofrequencies and to revise Safety Code 6 to meet international best practices, in consultation with the public and appropriate experts." The towns of Thorold and Oakville, Ont. have already passed similar motions.

What Canada needs is a national approach that acknowledges what independent scientists have conclusively shown: There is no guarantee that children can be exposed to any amount of wireless radiation for any amount of time without a biological impact.

Many of the scientists sounding the alarm bell are the same individuals who warned us about acid rain, second-hand smoke, DDT, asbestos and other widespread public health disasters. As harmful as these banned agents are, none of them were more widespread in our homes than wireless radiation is now. Canada should enter the 21st century of health care--the age of prevention--and prevent another disaster by updating Safety Code 6."

Frank Clegg has played a leadership role in the country's technology sector and in the broader Canadian community for many years. Mr. Clegg, former Microsoft Canada president, is now the volunteer CEO of Canadians for Safe Technology (C4ST), a national, not-for-profit, volunteer-based coalition of parents, citizens and experts.

Sincerely,

Patricia Faurot,

Saltspring Island, BCFrom: pjwarden [mailto:pjwarden@telus.net]

Sent: February-13-14 2:14 PM

To: Sheila Malcolmson; Marie Smith

Subject: Fwd: No more radiation!

Dear Islands Trust Council,

Good afternoon. My name is Patricia Warden, and I am a resident of Denman Island.

I am writing to let you know that I am strongly opposed to any further proliferation of

cell towers and RF radiation in general.

I have refused a "smart" meter on my home, because, in my opinion these technologies are potentially very harmful.

At the very least, it is clear that they have not been adequately tested as to their detrimental effects upon humans, fetuses and other living things.

Therefore, I would like to see the Islands Trust work to prevent any additonal cell towers being erected on our lovely islands.

Thank you for anything you can do in this regard.

Sincerely,

Patricia Warden

--

205From: Patti Labine [mailto:pattilabine@gmail.com]

Sent: February-13-14 12:56 PM

To: Marie Smith; Sheila Malcolmson

Subject: Antennae Protocol

Hello Sheila, Ms Smith

I support of the trust adopting this or similar measures giving it some input and control over the locating of these towers.

Patti Labine

Salt Spring Island.

206From: Zensho [mailto:herenow@telus.net]

Sent: February-13-14 1:43 PM

To: Marie Smith

Cc: Sheila Malcolmson

Subject: Antenna Protocol Template

Dear Islands Trust:

As a resident of the Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts.

There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen.

Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Sincerely,

R. WypkemaFrom: info@childhonouring.org [mailto:info@childhonouring.org]

Sent: February-13-14 1:05 PM

To: Sheila Malcolmson; Marie Smith

Subject: Antenna Protocol Template

Dear Islands Trust:

As a resident of Gulf Islands (Salt Spring) I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health/environmental impacts. There are hundreds of research articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen.

Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists & physicians are properly consulted.

Sincerely,

Raffi Cavoukian

Salt Spring Island

208From: Ralph Dom [mailto:ralphdom@shaw.ca]

Sent: February-13-14 12:13 PM

To: Sheila Malcolmson

Cc: Marie Smith

Subject: [Cell Towers - Health] Islands Trust Area - Antenna Protocol Template

Importance: High

Dear Islands Trust Council,

I strongly support all initiatives by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template which would cover all Islands Trust areas.

As you are aware through concerns about BC Hydro's wireless smart metering program, much of the population in the Islands Trust Council's jurisdiction are also concerned about all wireless technologies infringing upon our lives in every way: health, property values, privacy, and security.

Please help us protect our precious environment and way of life.

Thank-you.

Sincerely,

Ralph Dom, 230 Cedar Lane, Salt Spring Island, BC V8K 1R3 (250-537-2829)

209From: Penny and Rodney Polden [mailto:penrod@saltspring.com]

Sent: February-13-14 8:41 PM

To: Sheila Malcolmson; Marie Smith

Subject: Moratorium on construction of further cell-phone towers

Dear Islands Trust,

I am sure you have received considerable support for the proposed moratorium on further cell-phone tower construction in the islands.

As a resident of Salt Spring Island, I strongly support an initiative by the Islands Trust Council to adopt the new comprehensive FCM/CWTA Antenna Protocol Template.

The following link:

http://emfsafetynetwork.org/wp-content/uploads/2013/08/BiologicalEffects-From-RF-Radiation-and-Implications-for-Smart-Meters-June-5-

2013-2.pdf

leads to a very 'digestible' and easily understood summary of the Bioinitiative Report, which is a ground-breaking study of a large number of peer-reviewed research projects into the health effects of microwave radiation. The report documents conclusive evidence of significant health effects from RF radiation at levels many (many!) times lower than the current legally-permissible levels for cell-phone transmissions, smart meter transmissions etc.

I found the linked 15-page summary of the report a very effective way of familiarizing myself with the entire issue of microwave (RF) radiation that can otherwise be found to be either overly-technical, or subject to strong conflicting opinion without supporting evidence. This provides the missing evidence, in a calm and straightforward manner through the concerted work of many scientists both in North America, Europe and elsewhere. While the primary focus of this particular abstract of the full (much longer) Report focusses mostly on smart meter emissions, the electro-smog of RF radiation that both humans and the natural environment are now immersed in, is equally from the effects of ubiquitous cell-towers and other forms of advancing RF technology, and attention needs to be paid throughout society to what we are inadvertently doing to ourselves.

The proliferation of microwave towers/collectors around this province is increasing at an alarming rate, without consideration of the health effects and environmental impacts. There are hundreds of research

210articles showing how these frequencies interfere with bee hive function, bird migration, and human melatonin production, among many other impacts.

Limits need to be set. Consultation with community members and most importantly, scientists/doctors who are not funded by the telecommunications industry, needs to happen. Ideally a moratorium on installation of any new devices should happen until community members and appropriate scientists are properly consulted.

Thank you for all the work you do so effectively on behalf of the people and environment of the Gulf Islands.

With sincere appreciation, Rodney Polden

211From: stepan [mailto:stepjane@telus.net]

Sent: February-13-14 5:13 PM

To: Sheila Malcolmson; Marie Smith

Subject: Changes to Canada’s Antenna Siting Policy

Importance: High

Dear Sheila Malcolmson,

I support Judith Graham in her request concerning changes to Canada's Antenna Siting Policy.

I support initiatives by the Islands Trust Council to move toward the adoption of the comprehensive FCM/CWTA antenna protocol template which would cover all the Islands Trust area.

I encourage the IslandsTrust Council to do so at the upcoming meeting on Hornby Island, BC.

Thank you very much,

Stepan Vanicek

Hornby Island BC

V0R1Z0

212From: Teresa [mailto:teresabe@telus.net]

Sent: February-13-14 3:15 PM

To: Sheila Malcolmson; Marie Smith

Subject: Changes to Canada's Antenna Tower Siting Policy

Dear Islands Trust Council members,

I would urge you all to engage in the process of adopting a thorough and inclusive FCM/CWTA antenna protocol which would serve to protect the Gulf Islands from further development of communications towers of any height. Given that this process requires time to implement, I would also ask that until the protocol is adopted, there be an immediate moratorium imposed on any applications for towers or antennae. The substantial, non-industry funded evidence points to a myriad of associated risks which certainly warrants the implementation of the precautionary principle.

Thank you very much.

Teresa Beers

Gabriola Island

213From: Tom Pickett [mailto:t6539188@shaw.ca]

Sent: February-13-14 12:37 PM

To: Sheila Malcolmson

Cc: Marie Smith

Subject: Antennae Protocol

Hello Sheila,

Just got word of this matter going before trust council.

I am definitely in favor of the trust adopting this or similar measures giving locals some input and control over the roll out of this technology.

Tom Pickett 120 Lee Rd Salt Spring Island V8K 2A5

A CHANGING CLIMATE IN THE GULF ISLANDS – STRATEGIC PLANNING 2014-2018

As the Trust sets its priorities for 2014 to 2018, along with all the important work to be done, it's climate change that has moved to centre-stage.

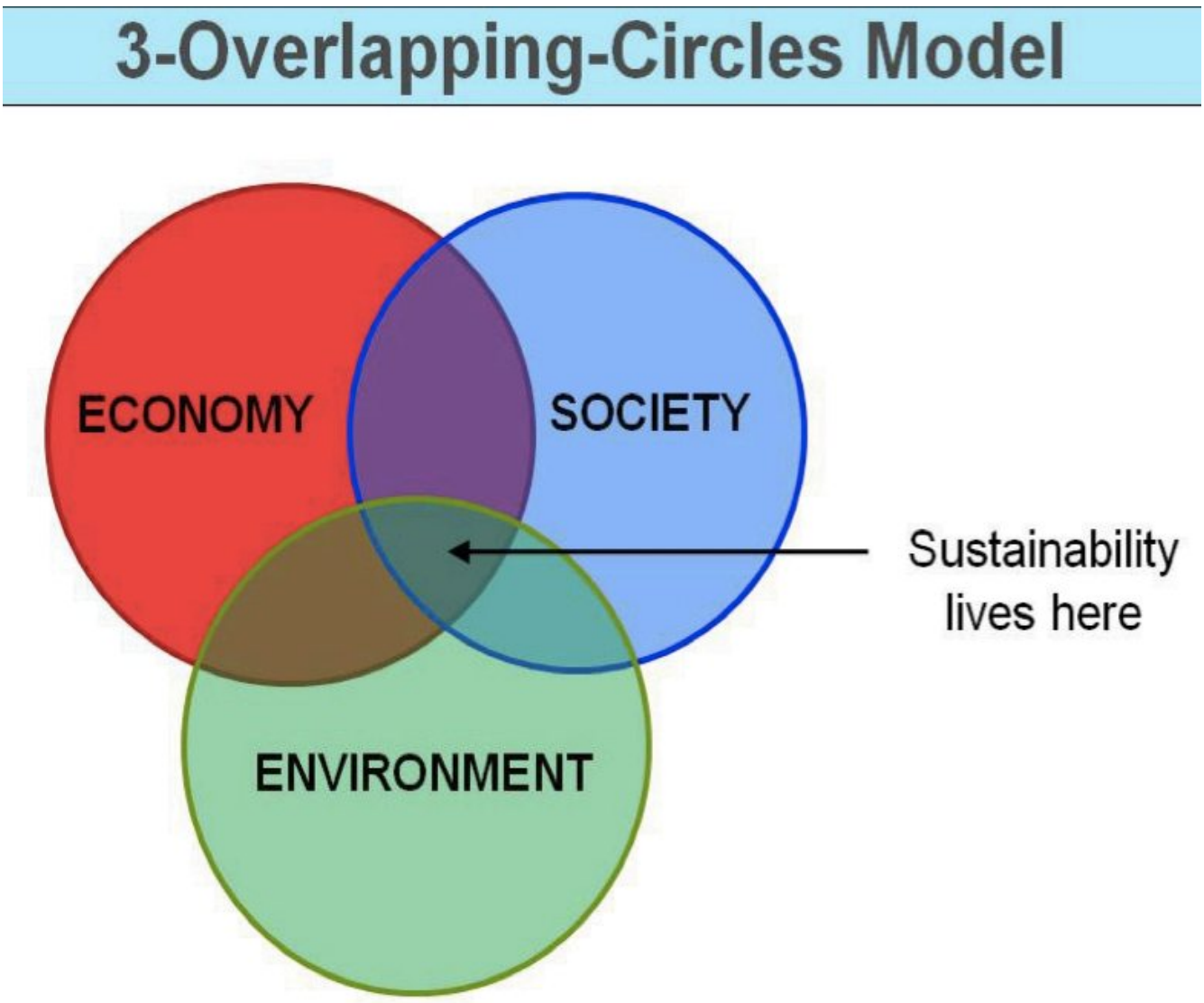
Physical changes are easy to see on our islands – unstable weather patterns, freshwater at risk, drying meadows and forests. Mining and shipping of oil, bitumen and LNG are real threats to the marine environment. Wild salmon struggle with new diseases and warming waters. The Trust area's Coastal Douglas Fir ecosystem is under intensive pressure from development of all kinds.

The Canadian economy, based on intensive natural resource development and extraction, has produced enormous returns and concentrated wealth in few hands, has eliminated well paid jobs in other sectors, created insecurity for workers and their communities, and left a legacy of badly damaged ecosystems. Clearcut logging and mining in the Trust area, for example, have damaged soils, salmon streams, altered groundwater recharge areas and wildlife habitat. Large fisheries fleets and fossil fuel tankers endanger the marine environment. Wealth generated by these activities has not, in general, brought a better standard of living (secure jobs) to the workers or better goods and services to the communities who bear the cost of resource extraction.

Instead, the resource extraction economy and associated services, like banking, have created great wealth and mobility for some and is enabling the purchase of investment properties for seasonal use in the Trust islands. This wealth mobility has created some of the conditions and focus on destination tourism in Gulf Islands. Meanwhile, many residents and young families here can barely afford the starting price for a home. Good, non-seasonal, well-paid jobs are scarce. Small businesses struggle off-season when whole neighbourhoods of homes are left empty of their seasonal visitors. Services are being cut just when communities need them most. Volunteer agencies just can't fill the gaps. Community wellness is suffering.

It's tempting to ascribe all these troubles to an 'unresponsive', 'overly bureaucratic', "overly regulatory' Islands Trust which sees as its sole mandate 'preserve and protect the environment but not the people'. This narrative is used by some who are anxious for more economic development, mostly related to tourism, land development and real estate. The guiding economic wisdom cited is the 3-overlapping circles model where three equally important interacting components—economy, society and environment—are the shown as the basis for sustainable economic development. But the three circles model is misleading.

It's only within healthy, resilient and fully functional ecosystems that humans have ever found resources to build economies and communities. In other words, no environment, no economy, community, health or prosperity. Damage your ecosystem beyond its ability to restore itself and you damage your community beyond the resources needed to restore its health.



It's also tempting to imagine that if the Islands Trust didn't exist or its regulations weren't so 'prescriptive' our islands would enjoy greater prosperity.

Let's compare. Other destination resort and visitor-based communities, such as Kelowna, Whistler and Tofino are struggling with similar economic issues, with the exception that they don't have a governance structure whose prime mandate is to preserve and protect their environment. What they note is "ecological overshoot"—the unsustainable overuse of their ecosystems—and, late in the process, the need to protect themselves from overdevelopment, with these observations:

• Tourism patterns have changed, will continue to change, and as a result, cause job insecurity and community instability;
• There's growing competition between vacation destinations to capture tourism dollars and that competition results in trends to lower service sector wages and misuse of natural resources;
• There's a growing wealth gap between those who live comfortably in these places and those falling through the social security net, with rising need for shelters and food banks;

• Tourism-based communities note rapidly changing demographics tied to 'hot' real estate markets with the result that, in some cases, formerly resident service providers (plumbers, teachers, clerks, carpenters) can no longer afford to live in the communities where they provide their services and have to commute daily to and from these tourism 'hot spots', resulting in loss of connection with their community, decreased interest and participation in community life or community governance (both in understanding of the issues and voting),
• The quality and quantity of ecosystem services declines and non-renewable resource use accelerates with poorly planned infrastructure and development—fresh- and groundwater depletion and pollution, air and marine pollution, loss of forest cover, wildlife habitat and biodiversity to residential development, roads and other services, and increasing demand for further services to compete with those offered in other desirable destinations (ex: airports),
• The increasing costs of water and waste management (or lack of management) to the health of citizens and the environment.

WITH THAT OVERVIEW, WHAT SHOULD BE TOP PRIORITIES FOR 2014-2018 IN THE TRUST?

1. Better understanding by everyone of the Islands Trust ecologically-based governance structure, its mandate and vision, and how the Trust serves our communities.

To reflect back - 40 years ago the Islands Trust was formed by the BC government to be "responsible for and to coordinate the future of" the Gulf Islands. Planning was to be ecologically based, recognizing the finite nature of island ecosystems. Land Use planning was deliberately separated from demand for services because demand for services had led to rapid over-development on several islands at the end of the 1960s. (source: The Islands Trust Story by Peter Lamb, 2009).

It takes most of us a very long time to learn what finite means. There are real consequences to demanding more from island ecosystems than can be provided (fresh water for example), to overdeveloping and to creating demand for more services than can be sustained.

It also takes a long time to understand what creates community wellness. Trickle-down economics hasn't delivered; extractive resource industries destroy health in the end; tourism is tricky. It's a challenge to get our communities gathered around the table and to listen to all voices. Inevitably, the louder, dominant voices set the agenda, many voices are not heard, and some voices are not included—like those of our First Nations neighbours.

Community economic development needs to grow from the ground up. Diverse community voices and First Nations participation are as important and necessary as corporate and industry expertise. Community development needs:
• Healthy, intact and protected ecosystems to ensure a stable base for economic development,
• Options through land use planning that support community-based economic activity. The community's real resources are its residents who are best placed to create solutions in and for their communities, for example: better methods of food production, quality farm products, marketing and distribution systems; green building, water storage and conservation technologies, renewable energy systems (solar hot water, geothermal, solar panels, wind and tidal projects), transportation infrastructure that gets us out of our cars, creative industries and education for a changing climate.

• Social license, light industrial zoning and infrastructure to support, for example, renewable energy generation and distribution, skills development and manufacturing of climate adaptive products and community facilities for composting, chipping & mulching, food storage, etc.

2. Better understanding of our history with First Nations, the importance of prioritizing First Nations' concerns and consulting to achieve consensus before development.

In Ganges Harbour, on a First Nations burial islet named Grace, there stands a hideous monument to ignorance, myopic planning and almost complete disrespect of First Nations culture.

In Nov 2014, The Supreme Court of Canada changed the climate of the Gulf Islands and effectively changed the way business is to be done in First Nations territories—the unceded lands of the Coastal First Nations whose rights are unbroken, unextinguished and upheld by the Supreme Court of Canada. Writing the unanimous Tsilhqoten decision, Madame Justice Beverley McLachlan says:

> "Prior to establishment of title, the Crown is required to consult in good faith, with any Aboriginal groups asserting title to the land about proposed uses of the land …"

It's time to follow up on the 22 Essential Actions that are prerequisite for consulting with First Nations, eight of which require Strategic Planning authority. First Nations are now at the table, must be consulted and must benefit from the resources of their territories.

Eight "Essential Actions" which require strategic planning authority (from June 2012 Islands Trust Council Session 1: First Nations Relations Session, pages 9-13):

- Increase Islands Trust (IT)- First Nations (FN) liaison
- Develop interactive/proactive process to understand FN issues and IT role
- Develop centralized FN information system to gather & share FN knowledge
- Utilize Section 8 of the Islands Trust Act (mandate to preserve heritage)
  - (f) engage in activities to gain knowledge about the history and heritage of the trust area and to increase public awareness, understanding and appreciation of that history and heritage,
  - (g) conserve heritage property,
  - (h) support and give financial assistance to activities referred to in paragraphs (f) and (g) …
- Amend Islands Trust Policy statement to include/prioritize FN topics
- Develop/implement more agreements, ex: protocol and co-management agreements
- Formal relationship building
- Update IT's 1994 protocol with Integrated Land Management Bureau responsible for Crown Land to include First Nations referral steps.

3. Better understanding of our islands' finite and sensitive ecosystems—like watersheds and aquifers—and how to work within limits.

• Watershed-based planning needs to be at the centre of all land use decisions.
• Better science is needed to understand island aquifers, where and how surface and groundwater discharge and recharge occurs and how these areas can be better protected,
• Better assessment of how land use activities affect surface and groundwater quality,

• Better analysis of the cumulative effects of surface and groundwater withdrawals at the time of development applications and before subdivisions are authorized,
• Better policy, incentives or enforcement is needed to protect freshwater from contaminants,
• Options are needed for using grey water and better processing of black water,
• Less intensive use of groundwater for agriculture and cosmetic landscaping,
• Disclosure to property buyers re: quality & quantity of groundwater by sellers/real estate agents,
• Support for a variety of educational programs on freshwater and sensitive ecosystems.

Note:
On page 71 of Trust's 2014-2018 Draft Strategic Plan, under Policy Statement Goal A: Ecosystem Preservation and Protection, Objective: Protect the natural environment of the islands, there is this comment: "Less than 45% of the trustees indicated "protection of sensitive ecosystems" should be a priority this term, although they also indicated that 'identify and protect sensitive ecosystems' was the third most important topic for LTCs to work on.

4. Better understanding and support for community-based economic initiatives that are climate adaptive.

Our islands all have nascent, creative, innovative, co-operative, sharing and "just enough" economies that are adapting to changing physical, economic and social climates. These can be strengthened through land use policies and regulations that permit/support co-operative ventures such as workshops, food production & storage facilities, rain- and floodwater harvesting infrastructure, community co-housing and other models of small footprint housing, permaculture and food forests in public places, small footprint enterprises like construction of tiny houses and studio clusters, learning centres, composting & chipping depots. All of these initiatives are the seeds of a new local, climate-adaptive way of creating value in and for our communities.

The Trust Area is one of the best places in Canada for capturing sunlight energy. Some islands may be able to power themselves completely through this one initiative—the creation of small solar farms or distributed renewable energy grids. Land use and zoning tools can help make this happen. The Gulf islands can be leaders in the new economy based on renewable energy—building skills, creating products, services and jobs.

5. Becoming ecologically literate – education that moves into the future

We all need to better understand what it means to live in a Trust area. The Trust is in an excellent position to gather knowledge from and partner with First Nations communities, to support enterprises that help people gain new skills and to build community-based local economies which may even be able to 'export' specialized knowledge, products and skills outside of our own communities.

The Islands Trust is a strong federation with a strong mandate and strong land use planning tools—just what is needed right now as the changing climate becomes the pressing priority.

Thank you for being at the helm and heart of our Trust at this pivotal time.

Akasha Forest, Galiano Island, B.C. V0N1P0. 9 August 2015

ABORIGINAL AQUACULTURE ASSOCIATION
of Canada

August 7, 2015

Islands Trust
200-1627 Fort Street
Victoria, BC
V8R 1H8

Dear Sirs & Madams:

Please find enclosed a copy of the response prepared by the Aboriginal Aquaculture Association (AAA) to a request from the Islands Trust on June 25, 2015, to solicit discussion for public consultation on the their "***Strategic Plan- Potential Objectives and examples of Strategies and Activities for the 2014-2018 Term."***

We have also taken the liberty of enclosing background material of the AAA. We are always careful to point out that we are not a body authorized to consult on behalf of First Nations with government. We do enjoy the privilege of having many Coastal First Nations support in the promotion of aquaculture and First Nation economic development.

We believe a unique opportunity is available for Islands Trust and the Province to be proactive in addressing the jurisdictional gap they have with First Nations when governing the resources within British Columbia. If handled properly we see an opportunity for the Province to meet its mandate of increasing First Nations' involvement in economic development and improving Provincial government relations with First Nations.

Upon your review of our recommendations in our response you will note a greater capacity and more resources will be required by all Parties involved in order to achieve the goals of Islands Trust and to be inclusive of First Nations to being supportive of these goals.

In summary our recommendations are as follows:

1. Islands Trust acknowledge to itself that it has a responsibility to fulfill the duty to consult and where necessary accommodate First Nations in the exercise of aboriginal rights including title;
2. Islands Trust seek authority from the Minister of Aboriginal Relations and Reconciliation (MARR) to enter into capacity agreement with First Nations where their interests may be mutually served;

3. Islands Trust not enforce its bylaws against the First Nation without the First Nations consent;
4. Each First Nation who asserts aboriginal rights including title in the Islands Trust area be fully consulted and accommodated where required by the Crown;
5. Islands Trust and each First Nation identify those activities desired by the First Nation to be exercised within the Islands Trust area and these activities be acknowledged as permissible by the Islands Trust bylaws;
6. Islands Trust and MARR support the First Nations through capacity building and enforcement provisions;

We would be pleased to meet with you at your convenience to discuss our recommendations. Thank you in advance for your time and consideration.

Sincerely,

Richard Harry
President

ABORIGINAL AQUACULTURE ASSOCIATION of Canada

August 7, 2015

Islands Trust
200-1627 Fort Street
Victoria, BC V8R 1H8

SUBMISSION TO
ISLANDS TRUST

RE: ISLANDS TRUST – STRATEGIC PLAN – POTENTIAL OBJECTIVES AND EXAMPLES OF STRATEGIES AND ACTIVITIES FOR THE 2014 -2018 TERM – *Discussion Draft for Public Consultation June 25, 2015*

1. INTRODUCTION

This submission is prepared in response to a request from you on June 25, 2015, to solicit discussion for public consultation on the above stated Strategic Plan. Please regard this document as a response from the Aboriginal Aquaculture Association (AAA).

2. THE BACKGROUND

(a) Islands Trust

The Islands Trust is a trust that is legislated to its existence by the ***Islands Trust Act [RSBC1996] Chapter 239 and its amendments.*** It has jurisdiction over 12 main islands (Schedule B of the *Act*) and some smaller islands within the designated area in the Gulf of Georgia or Salish Seas. In short it is a governing body with powers from the Local Government Act to make bylaws mainly for the purpose of protecting the designated area from too much development. The Island Trust Board is circulating for comment a Strategic Plan for the period from 2014 to 2018 and has invited the public to offer comments for the Island Trust Board's consideration to amend or improve the Strategic Plan.

Islands Trust has made efforts to relate to First Nations. During the calendar year 2012 Islands Trust had to make a decision as to whether or not to enforce its bylaws against the K'omoks First Nation who was breaching its bylaws by operating aquaculture tenures contrary to Islands Trust bylaws. Islands Trust made a decision not to enforce the bylaws against the K'omoks First Nation and its related business entities. In addition Islands Trust

entered into a ***Protocol Agreement with the Snuneymuxw First Nation*** dated December 4, 2008. On December 8, 2000 Islands Trust passed bylaw 64 which approved a bylaw with the Lyackson First Nation which is undated but attached as "***Schedule A Protocol For Cooperation in the Thetis Island Local Trust Area and Lyackson Traditional Territory***". It is important to note that both of these Protocols predated the Supreme Court of Canada decision ***Tsilhqot'in Nation v. British Columbia, 2014 SCC 44*** ("Tsilhqot'in decision").

(b) Aboriginal Aquaculture Association (AAA)

The AAA is a National not for profit corporation whose primary purpose is to assist First Nations who want to participate in the aquaculture industry. Please refer to the attached document that provides a description of the AAA, its objectives and purpose.

It enjoys the support of several BC Coastal First Nations including those First Nations who assert aboriginal title and rights within the Island Trust area. It is understood by its supporting First Nations and the government agencies that the AAA deals with that the AAA is not a consulting body. In fact each time the issue of consultation arises the AAA points to one of its five founding principles which states "respect for each First Nation's autonomy". In all of its efforts AAA respect's this principle by ensuring that the First Nation whose territory is effected is informed so that the First Nation has the opportunity to be consulted.

Throughout its activities the AAA has been requested to formulate position papers on issues from government in the interests of protecting the First Nations' interests in aquaculture. The AAA now finds itself in a position to comment not as a First Nation but as an interested third party to the strategic plan put forward by Island's Trust.

(c) **Aboriginal Title and Rights and Treaty Rights**

It is the AAA's experience that in British Columbia, all the Coastal First Nations are asserting aboriginal rights including title. There are Douglas Treaties in parts of the Islands Trust area such as the Snuneymuxw First Nation. But most of the BC Coast is faced with asserted aboriginal rights with no agreements in place. Some First Nations have settled modern treaties or are close to finalizing their modern treaties such as the K'omoks First Nation. Irrespective of whether the aboriginal rights including title have an agreement or not, every First Nation assert that aquaculture is included in its aboriginal rights and must be consulted. First Nations point to the exercise of aquaculture through the clam gardens as proof of their exercise of aquaculture as an aboriginal right.

First Nations do enjoy a separate jurisdiction from Islands Trust over the same area that Islands Trust assumes jurisdiction over. The First Nations jurisdiction is becoming very real as its aboriginal rights including title become recognized at various levels of agreements and negotiations culminating into a Treaty. Each First Nations believe in its right to self-determination and right to exercise its own powers.

3. THE TSILHQOT'IN DECISION JUNE 2014

The AAA is taking this opportunity to provide reference to the Tsilhqot'in decision as it has a significant impact on the approach by First Nations when addressing their aboriginal rights including title.

The Tsilhqot'in decision is a historic decision as it is the first decision by Canada's highest court to recognize aboriginal title on land for a First Nation which is the Tsilhqot'in Nation. The Crown, Canada and British Columbia, opposed the Tsilhqot'in mainly on the basis that aboriginal title applied only to village sites and not to the whole territory. The Supreme Court decided in favour of the Tsilhqot'in by ruling that aboriginal title applies to the territory of the First Nation. In making such a ruling the Supreme Court has answered many questions about the Land Question that can enable the First Nations in Canada to deal with their Land Question. The following paragraphs will refer to some of those questions answered by quoting from the relevant paragraphs within the judgment. We have emphasized parts of these paragraphs to bring greater attention to them.

3.1 Tsilhqot'in addresses What Rights Does Aboriginal Title Confer?

Para 67: As we have seen, Delgamuukw establishes that Aboriginal title "encompasses the right to exclusive use and occupation of the land held pursuant to that title for a variety of purposes" (at para.117), including non-traditional purposes, provided these uses can be reconciled with the communal and ongoing nature of the group's attachment to the land. **Subject to this inherent limit, the title-holding group has the right to choose the uses to which the land is put and to enjoy its economic fruits. (para. 166).**

3.2 Tsilhqot'in addresses The Legal Characterization of Aboriginal Title

Para 69: The Crown has radical title. The doctrine of terra nullius never applied in Canada, as confirmed by the Royal Proclamation (1763), R.S.C. 1985, App .II, No.1. **The Aboriginal interest in land that burdens the Crown's underlying title is an independent legal interest, which gives rise to a fiduciary duty on the part of the Crown.**

Para 70: … In other words, Aboriginal title is a beneficial interest in the land: Guerin at p. 382. In simple terms, the title holders have the right to the benefits associated with the land **– to use it, enjoy it and profit from its economic development. As such, the Crown does not retain a beneficial interest in Aboriginal title land.**

Para 71: What remains, then, of the Crown's radical or underlying title to lands held under Aboriginal title? The authorities suggest two related elements – a **fiduciary duty owed by the Crown to Aboriginal people when dealing with Aboriginal lands, and the right to encroach on Aboriginal title if the government can justify this in the broader public interest under s. 35 of the Constitution Act, 1982.** The Court in Delgamuukw

referred to this as a process of reconciling Aboriginal interests with the broader public interests under s. 35 of the Constitution Act 1982.

Para 72: The characteristics of Aboriginal title flow from the special relationship between the Crown and the Aboriginal group in question. It is this relationship that makes **Aboriginal title sui generis or unique.** Aboriginal title is what it is – the unique product of the historic relationship between the Crown and the Aboriginal group in question. Analogies to other forms of propriety ownership – for example, fee – simple – may help us to understand aspects of Aboriginal title. But they cannot dictate precisely what it is or is not. As La Forest J. put it in Delgamuukw, at para 190, **Aboriginal title "is not equated with fee simple ownership; nor can it be described with reference to traditional property law concepts."**

3.3 The Crown's Duty to Consult with First Nation Prior and After Proof of Aboriginal Title

Para 89: Prior to establishment of title by court declaration or agreement, the Crown is required to **consult in good faith** with any Aboriginal groups asserting title to the land about proposed uses of the land and, if appropriate, **accommodate** the interests of such claimant groups. The level of consultation and accommodation required varies with the **strength of the Aboriginal group's claim** to the land and the **seriousness of the potentially adverse effect upon the interest claimed.** If the Crown fails to discharge its duty to consult, various **remedies are available including injunctive relief, damages, or an order that consultation or accommodation be carried out**: *Rio Tinto Alcan Inc. v. Carrier Sakani Tribal Council,* 2010 SCC 43, [2010] 2 S.C.R. 650. At para37.

Para 90: After Aboriginal title to land has been established by court declaration or agreement, the **Crown must seek the consent** of the title-holding Aboriginal group to developments on the land**. Absent consent**, development of title land cannot proceed unless **the Crown has discharged its duty to consult and can justify the intrusion on title under s. 35 of the *Constitution Act, 1982***. The usual **remedies that lie for breach of interests in land** are available, adapted as may be necessary to reflect the special nature of Aboriginal title and the fiduciary obligation owed by the Crown to the holders of Aboriginal title.

Para 91: The practical result may be a spectrum of duties applicable over time in a particular case. At the claims stage, prior to establishment of Aboriginal title, the Crown owes a good faith duty to consult with the group concerned and, if appropriate accommodate its interests. As the claim strength increases, the required level of consultation and accommodation correspondingly increases. **Where a claim is particularly strong – for example, shortly before a court declaration of title – appropriate care must be taken to preserve the Aboriginal interest pending final resolution of the claim**. Finally, once title is established, the Crown cannot proceed with development of title land not consented to by the title-holding group unless it has discharged its duty to consult and the development is justified pursuant to s. 35 of the *Constitution Act, 1982.*

Para 92: Once title is established, it may be necessary for the Crown to reassess prior conduct in light of the new reality in order to faithfully discharge its fiduciary duty to the title-holding group going forward. For example, if the Crown begins a project without consent prior to Aboriginal title being established, it may be required to cancel the project upon establishment of the title if continuation of the project would be unjustifiably infringing. Similarly, if legislation was validly enacted before title was established, such legislation may be rendered inapplicable going forward to the extent that it unjustifiably infringes Aboriginal title.

4. THE AAA OBSERVATIONS OF FIRST NATIONS POST TSILQOT'IN DECISION

The AAA has had several meetings with the BC Coastal First Nations post the Tsilhqot'in decision and observed a growth in confidence in First Nations in their assertion of aboriginal title including the right to aquaculture. The First Nations generally see the Tsilhqot'in decision as confirming their respective believes and approach to aboriginal title. There is little double of the First Nations' intent to demand that their consent be sought before any development that may affect their title is pursued.

In addition there is little doubt that each First Nation expect they will be able to continue to exercise what they see as a historic and aboriginal right that enables them to continue their life style and earn a living through economic development. Certainly aquaculture falls within this category. There is evidence pointed to by the Coastal First Nations of the many clam gardens in their respective territories of not only historic use of the foreshore and subtidal water but the fact that they still use these resources today.

5. THE ISLANDS TRUST STRATEGIC PLAN 2014-2018 POST TSILHQOT'IN DECISION

The Islands Trust strategic plan has strong representation from the point of view of meeting the objectives of the trust. It is based on principles that may be shared by some First Nation communities. It has the provisions required to enforce it and therefore can be regarded in many senses complete.

There is a very evident lacking of the strategic plan that makes the whole plan incomplete and would therefore most likely fail. It lacks a legal mechanism to relate to First Nations that will incorporate the interests of First Nation and therefore make the First Nations' interests enforceable.

There are attempts to relate to First Nations through protocol agreements such as the Lyackson First Nation and the Snuneymuxw First Nation have agreements that are good as far as they go. They share values and principles and set out a path to work together. These efforts should always been encouraged.

What it does not address is what happens when a First Nation wants to carry on an activity and have some of its provisions enforced. The agreement leaves the matter in two separate worlds which will remain as a short coming for both First Nations and Islands Trust as each are left to find a way to enact their interests and plans without proper communication or support from or with each other.

The existing attitude of Islands Trust is that the responsibility of consultation and accommodation over aboriginal rights including title is not their responsibility but the responsibility of senior government i.e. the Ministry level. While this may be true, the responsibility does not stop there but falls upon all bodies like Islands Trust who may affect the aboriginal rights and title. It is evident that First Nations are going to be exercising their jurisdiction in a manner that may frustrate the ability of Islands Trust to meet its goals and trust responsibilities.

6. Recommendations and Steps by AAA to the Islands Trust 2014-2018 Strategic Plan

The AAA recommends that Islands Trust offer to enter into agreements with each First Nation asserting jurisdiction within the Islands Trust area of jurisdiction so that the goals and principles of each are met with minimal conflict. The AAA recommends the Islands Trust consider the following steps to implement agreements resulting in minimal conflict to achieve both First Nations' interests and the Islands Trusts interests:

1. **Islands Trust acknowledge its responsibility to First Nations:**
   The present attitude and system of local provincial governments including Islands Trust creates both systematic and attitudinal barriers between local governments and First Nations who are asserting rights. These barriers must be removed and the only way this can happen is if the local provincial governing bodies acknowledge their share of the responsibility required from the Crown when dealing with aboriginal rights including title.

   It is the local governing bodies of the Crown that authorize infringements by making laws that effect the use of resources that First Nations have a constitutionally protected right to. It is the local governments' responsibility to minimize the infringement of the aboriginal rights. It is too often found convenient to leave it to senior level government to remedy when the remedy can be arranged before the infringement even happens. The duty extends to all parts of the Crown and the lacking of capacity of its agency is not a justifiable excuse to infringe the aboriginal right. The Crown as a whole has a responsibility to fulfill the duty to consult and where necessary accommodate First Nations in their laws affect exercise of aboriginal rights including title;

2. **Islands Trust seek authority and support from the Minister of Aboriginal Relations and Reconciliation (MARR) to Negotiate and Enter into Consultation and accommodation Agreement with First Nations:**
   As part of the Crown, Islands Trust must have the authority and support of senior levels of government. Authority is required to be the proper agent of the Crown to enter legally and enforceable agreements. It is the local governance that has the knowledge of its citizens in the area and the capacity to implement in the form of bylaws. It is the senior government that has the authority and global policy approach to deal with aboriginal rights. It is senior government that also has the resources required to carry out the type of negotiations needed with First Nations. An arrangement must be made to address First Nation interests otherwise the attitudinal barriers and systemic barriers will make it too difficult to proceed.

3. **Islands Trust demonstrate good faith by not enforcing its bylaws against the First Nation without the First Nations consent;**
   The law requires that the Crown act in good faith and a strong message can be sent by Islands Trust that it intends to act in good faith by withholding enforcement of the bylaws until there is consent of the First Nation. There is a lack of trust that adds to the barriers to achieving cooperation between First Nations and local governments. This is a step that can be taken to build a positive relationship with First Nations.

4. **Each First Nation who asserts aboriginal rights including title in the Islands Trust area be fully consulted and accommodated where required by the Crown;**
   The level of consultation required by the Crown with each First Nation varies depending on the strength of the First Nation's claim and the type of infringement intended or about to take place. Despite the variation that may be required by Islands Trust, Islands Trust ought to strive to achieve consent at all levels from each First Nation. This requirement of consent should be achievable if the agreement is carefully and properly constructed to identify mutually agreeable processes for each area.

5. **Islands Trust and each First Nation agree on activities in areas;**
   The present circumstances leaves each party in the dark as to what and where activities are going to happen in each area. This must be addressed immediately if the goals of both Islands Trust and the First Nation are to be respected. The only manner in which this can happen is for a certain level of transparency to be shared by each with respect to their respective marine use plans. Once the parties are aware of each other's activities they would then be in a position to express their respective concerns and bring the matter to a mutually agreeable resolution before the activity actually takes place.

6. **Islands Trust and MARR support the First Nations through capacity building and enforcement provisions;**
   On those areas where there is agreement on planning and activities, there could be capacity sharing between the Islands Trust and the First Nations. This would also serve to minimize the conflicts that may happen otherwise between two separate jurisdictions. This also enables each party to carry out its governance in a greater capacity. Ideally each of the First Nations' marine use plans and the Islands Trust marine use plans be shared so that each of the separate jurisdictions may be exercised with minimal or no conflict.

Thank you for your consideration and should you wish to discuss this matter please do not hesitate to contact the AAA.

The Aboriginal Aquaculture Association

The AAA is a National not for profit corporation, incorporated in 2003. It is a sectoral organization designed to assist, support and facilitate meaningful participation of First Nations and Aboriginal entrepreneurs in sustainable aquaculture development. It serves as a coordination, certification and resource body to First Nations providing guidance and advice with respect to the sustainable development, regulation and management of aquaculture. It believes that aquaculture development has a potential to play a major role in the diversification, strengthening and revitalization of regional economies of First Nations.

Vision:

First Nations will play a key role in the development and management of a healthy and sustainable aquaculture sector.

Mission:

To promote and assist the development of First Nations' aquaculture that respects and supports First Nation communities, culture and values.

Guiding Principles:

The basic principles by which First Nations are guided throughout the development and implementation of their aquaculture business ventures are:

1. Respect for each First Nation's autonomy.
2. Enhance economic development opportunities for each First Nation.
3. Implement shared decision-making and co-operative management of resources between each First Nation and government.
4. Ensure that First Nations realize the benefits from a sustainable aquaculture industry and,
5. Promote both socioeconomic and environmental sustainability.

Recent Activities & Initiatives:

Aboriginal Aquaculture in Canada Initiative (AACI) - The program supports Aboriginal economic development in Canada's aquaculture sector. Funded through the Strategic Partnership Initiative (SPI). The AAA is coordinating this initiative for Western Canada and Canada's North. The AACI provides interested Aboriginal communities and entrepreneurs with support in the form of technical business expertise to develop viable aquaculture business development plans and to help bring those plans to fruition.

Aboriginal Principles for Sustainable Aquaculture (APSA) – a third party certification program developed and delivered by the AAA. Pillars of sustainability include economic, social & environmental.

Senate Standing Committee of Fisheries and Oceans – invited to present to the Committee on aboriginal aquaculture development

Cohen Commission of Inquiry into the Decline of the Sockeye Salmon in the Fraser River The AAA had standing at the Inquiry and prepared and presented recommendations to the Commission.

Pacific Aquaculture Regulations (PAR) The AAA hosted meetings for the purpose to introduce, discuss and obtain First Nation feedback on Fisheries and Oceans plan for implementation of the Pacific Aquaculture Regulations through the BC Aquaculture Regulatory Program; Integrated Geoduck Management Framework Draft, Conditions of License, Licensing Fees, Siting Criteria Guidelines.

Commissioned Reports;

Aquaculture Partnerships – A Guide for Aboriginal Communities – May 2015

Economic Opportunities for Aquaculture in the Pacific, Central, Ontario and Northern Regions June, 2014

Socio-Economic Benefits of Aquaculture in Canadian Aboriginal Communities – December 2012

Socio-Economic Benefits of Finfish Aquaculture in BC Aboriginal Communities – August 2011

Technical and Business Services

The AAA provides technical and business service support. Planning, feasibility, analysis, partnership development and identification, advisory services and support, linkages to government, industry, academia and non-government organizations and the implementation of economic development opportunities in the aquaculture sector.

Aboriginal Aquaculture Association

1400B Drake Road, Campbell River, BC

Phone: 250-286-9939

www.aboriginalaquaculture.com

470 Spruce Rd.,
Gabriola Island, V0R 1X1
e-mail kauri@shaw.ca

RECEIVED
AUG 0 7 2015
ISLANDS TRUST

1 August, 2015

Islands Trust Council,
200- 1627 Fort St.,
Victoria, B.C.
V8R 1H8

You have asked islanders to tell you what we believe to be the most important issues facing Trustees.

Drought and its effect on all aspects of land use must be at or near the top of your list. Climatologists and the example of California suggest the drought may be with us for several years; leading the Trust Council and the Trustees on every island to consider if the Precautionary Principle requires strong action to conserve water and a decision to reject or postpone any application or activity affecting land use that may increase water use or increase the danger of fire. The danger of fire is closely related to drought, and again we must look at California where fires have made it necessary this week to declare a state of emergency.

Trustees should not fear accusations that they are alarmist. If Trustees decide to take strong action it will be because they believe the situation is alarming. A large turnout July 5th on Gabriola to discuss these questions showed that people are alarmed and expect our representatives to act.

The dangers, both of fire and of unnecessary water consumption are immediate and should not await the discussion in September of a focus for next year.

Jamie Lawrence

[redacted]

To, Islands Trust Council,
200-1627 Fort St.
Victoria, B.C. V8R 1H8

re "Have Your Say"

Dear Sir or Madam,

One issue I feel that is very important for the Islands Trust to consider in its objectives is the closing of the 3 Coast Guard Stations Nitinat, Comox and Vancouver. With increasing tanker and cruise ship traffic on the Strait of Juan de Fuca and Georgia Strait, the danger of oil spills and ship collisions has also increased. Without the immediate assistance of the Coast Guard, help will not be available when most needed. The Prince Rupert Station is too far away in an emergency, and "repeaters" assist to a degree only. An accident will occur in a matter of time.

The present Conservative government is not interested in the protection of the east and west coasts. However, both Tom Mulcair and Justin Trudeau say they will re-open the Coast Guard Stations, if elected in the upcoming federal election. It is ironic that the sum of money spent by the present government in doing the work the Coast Guard stations normally do, is now equal to, or more than would have been spent had those stations remained open!

Living at Whaling Station Bay on Hornby Isld. I have heard a warning SOS call from a Holland America cruiseship approaching another cruiseship. A captain's judgement cannot always be relied upon. Consider the sinking of "The Queen of the North" or "Exxon Valdez".

In conclusion, let us hope that the Coast Guard stations now closed in Nitinat and Vancouver will be reopened, and the Comox station that is presently partially closed, and scheduled to be completely closed in October 15, will be fully re-opened for the safety of all those living on this beautiful west coast.

Lew Fuller

40. August 13, 2015
Siki McIvor, Gabriola Island

Hi, I'm not sure if this is the right place to send this comment but since the trust is meeting very soon I want to register my protest to the idea of the proposed anchorages off of Gabriola. These ships, in my opinion will be huge industrial blights to our or any island they are parked near in the form of light, noise and water pollution, and of course visual. I am hoping the trust will address this as part of its mandate to preserve and protect and use my protest in any way you see fit.

41. August 13, 2015
Merel Elsinga, Gabriola Island

The proposed super tanker anchorage off Gabriola should be on the agenda, as these ships will continually run their generators and dispose of waste water (including engine oils) in a fish habitat. This anchorage will wipe the pureness of this marine environment off the charts forever. Please let this beautiful part of the Gulf Islands continue to blossom.

42. August 13, 2015
Penny Sidor

1. Please put a stop to the mining activities at (address removed), owned by (names removed). Impacts on environment and neighbours are unconscionable.

2. Please put a stop to the proposed anchorages.

3. Please deal with invasive species - specifically Scotch Broom, Daphne and Scotch Thistle. (Summer employment for students, perhaps?)

4. Please refuse more malls on this island - we're up to four, don't need any more.

5. Please encourage eco-tourism, organic farming, cycling, our excellent trail system, diving, sailing, kayaking.

6. Please continue to try to improve the ferry system and refuse a bridge.

7. Please legalize in-home dogsitting on SRRs with some regulation.

8. Please enforce by-laws regarding incessantly barking dogs, tethered dogs, dogs left alone in yards and other cruelty to animals to the extent you can.

Good job, you folks. Thanks *very much* for your service and hard work.

43. August 13, 2015
Noreen Brownlee

I wish to express my opposition to the proposed anchorages off Gabriola Island. The area proposed is a very important and sensitive marine environment and permanent damage will be done if the massive, 300 metre, ships are allowed to anchor.

This picture should alarm every resident of all the islands. It is mind boggling that this is even considered.

Please fight this.



---

44. August 13, 2015
Anna Bauer

Hi there, here is my input for what concerns me the most:

- No Bridge
- Protection of the waters (tanker anchorages, illegal tanker traffic)

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45. August 13, 2015
Elly Hallam

I believe the Islands Trust should take a strong position against the tankers proposed for the Gabriola coastline. In my 40+ years here, I don't think anything has ever threatened our local environment and our way of life as much as this would.

---

46. August 13, 2015
Sheila

The Islands Trust has a duty to protest our community's land and water! From the horrific experiences of the residents of Plumper Sound, Cowichan Bay, etc., the Islands Trust knows very well the problems these anchorages will bring with them....

THE ISLANDS TRUST SHOULD MAKE STOPPING THESE ANCHORAGES THEIR ABSOLUTE TOP PRIORITY...AND NOW!!!

The anchorage issue relates in some way to every single one of the Trust's 11 proposed objectives. If the Trust does not take a strong stance against the establishment of the anchorages, their devastating effect on this community will make the Trust's other efforts superfluous.

---

47. August 16, 2015
Fred Veuger

My main comment is: define overall objective "preserve and protect".
What does it mean in terms of any activity which, potentially, increases the number of residents of the trust area? Almost any human activity negatively affects preservation and protection of the Trust area. If you agree that this is the case than an objective should be to minimize population growth. Any effect of changes in land use bylaws which result in population increases, now or in the future, should therefore be prohibited. If you disagree, there is a need to define in more detail the overall objective , as part of the strategic plan!

---

48. August 16, 2015
Joanna and Bram Vandenberg, Gabriola Island

As residents of Gabriola Island we strongly urge you to oppose the proposal by the PPA to put 5 anchorages for huge freighters along Gabriola's North- East coast, to be very vocal about this issue and if necessary to take legal action.

Our coast is a beautiful natural area with abundant wild life, endangered orcas and other whales visit this area and they are very sensitive to noise from ships. Bald eagles and many other birds make their nests and raise their chicks feeding from the ocean, the yearly herring spawn is a feast for wildlife including sea lions. Residents and visitors enjoy the beaches, boating and fishing.

Having these anchorages here would spoil this natural habitat, deter visitors, destroy businesses and make life unbearable for residents because of noise, air pollution and lights from the ships.
What would Gabriola gain from the anchorages? Nothing. We would just become an extension of Vancouver's harbour because they don't have anchorages for 300 meter long ships and instead of solving the problem they are spreading the problem around.

If the Island Trust does not stand up against these new AND existing anchorages within the Gulf Islands the whole area will become a freighter parking lot for the benefit of Vancouver Harbour and questionable shipping practices.
How can the Island Trust justify it's own existence if that happens?
Therefore we urge you to live up to the mandates of the Island Trust and protect the natural environment, residents, businesses and visitors of the Gulf Islands.

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49. August 19, 2015
David Steen, Gulf Island Alliance

Introduction

At Trust Council's meeting in June on Galiano we asked Council to draft a 4-year strategic plan that is clear, robust and solely based on your duty to manage the Trust Area natural environment for the benefit of present and future generations. We saw that a preoccupation with process, evident in the previous strategic plan and the present draft, serves administrative interests at the expense of fully achieving the Trust's legislated purpose. Now GIA congratulates the Trust for reaching out to the public for input. Please regard our critical suggestions with the positive understanding that GIA exists to celebrate and advocate for the spirit and letter of the Islands Trust Act.

GIA's board met on August 13 to review your draft strategic plan and makes these general observations/suggestions:

1. The initial 3-week response time, occurring in mid-summer, was too short for some individuals and groups to offer highly useful input.

2. The draft plan contains several 'insider' phrases such as 'resource efficiency', 'economic sustainability' and 'organizational resilience' that are open to wide interpretation and appear to bias the process in favour of growth and development. The plan could be made more citizen/reader friendly.

3. The wide scope of activities in the plan -- some that appear inconsistent with or outside the Trust mandate -- blur the Trust's focus. The impulse to please the greatest number of people is understandable, but if acted upon too freely will weaken your required role. Attention to peripheral matters implies that Council's priorities are guided by more than the Islands Trust Act and Policy Statement and can be compromised to accommodate other interests. The Act clearly states that all Trust actions must accord with the Act. GIA is concerned that the plan (see 'Potential Objective 11. 'Have a vision for the Islands Trust Area') and some other recent trustee activities open the door to amending the vision of Trust Act itself.

4. Islands Trust is more than a special kind of local government. It is an idea rooted more in the future than the past. Its legislated duty invites and inspires actions to improve care for our natural environment and our place in it. GIA encourages the Trust, through education and advocacy programs, to do more to tell its story and be a model for a better world. We note that some advocacy initiatives, such as protecting our shorelines and limiting ferry fare increases, have failed to bring desired results. The plan should call for a re-examination of advocacy practices, including follow-up measures, and the formation of ad hoc committees or a task force to create effective advocacy.

Comments on specific sections of the Plan...

1. Protect the natural environment of the islands

While this section represents the best of the Trust's unique purpose and work, we see that 8 of the 15 identified initiatives are to be assigned to the Trust Fund Board.

1.6 (*Reduce greenhouse gas emissions etc*.)

We strongly support measures to reduce greenhouse gas emissions, the cause of climate change, which the Trust previously identified as the single greatest threat to the Gulf Islands. (Also, s*ee item 5.5*) We are

pleased that the Trust, in support the Blue Dot campaign, joins other enlightened governments and agencies campaigning for constitutional recognition of the human right to a healthy environment. The most obvious and tragic abuse of this right is human-induced climate change. Most recently a Dutch court ordered its government to reduce emissions by 25 percent over the next five years. Claiming public ownership of the atmosphere and cleaning it up are top requirements of the Public Trust Doctrine, a universal common law principle -- beyond the discretion of any government to remove -- that GIA has been pressing the Trust to adopt into its Policy Statement.

1.8 (*Advocacy re protection of ecosystems*)
All deer, not just fallow deer, are an ecological problem in the Gulf Islands. This is one example of serious ecological challenges, such as shorelines being destroyed by industry and agriculture, that deserve greater attention by the Trust.

2. Preserve and protect coastal shorelines and marine areas

2.2 *(Participate in planning for National Marine Conservation Area Reserve, NMCA)*
The province owns the ocean floor. This gives the Local Trust Area the right to zone into the marine environment. NMCA advocates the transfer of this right to the federal government. This would forfeit the Trust's regulatory authority over marine area uses. This serious matter should be the responsibility of the Executive Committee.

2.3 (*Advocate for protection of the Salish Sea and Howe Sound re shipping safety, derelict vessels and industrial activities*)

There is nothing new in the plan here. Protecting the Trust's marine areas deserves more attention. Changes to administrative structures and practices and the establishment of a task force(s) are needed to bring to marine issues the same level of expertise the Trust has for dealing with land-use issues. More can be done to connect with and assist the groundswell of individuals and groups working to prevent the Salish Sea from becoming a 'carbon corridor.'

3. Reduce our ecological footprint.

This essential goal of environmental protection is given a passing nod in the plan, with examples of 'efficient and sustainable transportation systems' left 'to be determined'. Please step up your work with islanders who are already engaged in exciting projects to reduce our ecological footprint.

4. Protect quality and quantity of water resources

Assuring the availability of sufficient clean water is essential to sustainable living in the Gulf Islands. The draft plan appears to give it token consideration.

4.2 *(... ensure levels of development are consistent with a sustainable water supply)*

Obviously, development should not occur in the absence of a sustainable water supply. But the presence of sufficient water should not be allowed to trump Policy Statement principles when considering approval of development proposals that don't adhere to those principles.

5. Enhance protect/restore community socio-economic diversity and economic sustainability.

The Trust mandate is to regulate land use. It does not give license to promoting economic development.

5.3 (Use land use planning tools to promote economic sustainability) and 5.6 (Work with other agencies to advocate for and promote economic sustainability)

Much more attention in the draft strategic plan is directed to promoting economic development than honouring the Trust Act's objective. On some islands commercial properties sit idle because of our recessionary economy and senior government policies, such as expensive ferry service. Creating more such land won't fix this. So Trust Council should not push Local Trust Committees to 'amend land use bylaws to ensure an appropriate supply of land zoned for emerging industrial and commercial needs'. And more important, the Trust should not promote the establishment of industries that are incompatible with reducing greenhouse gases and our ecological footprint.

6. Strengthen relations with First Nations

We commend the Trust for advancing the priority of First Nations relations but note that the recommended role of Trust Council committees in this is minimal as most of the work is assigned to Local Trust Committees and the Executive Committee.

7. Improve organizational cost effectiveness and resilience

7.1 -- (*Amend TC meeting Procedure Bylaw to enable electronic meetings*)

Electronic meetings and decision-making are not just a bad idea, they are not democratic, and probably not legal. Do your public business in public.

7.1 -- (*Begin preliminary investigations into the possibility of forming a Gulf Islands Regional District*.)

GIA understands that the challenge of persuading the province to realign regional districts was discussed and discarded by a previous Trust Council. Revisiting this issue will likely render the same result; it's better left to other jurisdictions 'on their dime'.

7.2 (*Investigate the use of Alternative Dispute Resolution and/or mediation in bylaw enforcement*)

By-law enforcement continues to be a sensitive issue. Non-enforced bylaws are next to useless. We believe leadership on enforcement should come from Trust Council rather than relying on staff. If it's strong, then there will be an expectation for staff to follow through. Council could avoid the traditional timidity in attempting to resolve some delicate and potentially costly bylaw matters by hiring people who are highly trained and confident in dealing with legal issues.

7.3 (*Prepare Islands Trust organization to adapt to the potential incorporation of Salt Spring Island*.)

If this action plan is approved, the Trust will be seen to be favoring incorporation proponents. Some will see any action that hints at favoring incorporation as the Trust shooting itself in the foot because incorporation will weaken or possibly lead to the Trust's demise. While it's good to prepare for the worst, it's bad if that preparation contributes to bringing on the worst. Wait until decisions are made and votes counted before deciding whether to spend tax dollars on this. The Trust has been overly cautious in exercising its mandate, seemingly out of fear it will enflame the ill will of residents whose complaints about it are used to increase pressure for incorporation.

8. ***Improve cooperation and integration with other levels of government***.

For some issues, cooperating and integrating with other levels of government would be a disservice to the Trust mandate and Gulf Islanders. For example, the Trust should not cooperate with the federal government in its disrespect for the environment and phony promises to reduce greenhouse gas emissions.

8.3 (*Explore opportunities and benefits of working with UNESCO and the Trust Fund Board and others in seeking nomination of the Trust Area as a UN Biosphere*)

Importing and overlaying the Trust's existing designation as a remarkable environmental area with a second, possibly weaker set of principles and standards is an unnecessary distraction. If it appears that adopting the UNESCO plan could enhance the Trust mandate, a citizen group, not Trust staff, could be invited to further investigate it.

9. Improve community and agency understanding and support of the Islands Trust

9.1 (*Engage communities and agencies in review/update of the Islands Trust Policy Statement*)

The Trust has a protocol for reviewing and updating the Policy Statement. It needs to be observed.

9.3 (*Engage communities and agencies in development of updated land use bylaws*)

This is core work for Local Trust Committees, not a strategic planning option.

10. Improve community engagement and participation in Islands Trust work

Sometimes there's a disconnect between the Trust's noble declarations about community engagement and participation and what actually happens in its interactions with constituents. Remedies often can't be forged by strategic planning; they're simply functions of good will and wisdom.
One common complaint is that some local trust committees give too little respect to advisory planning commissions.
We suggest that the word 'stakeholders' be deleted from this section. The word gives the distasteful impression that some community members have a stake and others don't have a stake in the workings of Islands Trust.

Recognizing the mandate and respecting the interests of our citizens.

(From Trustee Peter Luckham on Sept 2nd 2015 in support of adding a UNESCO Biosphere Reserve to the 2014-2018 Strategic Plan))

Much of the language surrounding the work of the Islands Trust is not surprisingly about preserving and protecting. It's not only the basis of our mandate but it is fundamental to what people expect the Islands trust to be doing.

In the recent strategic plan survey "protect" is probably the most frequently used word across the board, whether it is Ecosystems, shorelines, water systems, food, communities or economic opportunities we are being encouraged to make protection our top priority.

The Islands Trust has been working hard at this for almost 42 years, mostly single handedly with of course the help and support of our citizens both on and off islands. Support from the province and other agencies over time seems to have diminished both financially and morally since the original acknowledgement that the Trust area was a special place that needed protecting thru land use planning.

The demand for more work, to protect this incredible place is evident by the sheer magnitude of the strategic plan.

The question in my mind is how to draw all these ideas together into a cohesive plan while bringing knowledge and support to the strategic plan.

Let me say that this work is not only about protecting the environment it is about balancing the human activities in a way that allows necessary life and community sustaining systems, infrastructure and development to be managed in and on the landscape while protecting core eco-system values.

It is also necessary to ask what lens we should apply to future development of both our policies and our Policy Statement.

An UNSECO BIOSPHERE reserve is a model for such an undertaking, it is possibly a way to draw all this together, perhaps visionary in itself.

The model, proven worldwide, is a tool to recommend and bring expertise and best practices to a region to protect core values while supporting necessary human activities to sustain communities and economies, to mention only two examples.

This is likely a 10 year project that would not be taken on by the Trust alone. It needs a sponsor to carry it forward into the future but for now it needs a champion to start the conversation to bring all the parties that would need to be involved to come together and find that sponsor. The Islands Trust could be that champion, be the catalyst to start the conversation in earnest about protecting the Salish Sea from Puget Sound to Howe Sound.

We have been doing this work, the Trust Fund in many respects have identified the core ecosystems, protected some and have many others on its conservation plan. LTCs have been struggling with land use planning balancing development against conservation and protection of both community values and community needs. We could use the help of an international community to guide us into the future. We have nothing to lose and everything to gain.

When I say nothing to lose, I mean we do not give up any jurisdiction or self-direction. A Biosphere reserve does not regulate. A Bio-sphere reserve supports science and knowledge in developing best practices, indeed raising the standards that we might achieve while sustaining our communities and protecting our environment.

Please endorse maintaining strategy 8.2 on the Strategic Plan to determine if it’s a good fit.

A UN Biosphere Reserve for the Islands Trust Area or Salish Sea

Issues to Consider in Assessing Biosphere Reserve Suitability

Prepared by David Greer
June 2015

What is a UN Biosphere Reserve?

Biosphere reserves are areas of terrestrial and coastal ecosystems promoting solutions to reconcile the conservation of biodiversity with its sustainable use.

They are internationally recognized, nominated by national governments and remain under sovereign jurisdiction of the states where they are located. Biosphere reserves serve in some ways as 'living laboratories' for testing out and demonstrating integrated management of land, water and biodiversity. Collectively, biosphere reserves form a world network: the World Network of Biosphere Reserves (WNBR). Within this network, exchanges of information, experience and personnel are facilitated.

The Man and the Biosphere Program (MAB) of the United Nations Educational, Scientific and Cultural Organization's (UNESCO) introduced the biosphere reserve concept in the 1970s to describe ecologically important areas proposed by local communities and/or stakeholders and designated by UNESCO to integrate biodiversity conservation and economic development. The term "biosphere" simply refers to that part of the planet – its land, waters and atmosphere – that sustains life

How does a biosphere reserve work?

A biosphere reserve is made up of three interrelated zones: the core area, buffer zone and transition area. Core areas are protected from human disturbance as much as possible (e.g., through park status). Buffer zones are usually adjacent to core areas and have limited resource use. The transition area may support a full range of human uses, including some that may be unsustainable.

Collectively, the core areas and buffer zones of biosphere reserves protect samples of the biodiversity of the world's major biogeographical regions and provide study sites to improve our understanding of the range of biodiversity in the biosphere.
Each biosphere reserve is expected to fulfil three complementary and mutually reinforcing functions:

- Conservation – contributing to the conservation of landscapes, ecosystems, species and genetic variation;
- Development – Encouraging economic and human development that is socio-culturally and ecological sustainable; and
- A logistic function – to provide support for research, monitoring, education and information exchange related to local, national and global issues of conservation and development.

Biosphere reserves fall under national sovereign jurisdiction but share their experience and ideas nationally, regionally and internationally within the World Network of Biosphere Reserves.

What is the legal impact of biosphere reserve designation?

The creation and protection of a biosphere reserve will often not require new laws but can usually be governed by existing laws regarding environmental management and protection. International recognition by UNESCO does not intrude on property rights, aboriginal rights or the roles of existing governmental bodies. Most biosphere reserves in Canada are incorporated as non-profit organizations, some with charitable status, governed by a board or committee that coordinates and plans actions to help ensure the biosphere reserve meets its intended purpose.

Funding typically comes from multiple sources including federal government funding (the Clayoquot Sound Biosphere Reserve received a $12 million trust from the federal government to help fund biosphere reserve programs and activities). Oversight is provided by the national Man and Biosphere body through periodic reviews, and UN Biosphere Reserve designation may be removed by UNESCO if a biosphere reserve does not continue to meet the required criteria over time.

How many UN Biosphere Reserves are there?

There are currently 631 UN Biosphere Reserves globally, including 290 in Europe and North America, 130 in Asia and the Pacific, 120 in Latin America and the Caribbean, 64 in Africa, and 27 in the Arab states. In the Pacific Northwest, there are two in British Columbia, both on Vancouver Island (Clayoquot Sound Biosphere Reserve and Mount Arrowsmith Biosphere Reserve) and one in Washington (Olympic Biosphere Reserve).

Biosphere reserves typically encompass a relatively large area that includes human communities and as many components of an ecosystem as practicable. The Mount Arrowsmith Biosphere Reserve, for example, includes several peaks, drainage systems such as the Englishman and Little Qualicum rivers, communities such as Parksville and Qualicum Beach, and offshore waters in the Strait of Georgia.

Why would all or part of the Salish Sea be an appropriate candidate for a biosphere reserve nomination?

The Salish Sea is one of the world's largest inland seas and a valuable ecosystem at the heart of one of North America's fastest-growing regions, with a population of close to eight million in the cities of Vancouver, Seattle, Tacoma, Victoria and surrounding areas. The several hundred islands on either side of the international border are the ancestral home of the Coast Salish people, and the sea around them is the territory of the southern resident population of orca whales, recognized as endangered by both the Canadian and American governments. The coastal Douglas-fir biogeoclimatic zone, which includes many of the islands close to the border, is one of only two biogeoclimatic zones in British Columbia that has been designated imperilled, primarily as a result of development pressures.

The special nature of the Canadian islands was recognized in the establishment of the Islands Trust in the 1970s by legislative enactment and later by creation of the Gulf Islands National Park. On the American side, the San Juan County Council and NGOs have increasingly focused on conservation and sustainability issues. The Friends of San Juan recently announced plans to lead a transboundary initiative in Washington state and British Columbia to apply to the International Maritime Organization (IMO) to make the Salish Sea the world's fifteenth Particularly Sensitive Sea Area (PSSA), a designation reserved for areas that need special protection because of significance for recognized ecological, socioeconomic or scientific reasons and because of vulnerability to damage by international shipping activities. The long history of regular meetings between San Juan County Council representatives and Islands Trust Council on matters of common concern augurs well for potential cooperation on a biosphere reserve application, and the Friends of San Juan initiative illustrates the value of sharing ideas that may originate in one area but be as relevant for the other.

On both sides of the border, island economies have in recent years explored ways to preserve the valued island lifestyle and natural attributes while adapting to evolving challenges and opportunities. Official recognition of the name "Salish Sea" by both the Canadian and U.S. governments in 2009 is a tribute not only to the ecological unity and importance of the area but also to the indigenous people whose home this was before it was divided by an international boundary.

Should a biosphere reserve application include only the Islands Trust or the entire Salish Sea?

As a defined jurisdictional entity with a legislative mandate that loosely echoes the purpose of the UN Biosphere Reserve Program, the Islands Trust could take steps to

initiate nomination of the Trust area as a biosphere reserve candidate.

It may be doubtful, however, that the Trust area meets the criteria for designation as a biosphere reserve insofar as, while ecologically important, it represents only a fragment of the larger ecosystem that is the Salish Sea. In essence, an application for Islands Trust biosphere reserve status might be described as giving priority to the convenience of political boundaries over the administrative complexity of ecological boundaries.

An application for biosphere reserve status for the Salish Sea would necessarily be more complex given the number of state and private actors that would need to be included in the consultation process. As well, the cooperation required in the development of sustainability strategies for such a biosphere reserve would be challenging. The long-term rewards, however, could far exceed the initial effort required – ecologically, economically, and in global reputation. In addition, an application for biosphere reserve status for the entire Salish Sea may hold greater opportunities for obtaining foundation funding, discussed further below.

A third option would be a nomination that includes the islands of the Islands Trust area and San Juan County, which might be described as the central core of the Salish Sea. This might be a less complex application process than one covering the entire Salish Sea and its coastlines, requiring close cooperation between the governing bodies of the two organizations; but, like an application for the Trust area, would cover only part of a coherent ecosystem (assuming, of course, that the Salish Sea itself can be described as a coherent ecosystem).

To use the analogy of the Mount Arrowsmith Biosphere Reserve, applying for biosphere reserve status for the islands would be comparable to biosphere reserve status for the mountains in the Mount Arrowsmith Biosphere Reserve without inclusion of the major watersheds of which they are a part. A fourth option might address this to some extent by including all the islands in the Salish Sea, i.e. including those not within the Islands Trust area or San Juan County, as well as the waters of the sea but not its coasts. That might exclude having to take into account the urban areas along Vancouver Island, the B.C. mainland, Puget Sound and the Olympic Peninsula. This may or may not be feasible, but it's certainly one option for consideration.

A final option to be considered would be that of beginning the process of applying for designation of a Salish Sea transboundary biosphere reserve with the option of later narrowing the focus in the event of insurmountable obstacles. A biosphere reserve application for the entire Salish Sea would be undoubtedly ambitious and onerous, yet it's hard to imagine a better candidate, and we are fortunate to live in one of the most progressive regions of the continent.

What precedents exist for island and transboundary biosphere reserves?

In North America, Canada's Georgian Bay Biosphere Reserve, in Lake Huron, contains the largest freshwater archipelago in the world. The Channel Islands Biosphere Reserve in the United States comprises a chain of islands in the Pacific Coast west of Los Angeles that includes Channel Islands National Park.

UNESCO applies a separate designation of Transboundary Biosphere Reserve for reserves that cross national borders. The transboundary biosphere reserve designation is an official recognition at the international level of a political will to co-operate in the conservation and sustainable use, through common management, of a shared ecosystem.

There are 15 transboundary biosphere reserves in Europe, Africa and Latin America but none yet in North America. For example, the Intercontinental Biosphere Reserve of the Mediterranean incorporates the Tingitane peninsula of Morocco and the southern Iberian peninsula of Andalusia, as well as the Strait of Gibraltar, which links the Mediterranean Sea with the Atlantic Ocean. In the Mura-Drava-Danube Transboundary Biosphere Reserve, Croatia and Hungary cooperate in learning about and putting into practice different approaches to floodplain management in a shared ecosystem involving three rivers. Senegal and Mauritania cooperate in the management of the Delta du Fleuve Senegal Transboundary Biosphere Reserve with 350,000 inhabitants, in which a national committee in each country works with a transboundary coordinating committee in charge of policy guidelines for the biosphere reserve comprising the Senegal River delta.

As these examples illustrate, aquatic areas tend to be the most likely candidates for transboundary biosphere reserve status given their shared use by neighbouring countries and the fact that the fish on which those countries depend do not recognize political borders. Nor does the southern resident orca population; nor for that matter do the five species of Pacific salmon that have caused such a headache over the years for the negotiators of the Pacific Salmon Treaty, which attempts to define what rights B.C. and Washington fishers have to fish that migrate across the border.

What are some potential benefits of biosphere reserve designation to communities in the area?

A biosphere reserve in the Salish Sea could become an internationally significant model for sustainability at a time when the world is facing increasing challenges about how to manage finite resources effectively and how to encourage international cooperation in doing so. Approaching the 30-year anniversary of the UN Brundtland Commission's call for sustainable development, the penny is finally dropping: ecological and economic

sustainability need to be front and centre on the global agenda, and we desperately need models for international cooperation in attaining that objective. A transboundary biosphere reserve in the Salish Sea could be just such a model, even within the limited confines of an inland sea ecosystem.

As the first transboundary biosphere reserve in North America, the Salish Sea could be expected to be the focus of considerable attention in Canada and the U.S. The fact that there are no other transboundary biosphere reserves in North America is likely more a result of chance rather than resistance to the notion. Large North American ecosystems (mountains, prairie, most river systems) tend to run on a north-south rather than east-west axis, yet the Salish Sea ecosystem is unique in that it is relatively large but also geographically well defined and in that respect is an ideal candidate ecologically as well as politically, given the relative convergence of political leanings on either side of the border on the west coast.

A transboundary biosphere reserve could also confer benefits in the way island communities divided by an international border address issues of mutual concern, including for example conservation of orca critical habitat and the looming threat of contamination of ocean waters by tanker spills. Transboundary biosphere reserve status could not only afford greater opportunities for problem-solving across borders but also could be expected to enhance the opportunity for island communities to speak with a unified voice on matters of common concern.

Obviously, differences in governance structures and in laws on different sides of the border would need to be taken into account, but transboundary biosphere reserves in other parts of world have demonstrated success in doing just that to mutual advantage. Finally a Salish Sea transboundary biosphere reserve might appropriately acknowledge and honour the traditional territory of the Coast Salish people and their beliefs and practices for sustaining the resources of the sea and its surroundings.

Biosphere reserve status, whether transboundary or only in Canadian waters, could also be expected to enhance the economic potential of the islands in activities such as ecotourism and the marketing of products resulting from “sustainable community” initiatives, however that might be defined. In addition, membership in the World Network of Biosphere Reserves would facilitate access to the experiences of communities in biosphere reserves around the world: a potentially rich source of material for ideas about how to optimize community, economic and ecological sustainability in the Salish Sea.

What is involved in the application process?

Nominations for UN Biosphere Reserves are made to UNESCO by each country’s national Man and the Biosphere (MAB) program. The application process typically takes

several years from start to finish and requires consultation with all affected stakeholders. Above all, it requires a champion – an individual or group with the dedication, diplomacy and tenacity to oversee the groundwork and guide the process through all the necessary steps including, most importantly, obtaining widespread local support.

The nomination form is detailed and requires a wealth of information about the candidate area and how the proponents propose to fulfil the three functions of biosphere reserves: conservation of landscapes, ecosystems, species and genetic variation; economic and human development that is socio-culturally and economically sustainable; and logistic support for demonstration projects, environmental education and training, research and monitoring related to local, regional, national and global issues of conservation and sustainable development. The nomination form also includes a description listing endorsements from governmental agencies and other stakeholders.

The process of applying for biosphere reserve status is lengthy, requires an abundance of detailed preparation and, importantly, requires a demonstration of support from a broad cross-section of stakeholders. This is not to say it has to be universally supported, but the effort must be made to consult with affected groups and communities about the proposal and to obtain relatively widespread support. It is important to recognize from the outset that certain individuals or groups may feel their interests are threatened by biosphere reserve status even though such designation does not technically alter legal rights and obligations. Especially in the U.S., there have been some vocal opponents of existing biosphere reserves who believe that such designation infringes upon their liberty. It is vital to approach such critics with respect and a solid foundation of information to address their concerns in a meaningful manner.

An additional challenge to bear in mind is that designation as a biosphere reserve carries with it an obligation to act to achieve ecological, community and economic sustainability rather than merely paying it lip service. Designation as a biosphere reserve and adherence to its principles can bring enormous rewards but only with continuing commitment. The Mount Arrowsmith Biosphere Reserve recently risked loss of its designation when it failed a periodic review, but there are many other examples of extraordinary success, including Clayoquot.

Who should be involved in the application process?

There are no specific requirements about who initiates an application for biosphere reserve designation. It could be initiated and overseen by a level of government, an NGO or a private consortium of concerned citizens and environmental/commercial interests, though it must ultimately be submitted by a national Man and the Biosphere (MAB) agency – or agencies, in the case of a transboundary application.

More important than who initiates the process are the human resources and financial resources available to transform a good idea into a lasting success.

Successful application for biosphere reserve designation will entail significant costs. The information requirements are onerous, the imperative to secure stakeholder support even more so. Although there may be an important role for volunteers, it is likely that a serious application requires the deployment of skilled professionals for a series of related and overlapping tasks:

- Develop a workable, insightful strategic plan. A strategic plan is vital to anticipate opportunities and overcome potential obstacles to success in a project of this magnitude.
- Liaise effectively with the national Man and the Biosphere (MAB) agencies in Canada and the U.S. about the information required to secure nomination to UNESCO by the national representative.
- Effectively communicate to the general public, other levels of government, NGOs and corporate interests, and private property owners the merits of the proposal and how it is designed to address concerns about interference with existing rights.
- Hold town hall or equivalent meetings throughout the proposed biosphere reserve area to enable information to be disseminated and concerns to be addressed in a respectful manner, and privately contact significant interests for a frank discussion of the impacts, advantages and perceived shortcomings of biosphere reserve status.
- Develop media packages to promote the concept of biosphere reserve status and stimulate public interest and discussion.
- Research and synthesize the detailed information about the proposed biosphere area, its ecological, sociocultural and economic characteristics, and its potential for ecological, community and economic sustainability.
- Develop and nurture relationships with interested and relevant NGOs and other bodies (e.g., the university community) with a view to tapping into expertise pertinent to the application process.
- Secure funding for a predictably lengthy and arduous application process.

In summary, to secure success, it may be vital to secure and pay for expertise in planning and overseeing the application process, researching and evaluating prerequisites for success for a long-lasting biosphere reserve, communicating its objectives and advantages, mediating among potentially conflicting interests, raising funds for the application process and administration of a successful biosphere reserve, and writing funding proposals, among other tasks.

What potential funding sources might be available for the application process?

No doubt about it, the application process is expensive, and its cost expands with the scope of the application, as does the potential reward of initiating an application based on ecological compatibility of a project with UNESCO criteria rather than on existing political boundaries.

Potential sources of funding are various, including different levels of government (important at least as an indicator of moral support), NGOs, sympathetic business interests, and individuals. Most importantly, for a project of this magnitude, certain foundations should not be overlooked as a source of funding, especially if the application includes an American component, which may be an important consideration for some foundations. Consequently, consideration of the scope of application needs to include at an early stage the interests and requirements of relevant foundations.

A comprehensive review of foundations and their areas of interest would be an important early step. The following are a few examples of foundations that may have in interest in a project of this nature:

- Pew Charitable Trusts. With over $5 billion in assets, its mission is to serve the public interest by "improving public policy, informing the public, and stimulating civic life". Its policy areas include the environment among other interests, and specific projects have supported creation of marine protected areas in the Pacific Ocean.
- Bullitt Foundation. Its mission is to safeguard the natural environment by promoting responsible human activities and sustainable communities in the Pacific Northwest. Its geographic focus is Washington, Oregon, western Montana, coastal Alaska, and British Columbia. It looks for high risk, high potential payoff opportunities to exert unusual leverage. It has a special interest in demonstrating innovative approaches that promise to solve multiple problems simultaneously.
- Wilburforce Foundation. The mission of the Wilburforce Foundation is to help to conserve important lands, waters and wildlife in western North America by supporting organizations and leaders advancing strategic solutions. It has designated several priority regions that do not specifically include the area encompassing the Salish Sea, but its general goals suggest it might be worth approaching.
- Gordon and Betty Moore Foundation. It describes its environmental conservation roles as follows: "Our Environmental Conservation Program balances long-term conservation with sustainable use. We protect critical ecosystems. We establish models for collaboration that can be replicated and expanded around the globe. And we seek to create lasting change in how land, freshwater and coastal marine ecosystems are managed."
- David Suzuki Foundation: "We collaborate with Canadians from all walks of life, including government and business, to conserve our environment and find solutions that will create a sustainable Canada through science-based research, education and policy work."

- Vancouver Foundation: "Vancouver Foundation's mission is to build healthy, vibrant, and livable communities across British Columbia."

Conclusion

Application for designation of all or part of the Salish Sea as a UN biosphere reserve warrants consideration both because the Salish Sea, as one of the world's largest seas with an established record of community interest in sustainability, appears to possess the basic prerequisites for inclusion in the program. However, given the level of commitment required for both the application process and for successful management of a biosphere reserve, any proposal to proceed with an application should be preceded by a comprehensive preliminary assessment of the opportunities and challenges associated with an application as well as the appropriate geographical scope.

Such an assessment might include steps such as the following, not necessarily in the order indicated:

- Review the requirements of the biosphere reserve application process.
- Compile a review of relevant literature on biosphere reserves.
- Brainstorm key components to be included in a strategic plan that has its objective designation of a biosphere reserve for the Salish Sea.
- Include as part of that brainstorming process preliminary identification of the range of parties to be included in the consultation process (e.g., levels of government and specific departments within government, Canadian and American; municipalities bordering the Salish Sea; First Nations; non-governmental organizations; etc.
- Conduct a preliminary cost assessment for the application process and continuing compliance (and, if possible, a rough cost/benefit analysis).
- Conduct a review of relevant foundations and their areas of interest.
- Consider what role if any the Islands Trust Fund might be play in supporting Islands Trust participation in a biosphere reserve.
- Conduct a comparative analysis of the suitability of the Islands Trust area, the Islands Trust area combined with San Juan County, and the Salish Sea area to assess the compatibility of each area and its communities with biosphere reserve criteria.
- Consult with organizations administering existing biosphere reserves (e.g., Clayoquot, Arrowsmith) and transboundary biosphere reserves re their experience with the application process and with compliance with UNESCO requirements following designation, and obtain their perspectives on costs and benefits of participation.
- Identify potential opponents of biosphere reserve status and consider what types of information they might require to move them to a neutral or supportive position.

- Consult with the organizers of the CRD discontinued application several years ago for biosphere reserve status re their experience with the process.
- Initiate informal discussions with San Juan County council representatives re possible level of interest in cooperating in an application process.

Strategic Plan
Input from Islands Trust Bodies
July - August 26, 2015

Islands Trust bodies submitted the following input into the Islands Trust's Strategic Planning process. The Executive Committee and staff have reviewed all input and have attempted to incorporate it into the draft Strategic Plan forwarded for Trust Council's consideration in September, 2015.

Financial Planning Committee

That the Financial Planning Committee recommend to the Executive Committee to remove item 7.1.5. from the strategic plan

That the Financial Planning Committee recommend to the Executive Committee to remove under section 7.1 called strategies the word "council"[1]

That the Financial Planning Committee recommend to the Executive Committee to Replace item 7.1.5 with an Information Technology system audit and performance review (to be completed by December 2015 and funded by base budget)

That the Financial Planning Committee recommend to the Executive Committee that the costs to implement the amended strategic plan remain within the current 2015/16 budget for projects

Local Planning Committee

That for item 1.7.1 under the column headed "Is funding Required or in place"", replace the words "Subject to funding from 2016/17 program budgets" with the words "Subject to LTC interest and funding in subsequent fiscal years".

That for item 5.2.1 under the column headed "Is funding Required or in place"", replace the words "Funded by Base Budget" with the words "Subject to LTC interest and funding in subsequent fiscal years".

That Item 5.4.1 and 5.4.2 could be a subset of 2.1.1 but recognise they have different goals.

That 5.4.1 and 5.4.2 be cross-referenced to 2.1.1. This is because the work in 5.4.1 and 5.4.2 could be undertaken as part of a project under 2.1.1.

That staff request up to $50,000 to support work on community housing in 2016-17.

Trust Programs Committee

That in item 9, insert the task in 2015/16 to amend policies administering the ITPS, to be funded by base budget.

[1] Note: The Executive Committee did not incorporated this recommendation into the September 2015 draft of the Strategic Plan, as all the activities under Strategy 7.1 pertain to Trust Council.

That objective #11 be moved from an objective as an activity in 9.1.4 to create a vision statement for the ITA within the ITPS policy statement.

That the start date for strategy 4.3 be advanced by one year to 2015/16.

That strategy 4.3 be amended to say "advocate for and educate about water conservation measures"

That strategy 3.2 be amended to remove transportation systems and replace with systems and activities.[2]

That EC postpone the TPC activities under strategy 6.2 by one year (i.e. 6.2.3 and 6.2.4)

That for items 4.3.1 and 5.5.1 under the column headed "Is funding Required or in place", replace the words "Subject to funding in 2016/17" with the words "funded by base budget."

That TPC amend its top three work program items to be #1 crown land cooperation, #2 policy statement update, #3 community stewardship awards and for the continuing items, staff to add all strategic plan strategies TPC agreed to today.

Ballenas-Winchelsea Islands (Executive Committee acting as a Local Trust Committee)
No new input since June 2015

Denman Island Local Trust Committee
That the item "Advocate to reduce negative impacts of shellfish aquaculture practices" (Strategy 2.5) be located in the column under examples of potential strategies instead of the column relating to examples of activities.

Gabriola Island Local Trust Committee
That the Gabriola Island Local Trust Committee recommend to Trust Council that item 4.2 in the Discussion Draft of the Strategic Plan for 2014-2018 be amended to include Activity 4.2.3 Create an inventory of approaches and communications materials related to secondary suites and other affordable housing initiatives on each island.

That the Gabriola Island Local Trust Committee recommend to Trust Council that Item 4.3 in the Discussion Draft of the Strategic Plan for 2014-2018 be amended to include Activity 4.3.4 To create an inventory of approaches to short term vacation rentals on each island.

That the Gabriola Island Local Trust Committee recommend to Trust Council that item 5.1 in the Discussion Draft of the Strategic Plan for 2014-2018 be amended to include Activity 5.1.3 Seeking out common ground with local first nations and building on it by identifying areas of shared advocacy and proactively proposing shared partnerships.

That the Gabriola Island Local Trust Committee recommend to Trust Council that item 7.2 in the Discussion Draft of the Strategic Plan for 2014-2018 be amended to include activity 7.2.1 Advocating for tax exemption strategies related to the new Riparian Area Regulations legislation.

That the Gabriola Island Local Trust Committee recommend to Trust Council to add item 6.3 in the Discussion Draft of the Strategic Plan for 2014-2018 as "Improve information sharing between Local Trust Committees."

That the Gabriola Island Local Trust Committee recommend to Trust Council that item 6.1 in the Discussion Draft of the Strategic Plan for 2014-2018 be amended to include Activity 6.1.1 To investigate the use of alternative dispute resolution and or mediation in bylaw enforcement.

[2] Note: The Executive Committee addressed this recommendation by adding a new strategy into the September 2015 draft of the Strategic Plan, that addressed broader sustainability issues.

That the Gabriola Island Local Trust Committee recommend to Trust Council that item 6.1 in the Discussion Draft of the Strategic Plan for 2014-2018 be amended to include Activity 6.1.2 Begin preliminary investigations into the possibility of forming a Gulf Island Regional District.

Galiano Island Local Trust Committee

That the Galiano Island Local Trust Committee requests staff to complete Attachment 3, based on the Local Trust Committee's work program, and forward it to the Chief Administrative Officer by August 7, 2015.

Gambier Island Local Trust Committee

Under strategy 2.3, add "advocate for controls on marine pollutants" and add "support enhancement of biodiversity in Howe Sound".

Under strategy 2.4, add "support initiatives to protect eelgrass and forage fish".

The following strategies are deemed priority to the Gambier LTC:

- 1.3 Protect fish habitat by implementing Riparian Areas Regulation,
- 1.6 Reduce greenhouse gas emissions & encourage renewable sustainable and environmentally friendly energy systems
- 2.1 Use land use planning tools for shoreline protection
- 2.4 Encourage voluntary stewardship of nearshore ecosystems
- 4.2 Use land use planning tools to ensure levels of development are consistent with a sustainable water supply
- 5.5 Use land use planning tools to assist communities in adapting to future climate change and rising sea levels
- 6.1 Improve engagement with First Nations
- 8.2 Strategies to be determined (re improving cooperation and integration with other levels of government e.g. Integrated Community Sustainability Planning)
- 9.3 Engage communities and agencies in development of updated land use bylaws

Hornby Island Local Trust Committee

That the Hornby Island Local Trust Committee recommend to Trust Council that the Strategic Plan – Potential Objectives and Examples of Strategies and Activities for the 2014-2018 Term be amended as follows: By Prioritizing Objectives 1-6.

That the Hornby Island Local Trust Committee request its Planner to complete Attachment 3, based on the LTC's work program, and forward it to the Chief Administrative Officer by August 7, 2015.

That the Hornby Island Local Trust Committee request the Executive Committee to give consideration to recommending to the Islands Trust Council that the office relocation review be postponed until after the outcome of the Salt Spring Island possible incorporation.

Lasqueti Island Local Trust Committee

The Lasqueti LTC resolved to identify its priorities for Trust Council's Strategic Plan Objectives; they are as follows:

1. *Protect the Natural Environment of Islands*
2. *Reduce our Ecological Footprint*
3. *Strengthen relations with First Nations*

Mayne Island Local Trust Committee

To Come

North Pender Island Local Trust Committee

To Come

Salt Spring Island Local Trust Committee

That the Salt Spring Island Local Trust Committee recommend to Trust Council that the Strategic Plan - Potential Objectives and Examples of Strategies and Activities for the 2014-2018 Term, be amended as follows:

- *Item 1.6 to be moved and listed as a new Item 3.3;*
- *Item 3.3 amend to include: "including the promotion of the use of electric vehicles";*
- *New Item 4.3: Promotion of rain water catchment and grey water recycling;*
- *New Item 7.4: Reconsider the optimum location for head office and support staff;*
- *Item 9.2 amend to read: Improve communications about the Islands Trust vision, object and history;*
- *Amend potential objective 11 to read "Create a vision for the Islands Trust Area"*

Saturna Island Local Trust Committee

That the Saturna Island Local Trust Committee recommend the following items be added for input to the Strategic Plan for 2014-18:

1. Reduce our ecological footprint, protecting the natural environment of the Islands including coastal shorelines and marine areas, and the quality (and quantity) of water resources.
2. Enhance community socio-economic diversity and economic sustainability.
3. Improve cooperation with other levels of government and with First Nations.

South Pender Island Local Trust Committee

That the South Pender Local Trust committee adopts the following Strategic Goal suggestions for Trust Council consideration:

1. *Lower our ecological footprint.*
2. *Improve Islands Trust cost effectiveness and resilience.*
3. *Develop a vision statement.*
4. *Provide an outstanding planning service to our communities.*
5. *Support preservation and protection of our shorelines*

Thetis Island Local Trust Committee

- *improve organization, cost effectiveness and resilience*
- *That Example Strategy 8.3 (UNESCO Biosphere) be moved to be under Goal A, Objective 1.*

Bowen Island Municipality

(No comments to Aug 10, 2015)

Islands Trust Fund Board

See attached letter

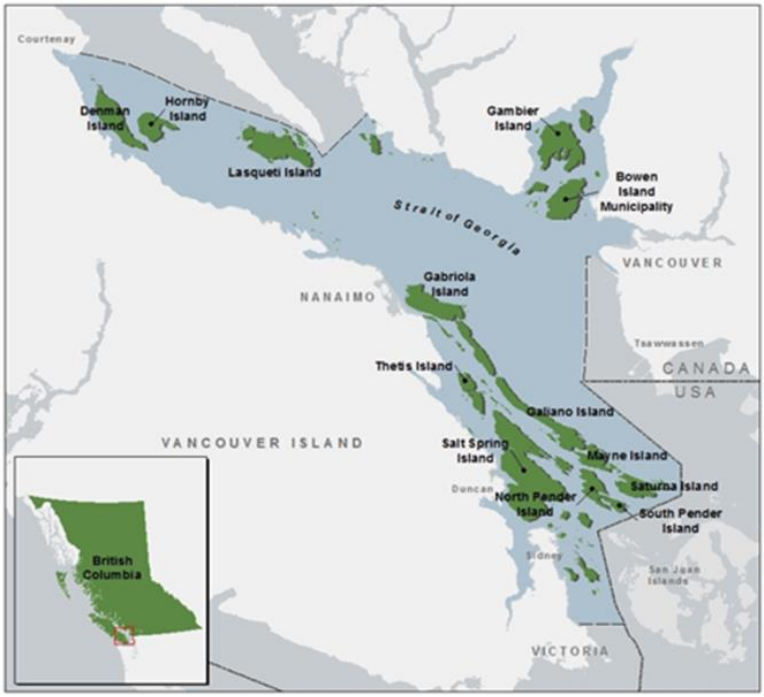
Islands Trust Council

Strategic Plan

2014-2018

Draft

September 2, 2015



Contents

The Islands Trust Area 3
The Islands Trust Council 3
Strategic Plan Development 4
Attachment 1 – Islands Trust Strategic Plan - Draft 8

The Islands Trust Area

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

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

Our Provincial Object

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

The Islands Trust Council



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

A Strategic Plan for the 2014-2018 Term

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

Islands Trust Policy Statement Goal A - Ecosystem Preservation and Protection
The Islands Trust will work to protect the natural environment of islands by:

- *(to be completed after receipt of further input)*

Islands Trust Policy Statement Goal B – Stewardship of Island Resources
The Islands Trust will focus on good management of island resources by:

- *(to be completed after receipt of further input)*

Islands Trust Policy Statement Goal C – Sustain Island Character and Healthy Communities
The Islands Trust will work to enhance the economic sustainability and security of island communities by:

- *(to be completed after receipt of further input)*

Goal D – Effective, Efficient and Collaborative Governance
The Islands Trust will provide effective, efficient and collaborative governance by:

- *(to be completed after receipt of further input)*

DRAFT

Strategic Plan Development

The Islands Trust Council has given its Executive Committee responsibility for facilitating the review and amendment of Trust Council's Strategic Plan for the 2014-2018 term.

To develop drafts of the plan, the Executive Committee adopted a process to identify between 7 and 12 priority ***objectives***, along with related ***strategies***, through consultation with each of Council's three standing committees, the Trust Fund Board, twelve local trust committees and Bowen Island Municipality.

In June 2015, Trust Council endorsed a draft list of objectives and strategies for the purposes of public consultation. In July and August 2015, members of the public were invited to provide input regarding Trust Council's strategic priorities. Public input has been summarized and provided to Trust Council Committees to consider before they finalize their recommendations to Trust Council regarding a Strategic Plan.

In August and September, the Executive Committee considered all input before preparing the draft Strategic Plan for Trust Council's consideration in September 2015.

The draft Strategic Plan on the following pages identifies 10 strategic *objectives,* reflecting the Executive Committee's recommendations about priorities, based on input from the public and from Islands Trust bodies (local trust committees, the Trust Fund Board, Bowen Island Municipality and Council Committees) to date. It groups potential *objectives* and *strategies* according to broad goals found in the Islands Trust's Object and Policy Statement. It also indicates some potential *actions* that would help to implement some of the *strategies* and identifies which parts of the Islands Trust could take responsibility for the various *actions* identified.

The draft is formatted to illustrate how the different parts of the Islands Trust work together to achieve common goals and objectives. It also indicates whether new resources would be needed for individual actions, how success would be measured and the current status. In some instances, actions are already underway, or carried forward from the 2011-2014 Strategic Plan.

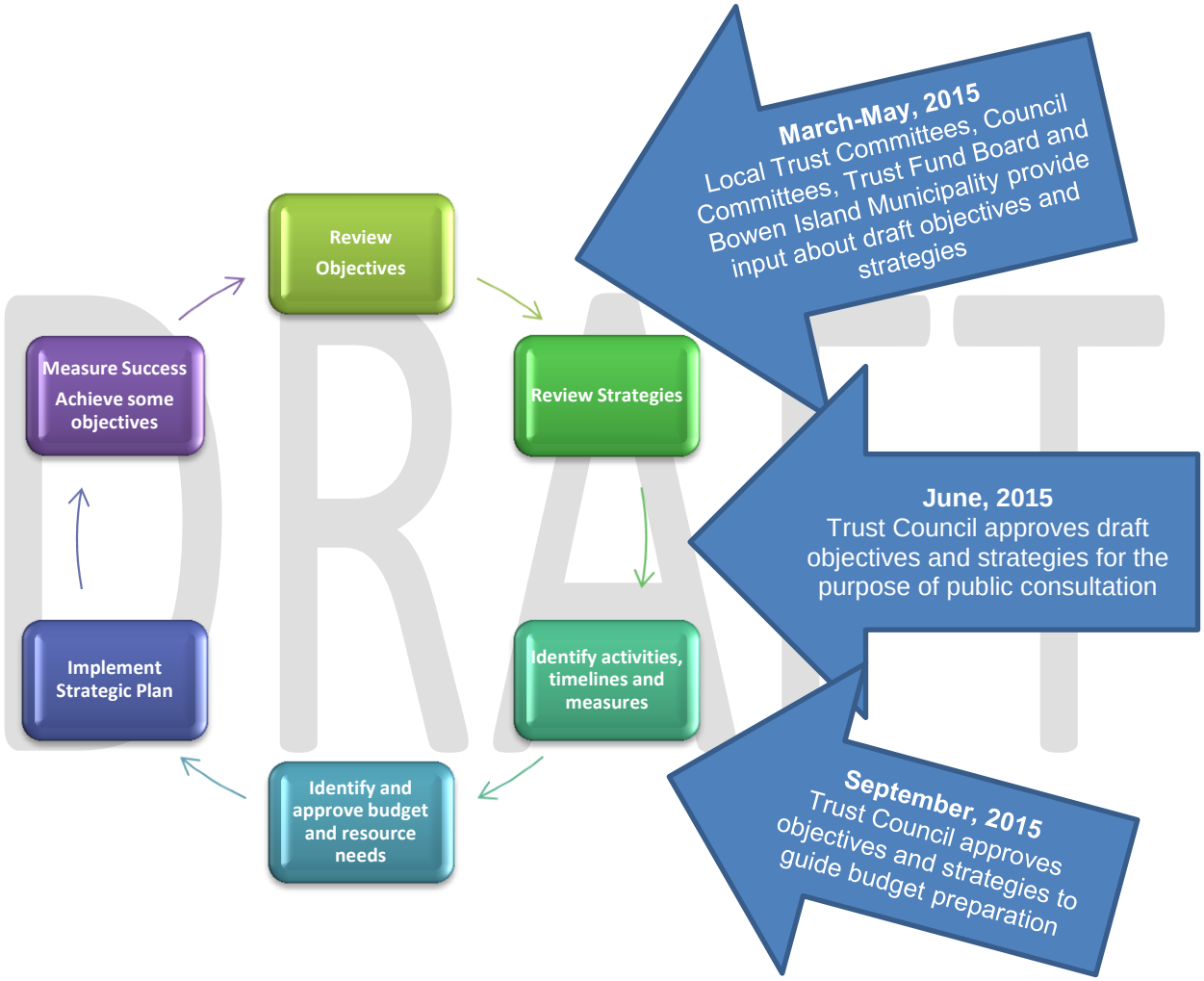
Following discussion at Council Committee meetings, the Executive Committee is proposing that Council adopt this Strategic Plan for the remainder of the 2015-2016 fiscal year, and for the purposes of planning for the 2016-2017 budget.

The Islands Trust Council will have another opportunity in December 2015 to confirm its Strategic Plan after receiving further information about any new resource needs . Final confirmation of activities for 2016-2017 will take place in March 2016, upon adoption of the 2016-2017 budget.

DRAFT

Islands Trust Strategic Plan Review Process

The following diagram summarizes the process that the Islands Trust Council uses to develop its Strategic Plan:



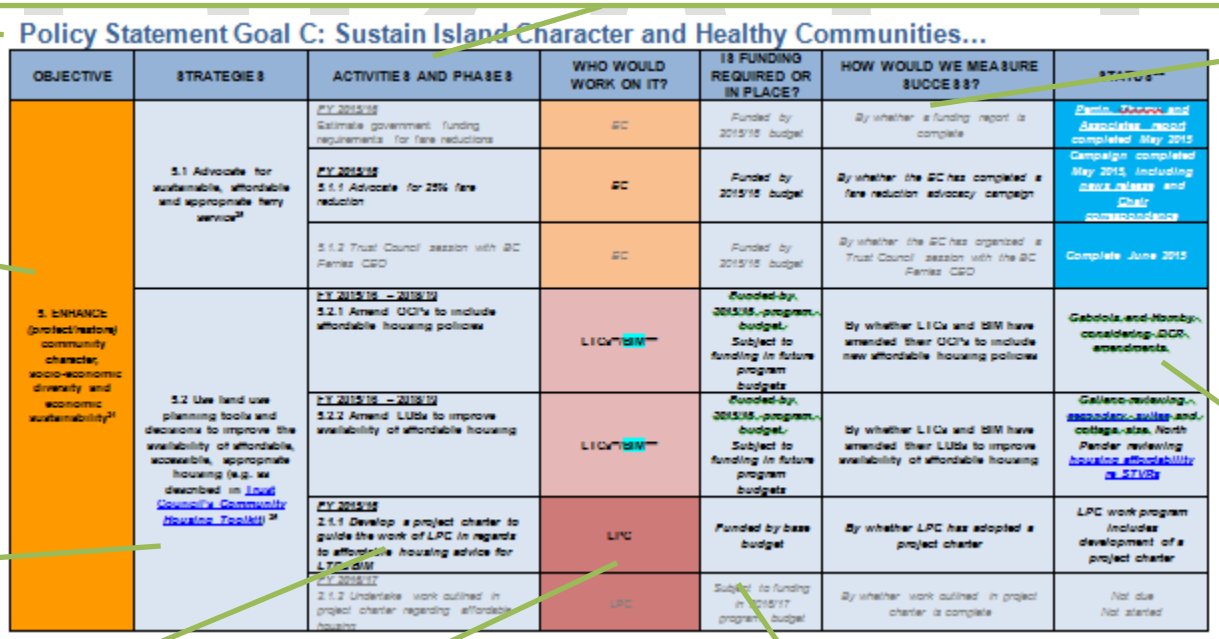
How to Read the Strategic Plan

The Islands Trust Strategic Plan is intended to serve several purposes, in one document. It is used to communicate to the public about the Islands Trust's primary objectives for the current term. It is also used to communicate with external agencies, with the sixteen corporate bodies within the Islands Trust and with Islands Trust staff, to illustrate how various activities they undertake work together to achieve common objectives and goals. The Strategic Plan also identifies phases for the various activities identified and whether they can be undertaken with existing resources, or new ones. This forms the basis for budget planning. Each quarter, Trust Council receives an updated version to illustrate how it is progressing in achieving its strategic plan. The following annotated excerpt illustrates how to read the Islands Trust's Strategic Plan:

Activities shown in **bold** are underway or planned for the current fiscal year; those shaded are either complete, or planned for a future fiscal year. Items in *italics* indicate changes since the last Trust Council meeting. In some cases, activities are scheduled to occur in phases over several years.

This identifies a broad Goal, 3 of which arise from the *Islands Trust Policy Statement*

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



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

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
5. ENHANCE (protect/restore) community character, socio-economic diversity and economic sustainability[3]	5.1 Advocate for sustainable, affordable and appropriate ferry service[28]	FY 2015/16 Estimate government funding requirements for fare reductions	EC	Funded by 2015/16 budget	By whether a funding report is complete	Perrin, Thorpe and Associates report completed May 2015
		FY 2015/16 5.1.1 Advocate for 25% fare reduction	**EC**	**Funded by 2015/16 budget**	**By whether the EC has completed a fare reduction advocacy campaign**	Campaign completed May 2015, including news release and Chair correspondence
		5.1.2 Trust Council session with BC Ferries CEO	*EC*	*Funded by 2015/16 budget*	*By whether the EC has organized a Trust Council session with the BC Ferries CEO*	Complete June 2015
	5.2 Use land use planning tools and decisions to improve the availability of affordable, accessible, appropriate housing (e.g. as described in Trust Council's Community Housing Toolkit)[29]	FY 2015/16 – 2018/19 5.2.1 Amend OCPs to include affordable housing policies	LTCs/BIM	Funded-by-2015/16-program-budget. Subject to funding in future program budgets	By whether LTCs and BIM have amended their OCPs to include new affordable housing policies	Gabriola and Hornby considering OCP amendments.
		FY 2015/16 – 2018/19 5.2.2 Amend LUBs to improve availability of affordable housing	LTCs/BIM	Funded-by-2015/16-program-budget. Subject to funding in future program budgets	By whether LTCs and BIM have amended their LUBs to improve availability of affordable housing	Galiano reviewing secondary suites and cottage size. North Pender reviewing housing affordability re STVRs
		FY 2015/16 2.1.1 Develop a project charter to guide the work of LPC in regards to affordable housing advice for LTCs/BIM	**LPC**	**Funded by base budget**	**By whether LPC has adopted a project charter**	LPC work program includes development of a project charter
		FY 2016/17 2.1.2 Undertake work outlined in project charter regarding affordable housing	*LPC*	*Subject to funding in 2016/17 program budget*	*By whether work outlined in project charter is complete*	*Not due Not started*

The Strategic Plan has 10 Priority Objectives. The top 5 priorities are colour coded, as indicated on Page 1

This column is updated quarterly, for inclusion in Trust Council's meeting agenda. The column is colour coded to give a quick visual impression of status in achieving the Strategic Plan's Goals

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

This column identifies more detailed activities that will take place as part of larger strategies. In several instances, they would take place in phases, as indicated by Fiscal Year

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

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

Attachment 1 – Islands Trust Strategic Plan – 2014-2018

Bold text = activities being undertaken in the current fiscal year that are not complete.
Shaded text= activities not currently underway, because they are complete or proposed for future fiscal years and subject to future budget decisions
Italics – status updates (in status column) and other substantive changes since the previous Trust Council meeting

Objectives Column is colour-coded to identify Trust Council's top 5 priority objectives, as identified in June 2015	Status column is colour-coded to provide a quick visual indicator, as follows:

COLOUR	PRIORITY
	1
	2
	3
	4
	5

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

Policy Statement Goal A: Ecosystem Preservation and Protection…

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS [++]
1 PROTECT the natural environment of islands[1]	**1.1 Encourage voluntary stewardship of natural environment[2]**	**FY 2015/16 – 2018/19** **1.1.1 Promote community participation in conservation through information sharing and education about private land stewardship options**	**TFB**	**Funded by base budget and grant funding**	**By whether the Islands Trust Fund is actively promoting its conservation programs at community events, in publications and online**	**Ongoing**
		FY 2014/15 - 2018/19 **1.1.2 Support island-based land trusts with partnerships, funding and capacity building opportunities[3]**	**TFB**	**Funded by base budget and donations**	**By *the number of island conservation projects supported from private donations through the Opportunity Fund and the number of projects competed through partnerships***	***$3800 granted in 2014-15*** ***None to date in 2015-16***
		FY 2016/17 – 2018/19 1.1.3 Investigate collaborative opportunities for promoting voluntary stewardship options on mixed-use landscapes[4]	TFB	Subject to future budget requests and grant funding	By the number of new collaborative projects promoting stewardship on mixed use landscapes	Not due not started
		FY 2014/15 – 2018/19 **1.1.4 Monitor and manage existing conservation areas to maintain and enhance biodiversity**	**TFB**	**Funded by base budget**	**By the percentage of TFB properties being actively managed to enhance biodiversity**	**Ongoing**

[1] In June 2015, Trust Council identified this as the second highest priority objective. BIM's *Island Plan 2015 i*dentifies 'well-protected ecosystems and greenspaces' as a Strategic Pillar for 2015.HOLTC recommends this objective as a first priority
[2] This is a priority of the Trust Fund Board
[3] This is a top priority for the Trust Fund Board.
[4] This is recommended by the Trust Fund Board

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS ++
		FY 2015/15 – 2016/17 ***1.1.5 Create a Property Management Strategy incorporating monitoring and management of species at risk, invasive species and ecological restoration***	**TFB**	***Funded by base budget***	**By whether the TFB approves a Property Management Strategy for implementation**	**In progress**
	1.2 Expand Natural Areas Protection Tax Exemption Program (NAPTEP) program to entire Islands Trust Area	***FY 2015/16*** ***1.2.2 Finalize letter of understanding with BIM***	***EC***	***Funded by base budget***	***By whether TC and BIM have adopted a letter of understanding re NAPTEP***	***Targeted for completion in Sept 2015 – agreed to in principle by BIM***
		FY 2015/16 - 2016/17 **1.2.3 Launch NAPTEP on Bowen Island(subject to BIM approval)**	**TFB**	**Funded by base budget**	**By whether NAPTEP has been launched on Bowen Island**	**Not due. Not started. Pending TC and BIM agreement**
		FY 2014/15 – 2016/17 ***1.2.4 Support efforts by Land Trust Alliance of BC to expand a conservation tax exemption program province-wide***	**TFB**	***Funded by base budget***	**By whether the Province considers the implementation of a NAPTEP-like program**	**Resolution to 2015 UBCM sponsored by Comox Valley Regional District**
	1.3 Protect fish habitat by implementing Riparian Areas Regulation[5]	**PHASE 1 – Identify watersheds** **FY 2014/15** **1.3.1 Identify RAR watersheds on Gambier and Lasqueti**	**LTCs****	***Funded in the 2014/15 program budget***	**By whether all RAR watersheds on Gambier and Lasqueti have been identified**	***Watershed mapping complete for Gambier, Keats, Bowyer and Passage islands. June/15***
		PHASE 2 – Improve mapping **FY 2014/15 – 2015/16** **1.3.2 Improve mapping of additional riparian areas in Gambier LTA**	**LTCs****	***Funded in 2015/16 program budget ($15,000 for mapping in Gambier and Lasqueti LTAs)***	**By whether new mapping of riparian areas is complete**	***Thormanby Islands and Lasqueti Island mapping proposed to begin in 2015***
		PHASE 3 – Adopt bylaws **FY 2014/15 – 2015/16** **1.3.3 Adopt new bylaws to implement RAR on selected islands (Gabriola, Mayne, Salt Spring/Prevost, Thetis)**	**LTCs****	***Funded by 2015/15 program budget ($1,500 for bylaw development on Thetis)***	**By whether Gabriola, Lasqueti, Mayne and Thetis are RAR compliant through bylaw development**	***Gabriola, Salt Spring, Prevost bylaws completed. Thetis in process. Mayne not working on RAR.***
		FY 2014/15 – 2015/16 **1.3.4 Adopt new bylaws to implement RAR on all islands where still required (Denman, Lasqueti, Hornby, Gambier, various associated islands)**	**LTCs****	***Funded by 2015/16 program budget ($5,000)***	**By whether Ballenas/Winchelsea, Denman, Hornby and Salt Spring are compliant with RAR through bylaw development**	***Denman and Hornby bylaws in process.***
		FY 2014/15 - ? **1.3.5 Adopt new bylaws to implement RAR on all Lasqueti and**	**LTCs****	**Funded by 2015/16 program budget.**	**By whether all Gambier and Lasqueti watersheds are compliant with RAR through**	**Project to begin in 2015 for Gambier. Awaiting mapping on Lasqueti.**

[5] 7 LTCs indicate that RAR implementation is a priority for this term (Denman, Gambier, Hornby, Lasqueti, Mayne, Thetis, SSI)

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS [++]
		Gambier watersheds			**bylaw development**	
	1.4 Establish reliable, adequate and sustainable funding for the Islands Trust Fund[6]	**FY 2015/16 – ?** **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**	***Met with ADM in May 2015***
		FY ? 1.4.2 Develop and implement strategy to transition to new organizational name	TFB	Subject to future program budget	By whether TFB corporate status and name change has been implemented	Not started. Not due unless province makes legislative changes
		FY ? 1.4.3 Review and launch long-term funding strategy	TFB	Subject to future 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 Protect high biodiversity areas identified in TFB's Regional Conservation Plan[7]	**FY 2015/16 – (?)** **1.5.1 Develop a land conservation strategy to protect high biodiversity areas (e.g. coastal Douglas fir)**	**TFB**	**Funded by base budget**	**By whether the TFB has a developed a land conservation strategy to protect high biodiversity areas**	**Protection strategy in development**
		FY 2014/15 – 2018/19 **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 *200* hectares of high biodiversity land in the timeframe of the Regional Conservation Plan 2011-2017**	**133.7 hectares protected since 2011**
		FY 2014/15 – 2017-18 ***1.5.3 Secure 20 hectares of conservation land on Thetis Island***	***TFB***	***Subject to external funding (grants and donations)***	***By whether a publically-accessible nature reserve is created on Thetis Island***	***In progress***
		FY 2014/15 - ? ***1.5.4 Protect a parcel of Crown forest on Lasqueti Island through Sponsored Crown Grant Program***	***TFB***	***Subject to First Nations support and external funding***	***By whether an application to the Sponsored Crown Grant program has First Nations support, and is successful.***	***Consultation with First Nations initiated***
	1.6 Use land use planning tools to protect high biodiversity areas, using criteria from the TFB's Regional Conservation Plan	**FY 2014/15 – 2018/19** **1.6.1 Amend land use bylaws to improve protection of high biodiversity areas.**	**LTCs**/BIM*****	**Subject to program budgets**	**By whether LTCs have amended land use bylaws to improve protection of high biodiversity areas.**	***OCP reviews beginning in several LTAs***
	1.7 Use land use planning tools and decisions to protect coastal Douglas fir and associated ecosystems[8]	***FY 2016/17*** 1.7.1 Develop a planning tool kit to illustrate how to protect coastal Douglas fir and associated ecosystems[9]	LPC	*Subject to funding in future program budgets*	By whether recommendations for planning tools have been prepared	*Not due* *Not started* *Subject to LTC interest*

[6] Identified as an Exec Committee work program priority, based on a Trust Fund Board request
[7] Identified as a Trust Fund Board priority
[8] Identified as a priority by the Trust Fund Board. Incorporated into 1.6
[9] Trust Council passed a resolution in June 2014 asking for development of local planning tools that local trust committees could use to protect Coastal Douglas-fir ecosystems. However it is not in LPC's current work program and would need additional funding to proceed.

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS [++]
	1.8 Advocacy re protection of ecosystems	**FY 2015/16** **1.8.1 Advocate with the CRD for a (non-native) fallow deer management plan[10]**	**EC**	**Funded by base budget**	**By whether the Chair has asked the CRD to develop a fallow deer management plan**	**Not due** **Not started**
2. PRESERVE and PROTECT coastal shorelines and marine *areas of the Salish Sea and Howe Sound*[11]	**2.1 *Use land use planning tools for shoreline protection*[12]**	***FY 2015/16*** ***2.1.1 Develop a project charter to guide the work of LPC in regards to shoreline/marine planning advice for LTCs/BIM[13]***	**LPC**	***Funded by base budget***	***By whether LPC has adopted a project charter***	***LPC work program includes development of a project charter***
		FY 2016/17 *2.1.2 Undertake work outlined in project charter regarding shoreline/marine planning*	LPC	*Subject to funding in 2016/17 program budget*	*By whether work outlined in project charter is complete*	*Not due* *Not started*
		FY 2015/16 ***2.1.3 Improve public knowledge about sensitive shorelines***	**LTCs**/BIM***	***Funded by base budget***	***By whether mapping and other documents have been made available to public***	***Gambier LTA foreshore protection and stewardship maps posted to website***
		FY ? *2.1.4 Amend OCPs to improve shoreline protection*	LTCs**/BIM***	*Subject to program budget*	*By whether LTCs have amended their OCPs to improve shoreline protection*	*Identified as a future project on Hornby*
		FY ? *2.1.5 Amend LUBs to improve shoreline protection*	LTCs**/BIM***	*Subject to program budget*	*By whether LTCs have amended their LUBs to improve shoreline protection*	*BIM has adopted a bylaw that regulates dock size for a part of the shoreline.*
	2.2 Encourage Voluntary Stewardship of Nearshore Ecosystems[14]	**FY 2015/16 -- ?** ***2.2.1 Support Green Shores for Homes Program on Thetis Island***	***Thetis LTC TFB***	***Subject to budget***	***TBD***	***Thetis Island has been identified as a pilot community for the Green Shore for Homes Program***
		FY 2015/16-2016/17 ***2.2.2 Complete mapping of forage fish habitat for major islands***	***TFB***	***Funded by base budget and external grants***	***By whether forage fish habitat mapping is complete for major islands***	***Denman, Hornby, Thetis, N&S Pender, Gambier, Keats, Bowen complete***
		FY 2016/17 -- ? *2.2.3 Develop public outreach strategy including information about eelgrass and forage fish nearshore habitats to private landowners on selected islands*	*TFB*	*Funded by base budget*	*By whether information has been provided to private landowners*	*Not due* *Not started*
	2.3 Advocate *for oil spill prevention and response*	**FY *2015/16 – 2018/19*** **2.3.1 Chair correspondence**	**EC**	**Funded by base budget**	**By whether the Chair has sent correspondence to advocate**	***Marine advocacy on-going***

[10] Mayne LTC has identified fallow deer eradication as a community advocacy priority

[11] In June 2015, Trust Council identified this as the 4th highest priority objective. SPILTC recommends this as the 5th highest priority objective. HOLTC recommends this as the 2nd highest priority objective.

[12] In June 2015, Trust Council assigned 'Shoreline/Marine Planning as the top priority for LPC work. In March 2015, trustees indicated that 'protect coastal areas and marine shorelands' was the second most important topic for LTCs to work on. Three LTCs and BIM have identified related land use planning as priority work program items.

[13] Could be related to work under Strategy 5.4

[14] This is a priority recommended by the Trust Fund Board

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS [++]
		regarding *shipping safety*			**for *shipping safety***	
		FY 2015/16 2.3.2 Chair participation through a 'letter of comment' to hearings related to Kinder Morgan tanker traffic	EC	Funded by base budget	By whether the Chair has sent a letter of comment regarding the Kinder Morgan pipeline proposal	***Letter complete August18/15***
		FY 2015/16 ***2.3.3 Advocate with Canadian oil spill response agencies to coordinate spill response strategies with American counterparts***	***EC***	***Funded by base budget***	***By whether the Chair has sent a letter to Canadian oil spill response agencies***	***Not due Not started***
	2.4 Advocate for management of derelict and abandoned vessels	**FY 2015/16 – *2016/17*** **2.4.1 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**	*Chair correspondence on-going*
		FY 2015/16 ***2.4.2 Staff participation in Derelict Vessel Working Group***	***TAS***	***Funded by base budget***	***By whether staff are participating as members***	*On-going*
	2.5 Advocate to reduce negative impacts of shellfish aquaculture practices	*FY 2016-17* *2.5.1 Develop project charter and budget requests to build organizational capacity (knowledge and time) related to shellfish aquaculture advocacy*[15]	*EC*	*Funded by base budget*	*By whether a project charter and budget request has been prepared for the 2017/18 budget*	*Due Dec/16 Not started*
		FY 2017-18 *2.5.2 Develop project charter for shellfish aquaculture advocacy*	*EC*	*Subject to approval of budget request (see 2.5.1)*	*By whether a project charter has been developed*	*Awaiting TC decision re budget request (see 2.5.1)*
		FY 2017-18 *2.5.3 Implement project charter for shellfish aquaculture advocacy*	*EC*	*Subject to approval of budget request (see 2.5.1)*	*By whether a project charter has been developed*	*Awaiting TC decision re budget request (see 2.5.1)*
	2.6 Advocate to reduce impacts of other industrial marine activities	***FY 2015/16*** ***2.6.1 Participate in Howe Sound Forum***	***EC***	***Funded by base budget***	***By whether the Islands Trust Council Chair has attended the Howe Sound Forum***	***Chair attended HSF in 2015***
		FY 2015/16 ***2.6.2 Advocate to reduce impacts of freighter anchorage activities***	***EC***	***Funded by base budget***	***By the number of contacts with regulatory agencies***	***Staff contact on-going***
		FY 2015/16 ***2.6.3 Assist with community meetings about additional anchorages near Gabriola Island and Plumper Sound***	***EC***	***Funded by base budget***	***By whether staff have provided liaison support to Gabriola community members***	***Staff liaison role approved by EC in July/15***

[15] Staff do not currently have sufficient capacity and knowledge to engage in advocacy regarding shellfish aquaculture, given the complex jurisdiction environment and First Nations interests

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

OBJECTIVE	STRATEGIES	ACTIVITES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS[++]
3. REDUCE community ecological footprints[16]	***3.1 Develop Integrated Community Sustainability Plans***	***FY 2015/16*** ***3.1.1 Create a community profile as a basis for future planning in the Saturna LTA***	**Saturna LTC**	***Funded by 2015/16 base budget***	***By whether a Saturna community profile has been created.***	***Due *****
		FY 2015/16 ***3.1.2 Create a project charter and cost estimates for development of an Integrated Community Sustainability Plan for Saturna LTA***	**Saturna LTC**	***Funded by 2015/16 base budget***	***By whether a project charter and cost estimates have been completed.***	***Not due Not started Due Dec/15***
		FY 2016/17 *3.1.3 Develop an Integrated Community Sustainability Plan*	Saturna LTC	*Subject to funding in 2016/17 program budget*	*By whether an Integrated Community Sustainability Plan has been developed*	*Not due Not started*
	3.2 *Support* efficient and sustainable transportation systems *and infrastructure*[17]	*FY 2016/17* *3.2.1 Develop project charter and budget requests to build organizational capacity (knowledge and time) related to advocacy for infrastructure that supports cycling and electric vehicles*[18]	*TPC*	*Funded by 2016/17 base budget*	*By whether a project charter and budget request is complete*	*Not due Not started Due Dec/16*
		FY 2016/17 *3.2.2 Develop project charter for infrastructure advocacy*	*TPC*	*Subject to approval of budget request (see 3.2.1)*	*By whether a project charter has been developed*	*Awaiting TC decision re budget request (see 3.2.1)*
		FY 2016/17 *3.2.3 Implement project charter for infrastructure advocacy*	*EC*	*Subject to approval of budget request (see 3.2.1)*	*By whether a project charter has been implemented*	*Awaiting TC decision re budget request (see 3.2.1)*
		FY 2015/16 - ? ***3.2.4 Develop land use regulations to encourage cycling and electric vehicles***	***LTCs**/BIM******	***Subject to program funding***	***By whether LTCs/BIM have developed land use regulations to encourage cycling and electric vehicles***	***Not due. Not started.***

[16] In June 2015, Trust Council identified this as the 1st priority objective. BIM's *Island Plan 2015 i*dentifies 'wisely managed ecological footprint' as a Strategic Pillar for 2015. SPLTC recommends this as the 1st priority. HOLTC recommends this as the 3rd highest priority objective.

[17] EC has added the words 'and infrastructure' to the original wording and added two potential activities (3.2.5 and 3.2.6)

[18] SSITLC recommended this, originally as part of Strategy 3.3

OBJECTIVE	STRATEGIES	ACTIVITES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS[++]
		FY ? *3.2.5 Develop a toolkit to assist LTCs and BIM in using land use planning tools to reduce community ecological footprints*	LPC	*Subject to funding in future budget*	*By whether a toolkit has been developed*	*Not due* *Not started*
		FY ? *3.2.6 Use land use planning tools to reduce community ecological footprint*	LTCs**/BIM***	*Subject to funding in future budget*	*By whether LTCs have used land use planning tools to reduce community ecological footprint*	*Not due* *Not started*
4. PROTECT quality and quantity of water resources[19]	**4.1 Coordinate with other agencies to protect water quality and quantity[20]**	***FY 2015-16 – FY 2018/19*** ***4.1.2 Coordinate implementation of the St. Mary Lake Integrated Watershed Management Plan***	**Salt Spring LTC**	***Funded by special tax requisition in future budgets.***	***By whether the SSILTC is coordinating implementation of the St. Mary Lake Integrated Watershed Management Plan***	***Public input being sought***
	4.2 Use land use planning tools to address issues of water quantity	***FY 2015/16 – 2016/17*** ***4.2.1 Use land use planning tools to promote water conservation, such as through rainwater catchment and greywater recycling[21]***	**LTCs**/BIM***	***Funded by program budget in 2015/16. Subject to funding in 2016/17 program budget***	***By whether LTCs have amended land use regulations to promote water conservation***	***Included in the HOLTC OCP review***
	4.3 Advocate for and educate about water conservation measures (e.g. rainwater catchment, greywater recycling)	***FY 2015/16*** ***4.3.1 Develop project charter and budget requests to build organizational capacity (knowledge and time) related to advocacy and education re water conservation tools, such as through rainwater catchment and greywater recycling***	***TPC***	***Funded by base budget***	***By whether a project charter and budget request is complete***	***Due Dec/15*** ***Not started***
		FY 2016-17 *4.3.2 Develop project charter for water conservation advocacy*	*TPC*	*Subject to approval of budget request (see 4.3.1)*	*By whether a project charter has been developed*	*Awaiting TC decision re budget request (see 4.3.1)*
		FY 2016-17 *4.3.3 Implement project charter for water conservation advocacy*	*EC*	*Subject to approval of budget request (see 4.3.1)*	*By whether a project charter has been developed*	*Awaiting TC decision re budget request (see 4.3.1)*

[19] HOLTC recommends this as the 4th highest priority objective.
[20] HOLTC identifies this topic as a future priority.
[21] Related to a recommendation of the SSITLC

OBJECTIVE	STRATEGIES	ACTIVITES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS++
	4.4 Use land use planning tools to protect water quality and quantity	***FY 2015/16*** ***4.4.1 Use land use planning tools to protect the quality of well water***	**LTCs**/BIM***	***Funded by base budget in 2015/16.***	***By whether LTCs have amended land use regulations to protect well water quality***	***SSILTC - Grantville Neighbourhood project underway***

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

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS++
5. ENHANCE *(protect/restore)* community *character,* socio-economic diversity and economic sustainability[22]	**5.1 Use land use planning tools and decisions to improve the availability of affordable, accessible, appropriate housing (e.g. as described in Trust Council's *Community Housing Toolkit*)** [23]	**FY 2015/16 – 2018/19** **5.1.1 Amend OCPs to include affordable housing policies**	**LTCs**/BIM***	***Funded by 2015/16 program budget. Subject to funding in future program budgets***	**By whether LTCs and BIM have amended their OCPs to include new affordable housing policies**	***Gabriola and Hornby considering OCP amendments.***
		FY 2015/16 – 2018/19 **5.1.2 Amend LUBs to improve availability of affordable housing**	**LTCs**/BIM***	***Funded by 2015/16 program budget. Subject to funding in future program budgets***	**By whether LTCs and BIM have amended their LUBs to improve availability of affordable housing**	***Galiano reviewing secondary suites and cottage size. North Pender reviewing housing affordability re STVRs***
		FY 2015/16 ***5.1.3 Develop a project charter to guide the work of LPC in regards to affordable housing advice for LTCs/BIM***	**LPC**	***Funded by base budget***	***By whether LPC has adopted a project charter***	***LPC work program includes development of a project charter.***
		FY 2016/17 *5.1.4 Undertake work outlined in project charter regarding affordable housing*	LPC	*Subject to funding in 2016/17 program budget. LPC has requested up to $50,000 for related work in 2016/17*	*By whether work outlined in project charter is complete*	*Not due* *Not started*
	5.2 Use land use planning tools to promote economic sustainability	*FY 2016/17* *5.2.1 Develop a project charter to guide the work of LPC in regards to economic sustainability* [24]	LPC	*Funded by base budget*	*By whether LPC has adopted a project charter*	*Due Dec/16* *Not started*
		FY 2017/18 *5.2.2 Undertake work outlined in project charter regarding economic sustainability*	LPC	*Subject to funding in future program budgets*	*By whether work outlined in project charter is complete*	*Not due* *Not started* *Subject to LTC interest*
		FY 2015/16 ***5.2.3 Review commercial land use requirements and issues in Mayne LTA***	***Mayne LTC***	***Funded by 2015/16 program budget***	***By whether a review of commercial land use requirements and issues is complete in the Mayne LTA***	***Project charter endorsed on Mayne in June/15***

[22] Almost 70% of trustees indicated that 'enhance community economic sustainability' and 'protect/restore community socioeconomic diversity' should be a strategic priority this term. HOLTC recommends this as the 5th highest priority objective.Trustees indicated that housing was the most important topic for LTCs to work on. BIM's *Island Plan 2015 i*dentifies 'diverse population', 'vibrant community' and 'robust and resilient local economy' as Strategic Pillars for 2015

[23] In June 2015, Trust Council assigned 'Affordable Housing' as the top priority for LPC work. Four LTCs have identified work related to housing as a priority work program item (Galiano, N Pender, Saturna, Denman).

[24] In June 2015, Trust Council assigned 'Economy' as the top priority area for LPC work

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS++
		FY 2015/16 **5.2.4 Amend LUB to ensure an appropriate supply of land zoned for emerging industrial and /or commercial needs in the Salt Spring Island LTA**[25]	***Salt Spring LTC***		**By whether one LUB has been amended to ensure an appropriate supply of land zoned for emerging industrial and commercial needs**	***SSILTC – Industrial Advisory Planning Commission Report received***
		FY 2015/16 ***5.2.5 Improve planning for island villages***[26]	***Salt Spring LTC***	***Funded by program budget in 2015/16***	***By whether one village planning project is complete (Salt Spring Ganges Village Boardwalk Project)***	***Project underway***
		FY 2015/16 **5.2.6 *Amend land use regulations in the Galiano LTA regarding home industry***[27]	***Galiano LTC***	***Funded by program budget in 2015/16***	***By whether Galiano OCP and LUB have been amended to address home industry (Galiano Home-based Contractor Yards Review)***	***Bylaw amendments under consideration***
		FY 2015/16 ***5.2.7 Identify appropriate locations and scope for waste management facilities in the North Pender LTA***[28]	***North Pender LTC***	***Funded by program budget in 2015/16***	***By whether appropriate locations and scope of waste management facilities has been determined in the North Pender LTA (Land Use Planning for Waste Management Project)***	***Waste Management APC established***
		FY 2016/17-? *5.2.8 Amend land use regulations regarding waste management facilities in the North Pender LTA*	*North Pender LTC*	*Subject to funding in future program budgets*	*By whether land use regulations in the North Pender LTA have been amended regarding waste management facilities*	*Not due* *Not started*
	5.3 Use land use planning tools to address challenges of an aging population	***FY 2015/16*** ***5.3.1 Create an age-friendly community plan in one in LTA***	***North Pender LTC***	***Funded by grant and program budget in 2015/16***	***By whether an age-friendly community plan has been created for the North Pender LTA***	***In progress on North Pender***
	5.4 Use land use planning tools to assist communities in adapting to sea level rise in accordance with provincial guidelines[29]	*FY 2016/17* *5.4.1 Develop a project charter re shoreline mapping related to sea level rise*	*LPC*	*Subject to future program budgets*	*By whether a project charter has been developed*	*Due Dec/16* *Not started.*
		FY 2017/18 – FY 2022/23(?) *5.4.2 Undertake shoreline mapping related to sea level rise.*	*LPC*	*Subject to future program budgets*	*By whether shoreline mapping is complete*	*Not due* *Not started*
		FY 2018/19 -- ? *5.4.3 Amend regulatory bylaws to adapt to projected seal level rise*	*LTCs**/BIM****	*Subject to future program budgets*	*By whether LTCs or BIM have amended land use tools to assist in adapting to future climate change impacts*	*Not due* *Not started*

[25] This is a priority work program item for the MILTC and the SSILTC
[26] This is a priority work program item for the SSITLC
[27] This is a priority work program item for the GLILTC
[28] This is a priority work program item for the NPILTC
[29] Could be related to work under Strategy 2.1

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS++
	5.5 Work with other agencies to promote economic sustainability	***FY 2015/16*** ***5.5.1 Develop project charter and budget requests to build organizational capacity (knowledge and time) related to advocacy for sustainable and appropriate agricultural policies***	***TPC***	***Funded by base budget***	***By whether a project charter and budget request is complete***	***Due Dec/15*** ***Not started***
		FY 2017/18 *5.5.2 Develop project charter for sustainable and appropriate agricultural advocacy*	*TPC*	*Subject to approval of budget request (see 5.6.1)*	*By whether a project charter has been developed*	*Awaiting TC decision re budget request (see 5.6.1)*
		FY 2017/18 *5.5.3 Implement project charter for sustainable and appropriate agricultural advocacy*	*EC*	*Subject to approval of budget request (see 5.6.1)*	*By whether a project charter has been implemented*	*Awaiting TC decision re budget request (see 5.5.1)*
	5.6 Reduce or eliminate tax revenue exported out of the Islands Trust Area	***FY 2015/16*** ***5.6.1 Develop Terms of Reference and appoint a Select Committee to study options for Victoria office and/or job locations***	***MGMT***	***Funded by base budget***	***By whether Trust Council has adopted Terms of Reference for a Select Committee and appointed members***	***Work underway*** ***TC approval scheduled for Sept 2015***
		FY 2015/16 ***5.6.2 Develop Scope of Work as a basis for a Request for Proposals for Trust Council approval***	***Select Committee***	***Potentially funded by 2015/16 program budget***	***By whether Trust Council has approved a Scope of Work to be included in a Request for Proposals***	***Not due.*** ***Not started.*** ***Scheduled for Dec 2015***
		FY 2015/16 ***5.6.3 Seek proposals for study and identify budget needs***	***Select Committee***	***Potentially funded by 2015/16 program budget***	***By whether proposals have been sought and budget needs identified***	***Not due.*** ***Not started.*** ***Scheduled for Feb 2016***
		FY 2016-2017 *5.6.4 Undertake study re Victoria office and/or job locations and make recommendations to Trust Council*	*Select Committee*	*Subject to funding in 2016/17 program budget*	*By whether study is complete*	*Not due.* *Not started.* *Scheduled for 2016/17 fiscal year*
		FY 2017/2018 - ? *5.6.5 Implement Trust Council decision*	*MGMT*	*Subject to funding in future program budgets*	*By whether Trust Council's decision has been implemented*	*Not due.* *Not started* *Scheduled for future fiscal years*
	5.7 Facilitate exploration of intra and inter-island transportation routes	*FY 2016-2017* *5.7.1 Develop a project charter and budget request*	*TPC*	*Funded by base budget*	*By whether a project charter has been completed*	*Due Dec/16* *Not started.* *To be scheduled.*
		FY 2017-2018 *5.7.2 Carry out project charter work*	*TPC*	*Subject to future funding (see 5.8.1)*	*By whether work identified in project charter is complete*	*Not due.* *Not started.*
	5.8 Advocate for prevention of inter-islands bridges	***FY 2015/16 - ?*** ***5.8.1 Develop response to Gabriola bridge study***	***EC***	***Funded by base budget***	***By whether a response to the Gabriola bridge study is complete***	***Pending completion of provincial study***

Goal D: *Effective, efficient and collaborative governance*[30]

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS++
6. STRENGTHEN relations with First Nations[31]	**6.1 Improve engagement with First Nations**	***FY 2015/16*** ***6.1.1 Design and populate a contact database for staff and trustee use based on the provincial consultative database***	***EC***	***Funded by 2015/16 program budget $10,000***	***By whether a database has been created and populated.***	***In progress – draft Charter to EC Aug 2015***
		FY 2015/16 ***6.1.2 Research to clarify roles and jurisdictions to consult with First Nations***	***EC***	***Funded by the 201/16 program budget $15,000***	***By whether a research has been undertaken.***	***Not started***
		FY 2015/16 ***6.1.3 Training and workshops at the local and council level, including honoraria and travel for First Nation participation***	***EC***	***Funded by the 2015/16 program budget $10,000***	***By whether training and workshops at the local level have been undertaken.***	***Not started***
		FY 2015/16 ***6.1.4 Match UBCM Community to Community (C2C) funding for local meetings, including honoraria and travel for First Nation participation***	***EC***	***Funded by the 2015/16 program budget $10,000***	***By whether one or more Community to Community meeting has been held.***	***Gambier is seeking matching a grant of $2,000***
		FY 2016/17? *6.1.5 Develop agreements with First Nations*	LTCs**/BIM***	*Subject to funding in future budgets*	*By whether an agreement has been developed*	*Not due. Not started. Denman work program includes development of an agreement with the Komoks First Nation*
	6.2 Improve protection of archaeological and First Nations cultural resources	**FY 2015/16** **6.2.1 Hold an educational Trust Council session about archeological site protection concerns.**	***EC***	***Funded by base budget***	***By whether an educational session for Trust Council has been held***	***Not due. Not started. Scheduled for Dec 2015***
		FY ? *6.2.2 Amend OCPs/LUBs to improve archaeological site protection in one LTA*[32]	*LTCs***	*Subject to funding in future budgets*	*By whether the OCP/LUB has been amended to improve archaeological site protection in one LTA*	*Not due. Not started*

[30] BIM's *Island Plan 2015 i*dentifies 'engaged, accountable and effective government' as a Strategic Pillar for 2015

[31] In June 2015, Trust Council identified this as the 10th highest priority objective. HOLTC recommends this as the 5th highest priority objective. 6 LTCs (HOLTC) have included this topic in their work programs

[32] Protection of First Nations Heritage sites is on the SSILTC's Future Projects List

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS[++]
		FY 2017/18 *6.2.3 Develop project charter and budget requests to build organizational capacity (knowledge and time) related to advocacy for archaeological site protection*	*TPC*	*Subject to funding in 2017/18 fiscal year*	*By whether a project charter and budget request is complete*	*Due Dec/17* *Not started*
		FY 2019-20 *6.2.4 Develop project charter for advocacy related to archaeological site protection*	*TPC*	*Subject to approval of budget request (see 6.2.5)*	*By whether a project charter has been developed*	*Awaiting TC decision re budget request (see 6.2.5)*
		FY 2020-21 *6.2.5 Implement project charter for advocacy related to archaeological site protection*	*EC*	*Subject to approval of budget request (see 6.2.5)*	*By whether a project charter has been developed*	*Awaiting TC decision re budget request (see 6.2.5)*
7. IMPROVE organizational cost effectiveness and resilience[33]	***7.1 Improve cost-effectiveness and quality of Trust Council operations***	***FY 2015/16*** ***7.1.1 Amend Trust Council Meeting Procedures Bylaw to enable electronic attendance at TC meetings (re Electronic Meetings Regulation)***	***EC***	***Funded by base budget***	***By whether the Meeting Procedures Bylaw has been amended***	***Not started***
		FY 2015/16 ***7.1.2 Develop business case and identify costs for technology and equipment to enable electronic attendance at Trust Council meetings***	***MGMT***	***Funded by base budget***	***By whether a business case and costs have been identified***	***Due Dec/15*** ***Not started***
		FY 2016/17 *7.1.3 Acquire appropriate technology and equipment to enable electronic attendance at Trust Council meetings*	*EC*	*Subject to funding in 2016/17 program budget*	*By whether appropriate technology and equipment has been acquired.*	*Not due.* *Not started*
		FY 2015/16 – 2018/19 ***7.1.4 Review and update Trust Council policies and procedures***	**EC**	***Funded by base budget***	***By whether Trust Council has adopted a program for review and update of its policies and procedures***	***Preliminary work undertaken by Management Team***
		FY 2015/16 ***7.1.5 Undertake Information Technology system audit and performance review***	***FPC***	***Funded by base budget***	***By whether an Information Technology System audit and performance review is complete.***	***Due Dec/15*** ***Not started***

[33] SPLTC recommends this objective as the second highest priority

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS[++]
		FY 2015/16 – 2018/19 ***7.1.6 Increase opportunities for Trust Council to engage in in-depth discussion about its vision, goals, mandate and activities***	**EC**		***Funded by base budget***	***By whether time has been scheduled for in-depth Trust Council discussions***	***June/15 – Trust Council Strategic Planning Session Sept/15 Three Trust Council workshops planned***
		FY 2016/17-2017/18 7.1.7 Provide for more Trust Council collaboration with San Juan County	EC		*Subject to funding in future program budgets*	*By the number of opportunities for Trust Council to collaborate with San Juan County*	*Annual meeting held June/15*
	7.2 Prepare Island Trust organization to adapt to the potential incorporation of Salt Spring Island	***FY 2015/16*** ***7.2.1 Identify Adaptation Strategy principles, objectives and options***	***EC***		***$5000 funding provided by province. Balance of funding subject to future budget decisions***	***By whether Adaptation Plan principles and objectives and options have been identified re adaptation to potential incorporation of SSI***	***Trust Council workshop planned for Sept/15***
		FY 2015/16 - 2016/17 **7.2.2 Develop detailed Islands Trust Adaptation Strategy to implement in the event of municipal incorporation of Salt Spring Island**	***EC***			***By whether an Adaptation Plan has been adopted***	***Not due*** ***Not started.***
		FY 2016/17-2017/18(?) *7.2.3 Finalize and adopt detailed Adaptation Strategy to implement in the event of municipal incorporation of Salt Spring Island*	*EC?*		*Subject to future budgets*	*By whether Trust Council has finalized and adopted a detailed adaptation strategy*	*Not due* *Not started*
		FY 2015/16 **7.2.4 Review and update existing IT-MCSCD protocol agreement regarding incorporation of municipalities in the Islands Trust Area**	***EC***		***Funded by base budget***	***By whether the IT/MCSCD protocol agreement has been reviewed and updated***	***TC resolution authorizing review June/15*** ***Briefing to TC Sept/15***
8.Improve cooperation and integration with other levels of government[34] [35]	**8.1 Negotiate new protocol agreement and letter of understanding with the Ministry of Forests, Lands and Natural Resource Operations in regards to Crown land tenures**[36]	**FY 2015/16 - ?** **8.1.1 Revise and consolidate six agreements with the Province relating to Crown Land in the Islands Trust Area**	**EC**	**TPC**	**Funded by base budget**	**By whether the protocol agreement with the ministry has been amended and approved by Trust Council and the Minister responsible.**	**BIM has supported project.** **Project charter *is complete***

[34] BIM's *Island Plan 2015 i*dentifies 'improve external fundraising and relationship building' as a Priority for 2015, under the Strategic Pillar 'Robust and Resilient Local Economy'
[35] The Executive Committee's Work Program identifies 'review process for development of RD/LTC protocol agreements as a priority)
[36] In June 2015, Trust Council approved this as the first priority on TPC's work program. This work would support a priority in BIM's *Island Plan 2015 to* 'address the docks issue'.

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS++
	8.3 Explore opportunities and benefits of working with UNESCO and the TFB and others in seeking nomination of the Trust Area as a UN Biosphere Reserve	***FY 2017/18*** *8.3.1 Develop project charter and budget request*	*TPC*	*Funded by base budget*	*By whether a project charter has been developed*	*Due Dec/17* *Not started.*
		FY 2018/19 *8.3.2 Implement project charter*	*TPC*	*Subject to funding in future program budget (See 8.3.1)*	*By whether project charter has been implemented*	*Not due* *Not started* *Implementation to start Apr/18, if budget approved*
9. Improve community and agency understanding and support of the Islands Trust[37]	***9.1 Review the Islands Trust Policy Statement***[38]	***FY 2015/16*** ***9.1.1 Amend policies administering the Islands Trust Policy Statement***	***TPC***	***Funded by base budget***	***By whether Trust Council has amended the policies administering the Islands Trust Policy Statement***	***Some work underway***
		FY 2015/16 ***9.1.2 Develop a project charter and budget request for a targeted update of the Islands Trust Policy Statement***	***TPC***	***Funded by base budget***	***By whether a project charter and budget request has been developed***	***Due Dec/15*** ***Not started***
		FY 2016/17 – FY 2017/18 *9.1.3 Implement project charter for the targeted update*	*EC*	*Subject to funding in 2017/18*	*By whether the project charter has been implemented*	*Not due* *Not started*
		FY 2016/17[39] *9.1.4 Develop a project charter and budget requests for creation of a vision statement for the Islands Trust Area through community engagement*	*TPC*	*Funded by base budget*	*By whether a project charter has been developed and cost estimates obtained*	*Due Dec/16* *Not started*
		FY 2017/18 *9.1.5 Implement project charter for development of a vision statement for the Islands Trust Area, through community engagement*	*TPC*	*Subject to funding in 2017/18 program budget*	*By whether the project charter has been implemented*	*Not due.* *Not started.* *Implementation to start Apr/17, if budget approved*
		FY 2017/18 *(.1.6 Adopt a vision statement for the Islands Trust Area*	*TPC*	*Funded by base budget*	*By whether Trust Council has adopted a vision statement for the Islands Trust Areas*	*Not due.* *Not started.* *Due after project charter has been implemented*
	9.2 Improve communications about the Islands Trust object and history[40]	***FY 2015/16*** ***9.2.2 Implement adopted communications plan for 2015/16***	***EC***	***Funded by base budget***	***By whether communications plan has been implemented***	***Underway***

[37] Just over 45% of trustees indicated that 'improve understanding and support for the Islands Trust' should be a strategic priority this term. Five LTCs have included this as an item on their work programs. Trustees indicated that 'improve understanding and support for the Islands Trust' was the 3rd most important topic for Trust Area Services work.
[38] Just over 55% of trustees indicated that 'review/confirm the Islands Trust vision and policies' should be a strategic priority this term. In June 2015, Trust Council approved this as TPC's No. 3 work program item
[39] Trust Programs Committee recommended that development of a vision be a part of the update of the Islands Trust Policy Statement
[40] Identified by several LTCs as a priority work program area

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS++
	9.3. Engage communities and agencies in reviewing and updating planning bylaws[41]	***FY 2015/16 - ?*** ***9.3.1 Update Land Use Bylaws*** ***- Galiano LUB tech. amendments*** ***- Gabriola LUB updates re signage and dog boarding*** ***- Hornby OCP and LUB bylaw review*** ***- S. Pender LUB bylaw update*** ***- Thetis OCP&LUB for Assoc Islands***	***LTCs***	***Funded by base budget and projects budget***	***By whether communities have been engaged in the review and updating of planning bylaws***	***Bylaw reviews underway on Galiano, Gabriola, Hornby, South Pender and Thetis islands. Galiano LUB updated July/15***
	9.4 Investigate the use of Alternative Dispute Resolution in Bylaw Enforcement	***FY 2015/16-2016/17*** *9.4.1 Review Bylaw Enforcement policy to consider potential amendments to recognize Alternate Dispute Resolution*	*EC*	*TBD*	*By whether Trust Council's Bylaw Enforcement Policy has been reviewed to consider options for Alternate Dispute Resolution*	*Preliminary report prepared for EC regarding Alternate Dispute Resolution*
10. IMPROVE community engagement and participation in Islands Trust work[42]	***10.1 Improve communications and availability of information about Islands Trust activities***	***FY 2015/16*** ***10.1.1 Develop project charter and cost estimates for video broadcast of Islands Trust Council meetings***	***EC***	***Funded by base budget***	***By whether a project charter has been developed and cost estimates obtained***	***Due Dec/15*** ***Not started***
		FY 2016/17 *10.1.2 Implement video broadcasts of Islands Trust Council meetings*	*MGMT*	*Subject to funding in 2016/17 base budget*	*By whether video broadcasts of Trust Council meetings have been implemented*	*Not due.* *Not started.* *Implementation to start Apr/16, if budget approved*
		FY 2016/17 *10.1.3 Develop project charter and cost estimates for video broadcast of LTC meetings*	*EC*	*Funded by 2016/17 base budget*	*By whether a project charter has been developed and cost estimates obtained*	*Due Dec/16* *Not started.*
		FY 2017/18 *10.1.4 Implement video broadcasts of LTC meetings*	*MGMT*	*Subject to funding in 2017/18 base budget*	*By whether video broadcasts of LTC meetings have been implemented*	*Not due.* *Not started.* *Implementation to start Apr/17, if budget approved*

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

[41] 9 LTCs have identified general bylaw updates as priorities in their work program (Mayne, Saturna, S. Pender, Ballenas/Winchelsea, Gabriola, Gambier, Hornby, Lasqueti, Thetis)
[42] 80% of trustees indicated that 'improve community engagement and participation' should be a strategic priority this term. Only 27% indicated that 'improve open and transparent government' should be a strategic priority

Abbreviations:

AVICC – Assoc. of Vancouver Island Coastal Communities
BIM – Bowen Island Municipality
cDf – coastal Douglas fir
EC – Executive Committee
FN – First Nations
FPC – Financial Planning Committee
FY – Fiscal Year
IT – Islands Trust
ITF – Islands Trust Fund
ITPS – Islands Trust Policy Statement
LGA – Local Government Act
LPC – Local Planning Committee
LPS – Local Planning Services
LTA – Local Trust Area
LTC – Local Trust Committee
LUB – Land Use Bylaw
MCSCD – Ministry of Community, Sport and Cultural Development
MVRD – Metro Vancouver Regional District
NA – Not Applicable
NEB – National Energy Board
NAPTEP – Natural Area Protection Tax Exemption Program
NMCA –National Marine Conservation Area
OCP – Official Community Plan
ProD – Professional Development
RAR – Riparian Areas Regulation
RD – Regional District
RFD – Request for Decision
SSI – Salt Spring Island
STVR – Short Term Vacation Rental
TAS – Trust Area Services
TBD – To Be Determined
TC – Trust Council
TFB – Trust Fund Board
TPC–Trust Programs Committee
UBCM – Union of BC Municipalities

DRAFT

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www.islandstrust.bc.ca

Colour Key for Middle Column:

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

++ Colour Key for Status Column:

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

Attachment E



Strategic Plan 2014-2018

PRIORITY RANKING OF POTENTIAL OBJECTIVES

TRUST COUNCIL STRATEGIC PLANNING SESSION – JUNE 23, 2015

1. **REDUCE OUR ECOLOGICAL FOOTPRINT**
2. **PROTECT THE NATURAL ENVIRONMENT OF ISLANDS**
3. **ENHANCE (PROTECT/RESTORE) COMMUNITY SOCIO-ECONOMIC DIVERSITY AND ECONOMIC SUSTAINABILITY**
4. **PRESERVE AND PROTECT COASTAL SHORELINES AND MARINE AREAS**
5. **PROTECT QUALITY (AND QUANTITY) OF WATER RESOURCES**
6. **IMPROVE COMMUNITY ENGAGEMENT AND PARTICIPATION IN ISLANDS TRUST WORK**
7. **IMPROVE ORGANIZATIONAL COST EFFECTIVENESS AND RESILIENCE**
8. **IMPROVE COMMUNITY AND AGENCY UNDERSTANDING AND SUPPORT OF THE ISLANDS TRUST**
9. **IMPROVE COOPERATION AND INTEGRATION WITH OTHER LEVELS OF GOVERNMENT**
10. **STRENGTHEN RELATIONS WITH FIRST NATIONS**

DIRECTOR OF ADMINISTRATIVE SERVICES
2015-2016 SECOND QUARTER REPORT

Date: 20/08/2015

COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER
Trust Council, Executive Committee, Financial Planning Committee • August 26, 2015 Financial Planning Committee meeting • Meetings with KPMG regarding potential benchmarking review and IT audit • Distributed 2016/17 budget timelines, draft budget assumptions and principles and budget materials for Local Trust Committees • Developed briefing to Trust Council on Historical Budget amounts	**Trust Council, Executive Committee, Financial Planning Committee** - FPC meetings October 21 and November 18 - Complete 2nd Quarter Financial Results - Complete 2014/15 Allocated Financial Statements - Complete 1st draft of 2016/17 budget for FPC review - Support Select Committee to review the location of the Victoria office as needed - Support development of Adaptation Strategy as needed - Provide support for FPC on potential development of benchmarking and/or Key Performance Indicators
Human Resources - All Staff Trip to Gabriola Island July 22, 2015 - Completed several hiring processes - Finance Officer attended Municipal Administrator's Training Institute course on Leadership - Director Admin Services completed Graduate Certificate in Strategic Human Resource Management - Provided orientation of new Administrative Assistant	**Human Resources** - Develop training for managers on hiring processes, time reporting and leave management and labor relations - Review HR policies in operations manual - Completion of hiring processes initiated this quarter - All Staff Meeting September 30, 2015 - Re-start OSH Committee (due to staff turnover of Committee members, no meetings have been held for the past two months)
Financial Management and Payroll - Continued work on Time Leave and Absence Management (TLAM) Project	**Financial Management and Payroll** - Complete 2014/15 Statement of Financial Information - Implementation and Training Time, Leave and Attendance Management (TLAM) Project (Go Live with staff in September 2015) - Review Finance policies in operations manual
Information Systems - Implemented Phase 1 of New Phone System in Victoria Office - Completed Information System Strategic Review	**Information Systems** - Complete Installation of new telephone system in Victoria office and review SSI implementation - Begin work on Business Continuity Plan - Work on replacement of Applications - Complete After Action Review of eSCRIBE implementation
General - Continued participation on Operations Manual Review Project - Provided information to consultants for the SSI Incorporation Study	**General** - Continued support for consultants for the SSI Incorporation Study - Continued participation on Operations Manual Review Project - Review Victoria Lease renewal

FINANCIAL PLANNING COMMITTEE REPORT

To: Trust Council **Date:** August 26, 2015

WORK PROGRAM

1. First Draft of the 2016/17 Budget

Current
Review budget assumptions and principles at FPC August 26, 2015 meeting.

Planned
Review first drafts with FPC at October 21 and November 18 meetings.
Prepare first draft of budget for December Trust Council.

2. Develop Islands Trust Adaptation Strategy, in conjunction with Executive Committee

Planned
Review at FPC October 21, 2015 meeting.

3. 2014/15 Allocated Financial Statements

Planned

Review at FPC October 21, 2015 meeting.

WORK PROGRAM STATUS *(Completed, Changed, and Future Priorities)*

The Financial Planning Committee has adopted the above noted priorities for the third quarter of fiscal 2015/2016. New work program items will be reviewed and assessed throughout the year.

UPDATE (*on Meetings, Agency Liaison, Resource Requirements, etc.)* The Financial Planning Committee met on August 26, 2015. The next meetings of the Financial Planning Committee are proposed to be held October 21 and November 18, 2015. The Committee's financial resources are sufficient at this time.

Cindy Shelest
Designate Staff

Peter Grove
Chair

BRIEFING

To: Trust Council **For the Meeting of:** Sept. 15-17, 2015

From: Financial Planning Committee **Date prepared:** August 26, 2015

SUBJECT: ANALYSIS OF BUDGET CHANGES

DESCRIPTION OF ISSUE: At its March 10-12, 2015 meeting, Trust Council passed the following resolution:

> **TC-2015-008**
> **It was MOVED by Trustee Dodds and SECONDED by Trustee Rogers,**
> to request staff to prepare a brief summary of the budget changes from 2001 to 2014.

In response to this request, staff has provided a detailed analysis of the ten most recent years of financial data (2007 to 2016). In 2007 Islands Trust converted their financial systems. Retrieving financial data prior to 2007 will provide challenges and may not result in comparative data for Trust Council's review. In reviewing 2007 to 2016, the most significant factor related to increased expenditures is staffing costs, therefore, staff have provided further analysis of this area from 2001.

BACKGROUND:

The attached analysis compares budgeted expenditures for the fiscal periods 2006/07 to 2015/16. The total budget increase in expenditures during this timeframe is $2.549 million (see details in Appendix A).

The following provides explanations for all line items that exceeded a $10,000 increase over the ten year period, in order of magnitude.

1. Salaries and Benefits - $1,491,972 increase (53%)

(a) Islands Trust employees

Pursuant to s. 17(3) of the *Islands Trust Act*, all Islands Trust employees are hired subject to the *Public Service Act*. This means that many factors related to Islands Trust employees are determined by the Public Service Agency (PSA), whose policies address human resources issues at the Islands Trust. For example, all Islands Trust staff positions are classified by the PSA, which then assigns a classification level (and required salary range) that reflects the knowledge, skills and responsibilities of the position. In addition, the Public Service Agency is the bargaining agent with the BC Government Employees and Service Union (BCGEU), the union to which unionized staff at the Islands Trust belong.

Islands Trust employees are comprised of:

- **contract employees** (covered under the BCGEU Collective Agreement negotiated by the Public Service Agency (PSA)), and

- **excluded employees** (management staff not covered under the BCGEU Collective Agreement, but subject to salary ranges and employment conditions determined by PSA).

(b) Increases to the costs of salaries and benefits

Increases to overall salary and benefit costs can be attributed to a number of factors, some of which are within the discretionary control of the Islands Trust Council, and some of which are not. These factors can be summarized as follows:

Discretionary decisions resulting in increased salary and benefit costs

- Trust Council decisions to increase service levels or add new services by adding staff positions or increasing the number of hours of existing positions (e.g.. addition of planners, or bylaw enforcement officers)
- Trust Council decisions to require more complex work from existing staff positions, resulting in their reclassification and higher salaries.
- Local Trust Committee decisions to incur staff overtime (e.g. re meeting schedules).
- Trust Council decisions to take undertake work that incurs overtime

Factors outside the control of Islands Trust bodies

- Salary increases and step increases negotiated between the PSA and the BCGEU.
- Salary increases (including step increases) determined by the PSA for excluded staff.
- Increases in the costs of benefits negotiated or determined by the PSA.
- Costs of leaves for sickness/injury, etc. (guided by Collective Agreement and PSA policies)
- Some overtime costs incurred (i.e. those not directly related to the decision of a political body)

Further information about these factors is provided below. In addition, Appendix B provides additional information.

(c) Salary increases – Unionized staff

BCGEU positions are subject to negotiated salary increases as well as “step” increases provided to specific employees as they progress through their positions over time. Step increases are prescribed within the Collective Agreement. When an experienced employee is replaced by a new employee, salary costs are reduced for a period until the new employee progresses to the top of their salary range.

During this time period (2006/07 to 2015/16), BCGEU wage increases were negotiated as follows:

- April 1, 2007 – 3%
- March 30, 2008 – 2.5%
- March 29, 2009 – 2%
- April 1, 2012 – 1%
- August 15, 2012 – 1%
- April 1, 2013 – 1%
- December 1, 2013 – 1%
- April 1, 2015 – 1%

(d) Salary increases – Excluded Staff

A 3% increase to most excluded employee salaries was implemented on April 1, 2014 (with the exception of the CAO position). Further research is required to document earlier increases in excluded employee salaries.

(e) Number of staff positions

The overall number of employees at the Islands Trust is determined by the Islands Trust Council, after considering the level and types of services that it wishes to provide (or in some cases, is required to provide due to statutory obligations).

A detailed analysis of the rationale for New Islands Trust Staff Positions from 2001-2015 is provided in Appendix C, including details of all positions added during this time period and information about Trust Council's reasons for adding funding for these positions.

(f) Position Reclassifications

Some position reclassifications occurred during this period. Some reclassifications were planned when vacancies occurred and others resulted from increased responsibilities being assigned to a position.

(g) Benefits

Benefits for contract employees are also negotiated between the BCGEU and the PSA. In general, PSA provides a similar benefits package for excluded employees. Annually, the Public Service Agency provides Islands Trust with an estimated percentage rate which will be applied to salaries to reflect benefits expense. In 2006/07 this rate was 23,5% and since that time it has increased to 25% of salaries in 2015/16.

2. Trustee Remuneration - $229,238 increase (73%)

From 2007 to 2011, total Trustee remuneration (wages and benefits) increased by $12,342. Trust Council undertook a study of elected official remuneration during the 2008-2011 term of office, consistent with a strategic plan objective of increasing the diversity of elected officials. During fiscal 2011/12, Trust Council implemented a new Trustee Remuneration Policy 7.2.i , with new trustee remuneration rates and the implementation of a benefits plan for Trustees, to take place after the elections in November 2011. The estimated financial impact at the time of policy adoption was $192,000. There have been minor adjustments since that time, including a 1% CPI increase included in the 2015/16 budget.

3. Office - $155,860 increase (48%)

The Gabriola office was relocated in 2010 with additional space being added in 2012. Total budget for this location in 2015/16 is approximately $90,000. Other increases reflect general inflationary costs related to lease costs, office support (such as internet connectivity) and office maintenance.

4. Projects - $332,350 increase ($162,850 net of adjustments) (456%)

The budget detail analysis reflects an increase in LTC and other projects of $332,350 however included in this amount is $119,500 for the SSI Water Protection Project which is funded by special property tax requisition. Also included is a $50,000 estimate for projects completed under grant proposals (with offsetting grants revenue). This was a change in budget policy in 2011. The net impact of these adjustments is that other projects (e.g. LTC) have increased by $162,850 over the 10 year period. Given that Trust Council increased planner hours beginning in 2007 so that LTCs could undertake proactive community planning projects, funding for such projects is in line with this intent. Also inflationary factors affect overall project costs.

5. Legal - $110,003 increase (76%)

This expense increased in 2009 due to several law suits during that time period, including litigation against LTCs and individual trustees. Activity since that time has held fairly constant. As well, inflationary pressures on hourly rates for counsel have impacted overall costs.

6. Training - $66,950 increase (180.9%)

Additional professional staff being added, as well as the impact of inflation on training costs and travel to attend training, has impacted overall costs. Also, more staff being located on Saltspring Island and Gabriola Island has increased travel costs to attend professional training, which is primarily held in urban centres.

7. Amortization - $65,000 increase (100%)

In 2011, new accounting standards were adopted that required local governments to provide amortization expense in their financial reporting.

8. Contractor - $59,500 increase (212%)

A change in budget development in 2015/16 resulted in a transfer of $10,000 from project expenses to contractor expenses. Trust Council approved a budget of $5,000 for the Legislative Services Manager to assist with increasing workload related to Freedom of Information (FOI) requests and records management. Also, in 2009 Trust Council provided a budget to the Local Planning Services Unit for scientific and technical assistance as needed. The balance of the increase relates to the general increased cost of contracts in the administration area for such things as Public Service Agency support and accounting software support.

9. Computers - $24,670 increase (17%)

This cost has increased due to the increased use of technology by staff and trustees and the addition of staff.

10. Insurance - $20,500 increase (28%)

Due to several claims related to law suits and general increased litigation defense since 2009, insurance costs for liability insurance have risen.

11. Travel - $15,550 increase (24%)

Increased staff and increased LTC and Trust Council projects, as well as inflation, has increased this cost over time.

12. Other – net $22,940 decrease

Other increases (less than $10,000 per line item) were offset by decreases in several areas, notably Trust Fund spending (-$13,900) and equipment leases (-$39,000).

ATTACHMENT(S):

Appendix A – 10 year Budget Detail
Appendix B – Explanation of Salary Expenditures
Appendix C – Rationale for New Islands Trust Staff Positions 2001-2015

AVAILABLE OPTIONS:

Receive for information.
Direct financial staff to provide further analysis of the information presented.
Request Staff to expand the financial analysis to include 2001 to 2007. (Note: Due to the difficulty of retrieving information for the period prior to 2007, this would be a larger work program item for financial staff).
Direct Financial Planning Committee to develop specific actions as a result of receiving this information.
Direct Communications staff to develop public communications related to this information.

FOLLOW-UP:

As directed by Trust Council.

Prepared By: Cindy Shelest,
Director Administrative Services

Reviewed By/Date: Linda Adams,
Chief Administrative Officer
August 10, 2015

Financial Planning Committee
August 26, 2015

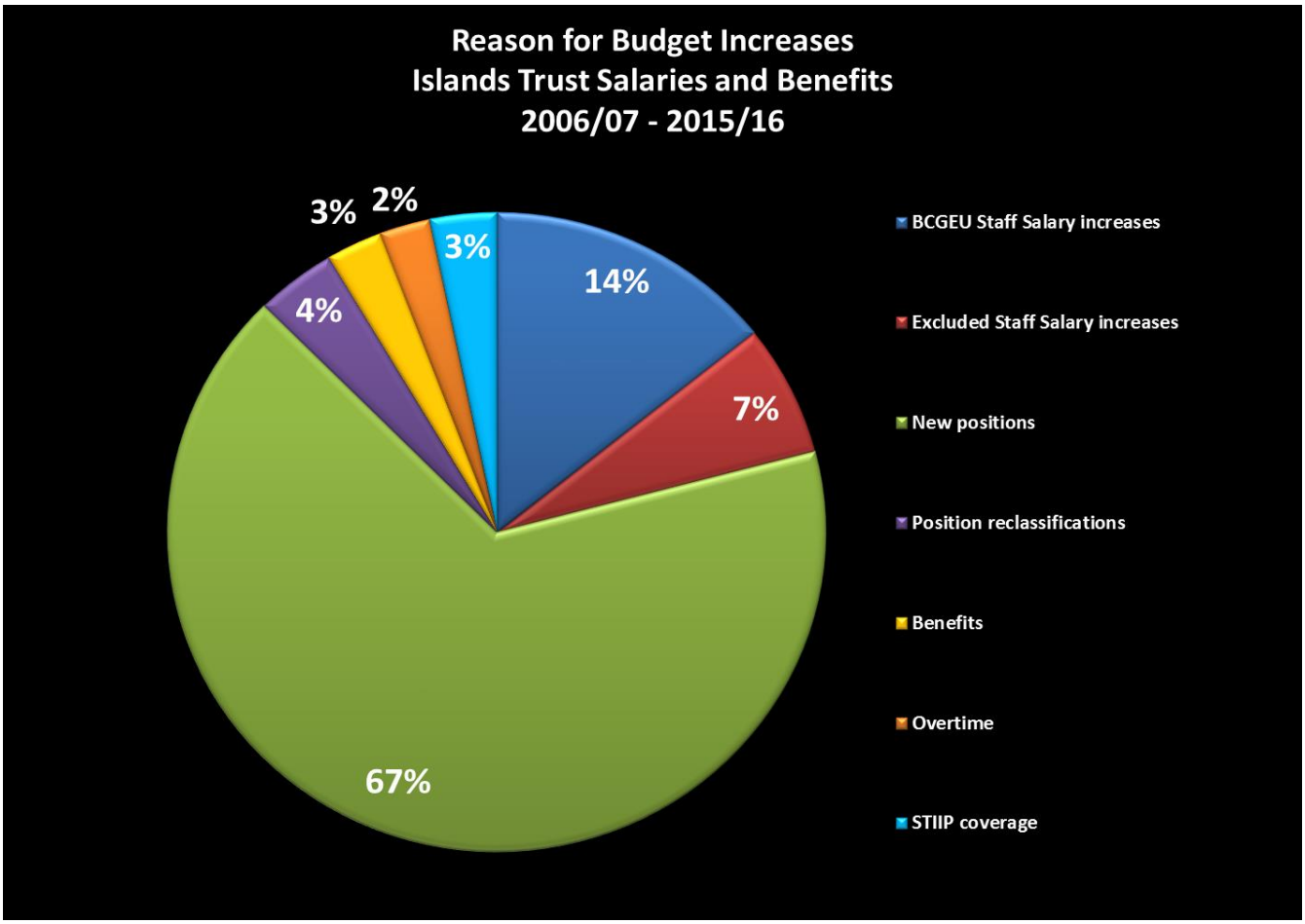
Appendix A – 10 year Budget Detail

Islands Trust

10 Year Budget History

Accounts	Description	Fiscal 2016	Fiscal 2015	Fiscal 2014	Fiscal 2013	Fiscal 2012	Fiscal 2011	Fiscal 2010	Fiscal 2009	Fiscal 2008	Fiscal 2007	Increase (Decrease) 2007 to 2016
40XXX	Fees	110,000	110,000	110,000	110,000	110,000	110,000	160,000	154,000	180,000	140,000	(30,000)
45000	Provincial Grant	180,000	119,122	85,184	186,998	180,000	50,545	318,331	156,000	120,000	120,000	60,000
46000	Property Tax Levy - General	6,187,953	6,126,684	6,066,024	5,929,198	5,870,356	5,755,082	5,447,191	5,344,256	4,995,795	4,257,877	1,930,076
46100	Property Tax Levy - Bowen	213,766	214,654	225,170	165,374	220,880	224,517	208,843	197,693	178,060	156,315	57,451
46200	Special Levy Property Tax Requisition	119,500	110,000	0	0	0	0	0	0	0	0	119,500
47000	Appropriation from Surplus	278,226	268,620	310,814	276,202	302,000	181,831	142,000	85,000	20,000	77,000	201,226
48000	Interest Income	50,000	50,000	95,000	70,000	55,000	42,000	85,000	125,000	80,000	45,000	5,000
49000	Other income	0	0	0	60,000	0	0	90,000	100,000	103,600	33,600	(33,600)
49001	Grant income - projects	50,000	60,000	60,000	34,700	115,000	62,000	0	0	0	0	50,000
	Total revenue	**7,189,445**	**7,059,080**	**6,952,192**	**6,832,472**	**6,853,236**	**6,425,975**	**6,451,365**	**6,161,949**	**5,677,455**	**4,829,792**	**2,359,653**
50900	Amortization Expense	65,000	65,000	55,000	55,000	55,000	20,000	0	0	0	0	65,000
50950	Applications sponsored by EC	5,000	5,000	5,000	5,000	0	0	0	0	0	0	5,000
51000	Audit	35,000	25,000	25,000	35,000	35,000	32,000	33,000	30,000	32,000	27,000	8,000
51500	Bank Charges & Interest	4,000	4,000	4,000	3,500	3,500	1,500	1,000	1,000	1,000	1,500	2,500
52500	Board of Variance	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	0
53500	Carbon Offset Purchases	2,000	2,000	3,000	3,000	0	0	0	0	0	0	2,000
54XXX	Committee Expense	13,000	9,000	17,500	13,500	14,000	14,000	12,000	14,000	14,000	15,500	(2,500)
54500	Communications	28,000	28,000	33,000	33,000	33,000	31,000	31,000	31,000	22,000	32,000	(4,000)
55XXX	Computers	171,170	153,000	163,100	166,334	191,500	180,000	169,400	154,000	130,000	146,500	24,670
56000	Contingency	15,000	15,000	25,000	25,000	38,000	45,000	36,000	58,000	83,000	18,000	(3,000)
56500	Contract Services	87,500	73,500	67,401	74,377	85,000	75,000	85,000	113,000	28,000	28,000	59,500
57000	Elections	0	118,000	7,000	7,000	107,000	5,000	5,000	85,000	5,000	2,000	(2,000)
58XXX	Equipment Leases & Maintenance	20,000	20,000	25,000	31,500	31,500	39,000	50,700	59,000	59,000	59,000	(39,000)
60000	Insurance	95,000	95,000	95,000	95,000	95,000	95,000	95,000	80,573	76,735	74,500	20,500
61XXX	Trust Fund expenses	98,000	92,000	103,000	94,000	94,000	105,500	100,100	101,050	88,500	111,900	(13,900)
62000	Land Title Registrations	3,000	3,000	3,000	3,000	3,000	3,000	5,000	5,000	5,000	5,000	(2,000)
63XXX	Legal	255,003	250,000	271,001	306,000	304,000	304,000	226,000	223,998	174,002	145,000	110,003
64000	Legislative Updates	0	1,000	1,000	500	500	500	500	2,000	2,000	2,000	(2,000)
65XXX	LTC Expenses	99,000	92,000	139,650	130,400	130,400	121,450	131,400	135,400	115,000	108,400	(9,400)
66XXX	Mapping	71,500	71,500	71,500	73,000	88,000	73,000	75,000	75,000	60,000	75,000	(3,500)
67000	Meeting Expense	96,300	88,200	90,300	85,300	82,800	84,400	99,400	96,000	81,000	89,150	7,150
67500	Memberships	17,500	17,500	15,500	15,500	16,200	16,200	14,800	11,900	10,100	10,100	7,400
68100	Notices - Statutory & Non-Statutory	18,000	16,001	20,000	11,998	17,000	17,000	17,000	16,998	16,998	17,000	1,000
69XXX	Office	481,760	456,500	437,200	441,900	432,006	400,232	407,320	473,042	398,950	325,900	155,860
72/3XXX	Projects	405,250	368,750	375,750	365,200	457,300	370,650	438,500	402,250	383,000	72,900	332,350
74000	Recruitment	5,000	5,000	5,000	5,000	5,000	5,000	20,000	20,000	10,000	5,000	0
74900	Safety	5,000	3,000	5,000	5,000	5,000	0	0	0	0	0	5,000
75100	Salaries Admin Staff	1,673,620	1,605,763	1,544,687	1,526,067	1,435,700	1,379,724	1,278,747	1,206,960	1,136,977	996,196	677,424
75110	Benefits Admin Staff	418,404	378,303	370,605	335,782	330,947	338,437	309,221	313,808	290,430	259,011	159,393
76100	Salaries Planners	1,196,576	1,209,834	1,154,183	1,134,723	1,159,031	1,137,394	1,157,143	975,827	972,608	860,281	336,295
76110	Benefits Planners	305,847	288,561	277,004	256,817	266,577	278,661	280,007	251,116	241,777	214,624	91,223
77100	Salaries Planning Support	367,245	373,114	368,710	357,122	353,792	347,654	355,059	352,722	269,470	272,143	95,102
77110	Benefits Planning Support	91,812	89,547	88,490	82,138	81,372	85,175	85,747	91,707	70,062	70,757	21,055
78100	Salaries Bylaw	202,402	218,421	213,016	191,574	169,104	152,890	141,796	133,121	111,902	112,319	90,083
78110	Benefits Bylaw	50,600	52,421	51,124	42,484	40,164	37,458	34,244	34,612	29,094	29,203	21,397
79000	Stationary & Supplies	18,000	18,000	20,000	25,000	25,000	21,000	18,000	18,000	18,000	20,000	(2,000)
79500	Subscriptions	5,000	4,000	4,000	3,200	2,400	2,400	1,500	1,500	1,500	1,500	3,500
80XXX	Telephone	77,010	73,465	65,500	73,400	76,300	86,000	74,200	84,500	75,200	68,200	8,810
81100	Training "Organization Wide"	8,000	8,000	8,000	8,000	8,000	8,000	10,000	10,000	7,000	3,000	5,000
81200	Staff Meetings & Recognition	12,000	10,000	10,000	9,300	8,500	8,500	10,000	10,000	11,000	7,000	5,000
81XXX	Training	103,950	101,750	95,750	96,250	90,750	84,250	82,750	46,700	58,900	37,000	66,950
82XXX	Travel	81,500	79,500	85,500	85,500	90,400	90,400	86,900	104,800	87,800	65,950	15,550
84XXX	Trustee Remuneration	544,996	534,950	531,221	519,606	389,993	328,100	333,100	336,865	323,950	315,758	229,238
	Total expenses	**7,254,445**	**7,124,080**	**6,952,192**	**6,832,472**	**6,853,236**	**6,425,975**	**6,313,034**	**6,161,949**	**5,502,455**	**4,705,792**	2,548,653

Appendix B – Explanation of Salary Expenditures



Category	$,000	Reference
BCGEU Salary Increases	213	1(c)
Excluded Staff Salary Increases	99	1(d)
New Staff Positions Approved by TC	993	1(e)
Position Reclassifications	59	1(f)
Benefits	41	1(g)
Overtime	37	1(h)
STIIP coverage	49	1(h)
TOTAL	**$1,491**	

APPENDIX C - Rationale for New Islands Trust Staff Positions – 2001- 2015

BACKGROUND

Pre 1991

To understand staffing at the Islands Trust, it is important to understand some aspects of the legislative history of the Islands Trust, and how it has evolved since its creation in 1974.

In 1974, the original Islands Trust Act created a very different organization than exists today. For example, in the original version of the 'Islands Trust', there was no Islands Trust Council, no Executive Committee, no Local Trust Committees and no Trust Fund Board. It was not until 1977 that the Islands Trust had land use planning authority in any form, and not until 1989 that the Islands Trust Act was amended to create the Islands Trust as an autonomous form of local government. Amendments to the Islands Trust Act in 1989 also allowed for the Trust Fund Board, required creation and implementation of the Islands Trust Policy Statement and created autonomy for local trust committees. These changes began to be implemented in 1990.

In response to its new responsibilities, the Islands Trust Council developed a staffing strategy that by December 1993 had led to the staff organization illustrated in Appendix C-1. The basic elements of this staffing structure remain today, with three primary staff units (then called Local Planning Services, Administrative Services and Policy Planning Services), aligned with three advisory Council Committees. Staff positions numbered 28.

1993 – 2001

Between 1993 and 2000, a number of factors led the Islands Trust Council to add additional staff, particularly to the Local Planning Services Unit. Some examples of changes during this period included:

- Adoption of the Islands Trust Policy Statement in 1993, giving greater focus to the consistency of LTC bylaws with the Statement.
- Development of modern Official Community Plans (OCPs) and Land Use Bylaws (LUBs) for each Local Trust Area. Until modern OCPs were adopted, every LTC bylaw required ministerial approval, creating lengthy delays. In many cases, existing bylaws were rudimentary, several decades old and largely unenforceable.
- The development of OCPs and LUBs that were specific to associated islands. In several instances these represented the initial regulation of these areas. LTCs often responded positively to requests from residents for LUBs and even OCPs for very small islands.
- Interest in an expanding range of community planning issues, beyond an early focus on the natural environment.
- Growing interest in bylaw enforcement, particularly after communities were engaged in the development of modern land use bylaws.
- Large volumes of development applications.
- Changes to provincial legislation in 1998 which required LTCs to make decisions in open meetings, with public notice and minutes. Prior to this time, some LTCs met rarely, making most decisions by Resolution without Meeting, after internal discussions. There were far fewer opportunities for public observation or participation than were provided after 1998. While no new staff were added in direct response to this change, the open meeting requirements significantly increased the amount of staff time and resources required for LTC operation.
- Introduction of the Freedom on Information and Protection of Privacy Act in 1998, with new requirements for record-keeping and formal response to public requests for records.

- The advent of information technology including the use of email and creation of an Islands Trust website, along with public expectations about response times and the amount and quality of information available.
- The advent of digital mapping, with new expectations on the part of the public about the availability and accuracy of mapping products. Prior to this time, maps were hand drawn with ink and only available for purchase as paper products, often showing only a few 'layers' of information on any one map. In earlier years, the Islands Trust had employed a single cartographer to manage its mapped data.

By December of 2002[1], the Islands Trust Staff Structure appeared as illustrated in Attachment C-2, with staff numbering 35. During the previous 9 years, the Trust Fund Board had been created and now had a total of 4 staff, while 5 positions had been added to the Local Planning Services Unit, including a new specialist in Geographical Information Systems.

RECENT CHANGES

2001 – 2010

During the period from 2001 to 2009, the Islands Trust Council adjusted staffing levels further, in response to community expectations, particularly for planning services. Trust Council's rationale for staffing increases during this period can be summarized by functional unit, as follows:

Local Planning Services

The level of planning staff remained relatively static from 2001 through 2004, although the number of positions in the Northern Office was reduced by 2 following conclusion of the planning contract with Bowen Island Municipality.

In the 2004-2005 fiscal year, two 0.6 FTE positions were added as Application Processing Technicians, in response to increased volume of development applications.

After elections in November 2005, the period from 2006-2009 was characterized by several significant changes, summarized below:

- In March 2006, Trust Council's Strategic Plan identified the need for a complete review of Local Planning Services (LPS). Trust Council members noted that the level of planning services provided to LTCs and development applicants was not acceptable. The level of development applications and day-to-day work related to public enquiries and LTC meetings meant that few LTCs could undertake proactive community planning projects.
- Provincial initiatives that mandated OCP and land use bylaw reviews, such as the *Riparian Areas Regulation* (2004) and requirements to amend OCPs to address the reduction of greenhouse gas emissions (2009). With over 20 OCPs throughout the Islands Trust Area, these initiatives consume considerably more staff time than would be the case for a local government with a single OCP.
- In December 2006, the Islands Trust Council requested that the LPS review be fast-tracked so that Council would be able to implement changes in the 2007-08 fiscal year. Trust Council included $200,000 in its 2007-08 budget as a 'placeholder' to fund anticipated staff increases.
- An initial study was undertaken by Stantec Consultants and received by Trust Council in March 2007.[2]
- Trust Council then requested the new Director of Local Planning Services to undertake a more focused review and present recommendations for Trust Council's

[1] An organizational chart for 2001 has not been located.
[2] http://islandstrust.bc.ca/tc/pdf/lpsreviewstantecrptmar2007.pdf

consideration in December 2007, under the oversight of the Local Planning Committee.

- In December 2007, Trust Council endorsed the recommendations of the Local Planning Services – Focused Review[3], which proposed increases in planning staff, phased in over three years. It also requested the Director of Local Planning Services to make recommendations about Bylaw Enforcement.
- Based upon the focused Local Planning Services Review and the Bylaw Enforcement and Litigation Management Review[4], Trust Council adopted budgets that allowed for increased level of planning and bylaw enforcement staff in each of the next three fiscal years, ending in 2010.

Executive and Trust Area Services

Staffing levels in the Trust Area Services and Executive office were static from 2001 through 2003. However, at the end of 2003, a relatively significant reduction in staffing was made, on a trial basis, after the resignation of the Executive Director. A new Chief Administrative Officer position was created, which combined the functions of the Executive Director and the Trust Area Services Director. This meant a drop in management numbers from 3 to 2 positions. After this change, the staff organizational chart appeared as illustrated in Attachment D-3.

At the time this change was made, neither the Communications Specialist position, nor the Legislative Services Manager position existed, placing a large number of organizational responsibilities on the CAO position. In addition to regular support for the Trust Council and the Executive Committee and overall organizational management, this change meant that the CAO was also responsible for:

- Support for the Trust Programs Committee's meetings and work program
- Supervision of the Trust Fund Board manager
- Organizational communications (chair correspondence, news releases, website content)
- Legislative services (elections, records management, procedural matters, *Freedom of Information and Protection of Privacy* matters
- Interagency liaison and advocacy

Vacancies in senior staff during this period (e.g. Director of Administrative Services, Director of Local Planning Services, Trust Fund Board Manager) placed additional responsibilities on the CAO position, and left the organization at risk, should the incumbent be unable to continue work. While the CAO contributed several hundreds of hours of uncompensated time annually during this period, the Islands Trust did not meet its statutory requirements. Without sufficient resources to undertake all the work it wished to complete, Trust Council chose not to produce an annual report for five years, although it added a part-time Communications Specialist in 2004. Management of organizational records did not meet good practices. To manage local elections in 2005, a land use planner was seconded, removing planning services from local trust committees.

A Corporate Services Review[5] in 2006 initiated by the CAO recommended reinstatement of the Director of Trust Area Services and expansion of the Communications Specialist position to full time. Trust Council approved the related funding in the 2007-2008 fiscal year.

With re-establishment of the Trust Area Services Director position, this position took on responsibilities for:

- Trust Area Programs

[3] http://islandstrust.bc.ca/media/333426/lps-focused-review-nov2007.pdf
[4] http://islandstrust.bc.ca/tc/pdf/belitigationeviewroycroftmar2008.pdf
[5] http://islandstrust.bc.ca/tc/pdf/tcrptcorporateservicesreview.pdf

- Supervision of the Trust Fund Board manager
- Support for the Trust Programs Committee's meetings and work program
- Organizational communications (chair correspondence, news releases, website content)
- Legislative services (elections, records management, procedural matters, *Freedom of Information and Protection of Privacy* matters
- Interagency liaison and advocacy

Following a Review of Legislative Services and Corporate Officer Functions in 2010[6], the Legislative Services Manager position was added. It was the addition of this position that has enabled the Trust Area Services unit to undertake further advocacy work (by removing other responsibilities for statutory requirements), and enabled Trust Council to meet its statutory obligations for effective elections administration, records management, procedural matters, protection of privacy and improved services under the *Freedom of Information and Protection of Privacy Act*. It enabled senior staff to significantly reduce the amount of uncompensated overtime they had been incurring, making the workloads for these positions more sustainable.

Also in this period, the Trust Fund Board staff was increased by the addition of a Property Management Specialist in 2009, in recognition of the Trust Fund Board's growing land holdings.

2011 – 2015

Since the period of expansion during 2005-2010, staffing numbers at the Islands Trust have remained relatively stable, with the changes noted below:

Local Planning Services

- A grants manager position was originally included (at 0.6 FTE) in the Trust Area Services Unit in response to Trust Council's goal of obtaining revenues from new sources. This position was later reduced to 0.4 FTE and transferred to the Local Planning Services Unit, to assist LTCs in applying for grant funding.
- An additional Bylaw Enforcement Officer position was added in 2012-2013 (at 0.6 FTE) and expanded to 1.0 FTE in 2015-2016.

Executive and Trust Area Services

- No new positions since 2010.

Administrative Services

- An Administrative position was added in 2012, related to workload increases in the financial services and human resource units.
- A Computer Applications Support Technician was added in 2013-2014, in response to the growth in use and complexity of computers services used by the public, trustees and staff.

Appendix C-4 illustrates the current staff organization chart.

Table 1 summarizes additions to Islands Trust staffing for the fiscal years from 2007-2008 through 2015-2016.

Chart 1 illustrates overall changes in Islands Trust Staff from 2001 through 2005. During this period, there have been no changes in the numbers of Management staff or in GIS/Mapping staff. Numbers prior to 2007 are believed to be generally accurate, although more detailed research would be required to confirm exact numbers.

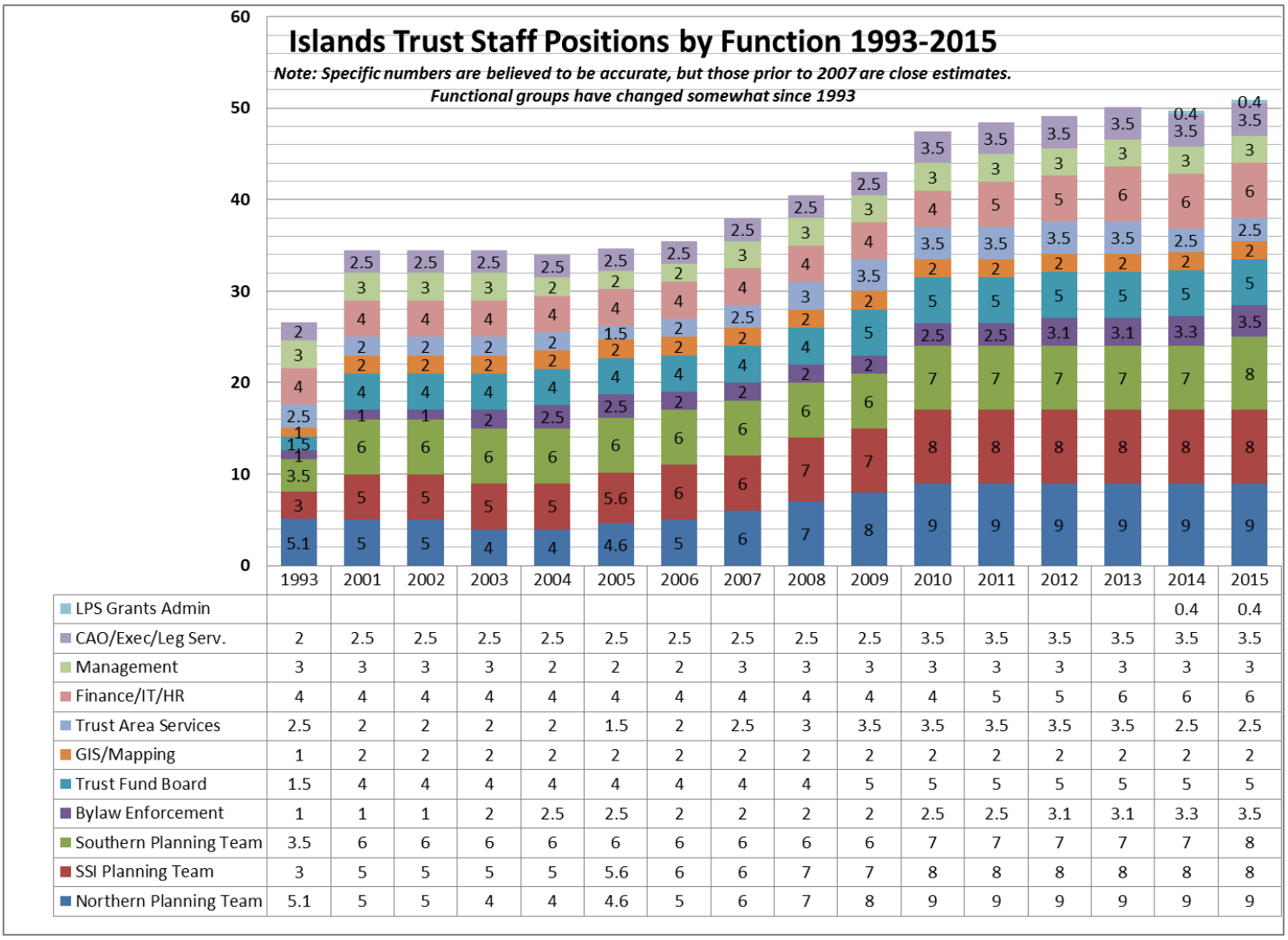
[6] http://islandstrust.bc.ca/media/333514/2010-01-Islands-Trust-CO-Review-FINAL-Report.pdf

TABLE 1
SUMMARY OF ISLANDS TRUST STAFF CHANGES
2007-2008 TO 20015-2016

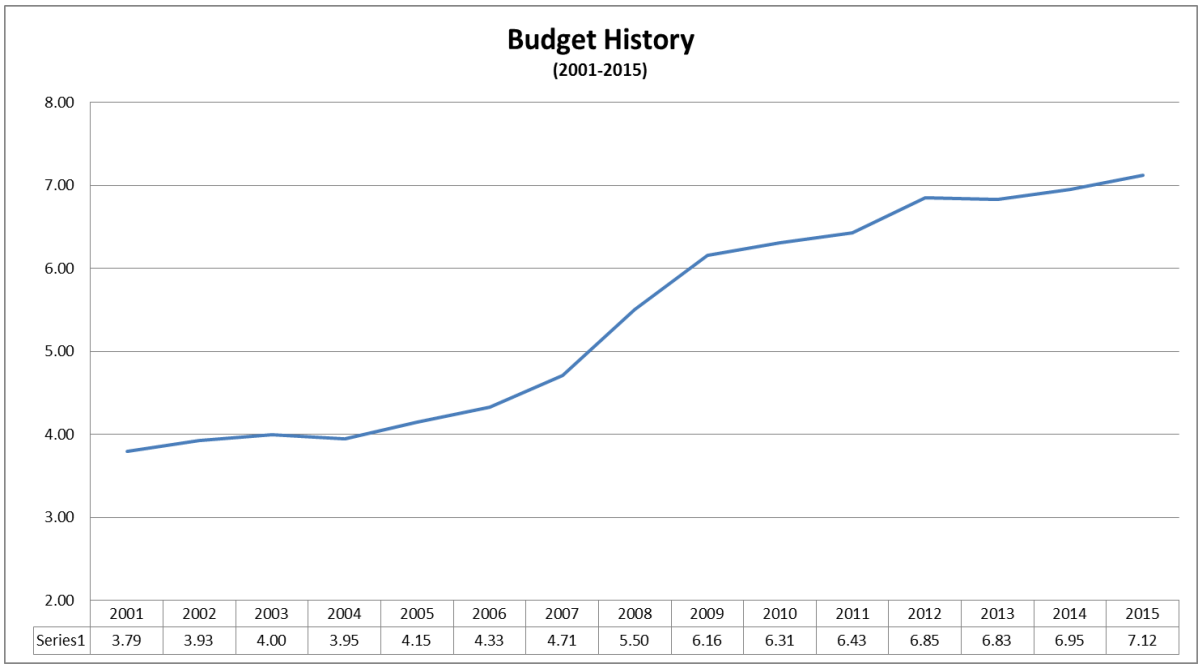
Year	Position
2007/08	Reinstated Director Trust Area Services
2009/10	Added Property Manager – Trust Fund
2009/10	Added: Planner – Northern Office Admin Support – Northern Office Admin Support – SSI Office
2010/11	Added: Planner – SSI Office Planner – Northern Office Planner – Victoria Office
2010/11	Added Legislative Services Manager
2011/12	Added Admin Support – Victoria Office
2012/13	Added Grants Manager (0.6 position; reduced to 0.4 in 2014/15)
2012/13	Bylaw Enforcement Officer (0.6 position; increased to 0.8 in 2014/15 and to 1.0 in 2015/16)
2013/14	Added Computer Applications Support Technician

**Note: Some additions included in the above table are under review and minor changes may be required if identified.*

Chart 1 Overall Changes in Islands Trust Staff from 2001 through 2015

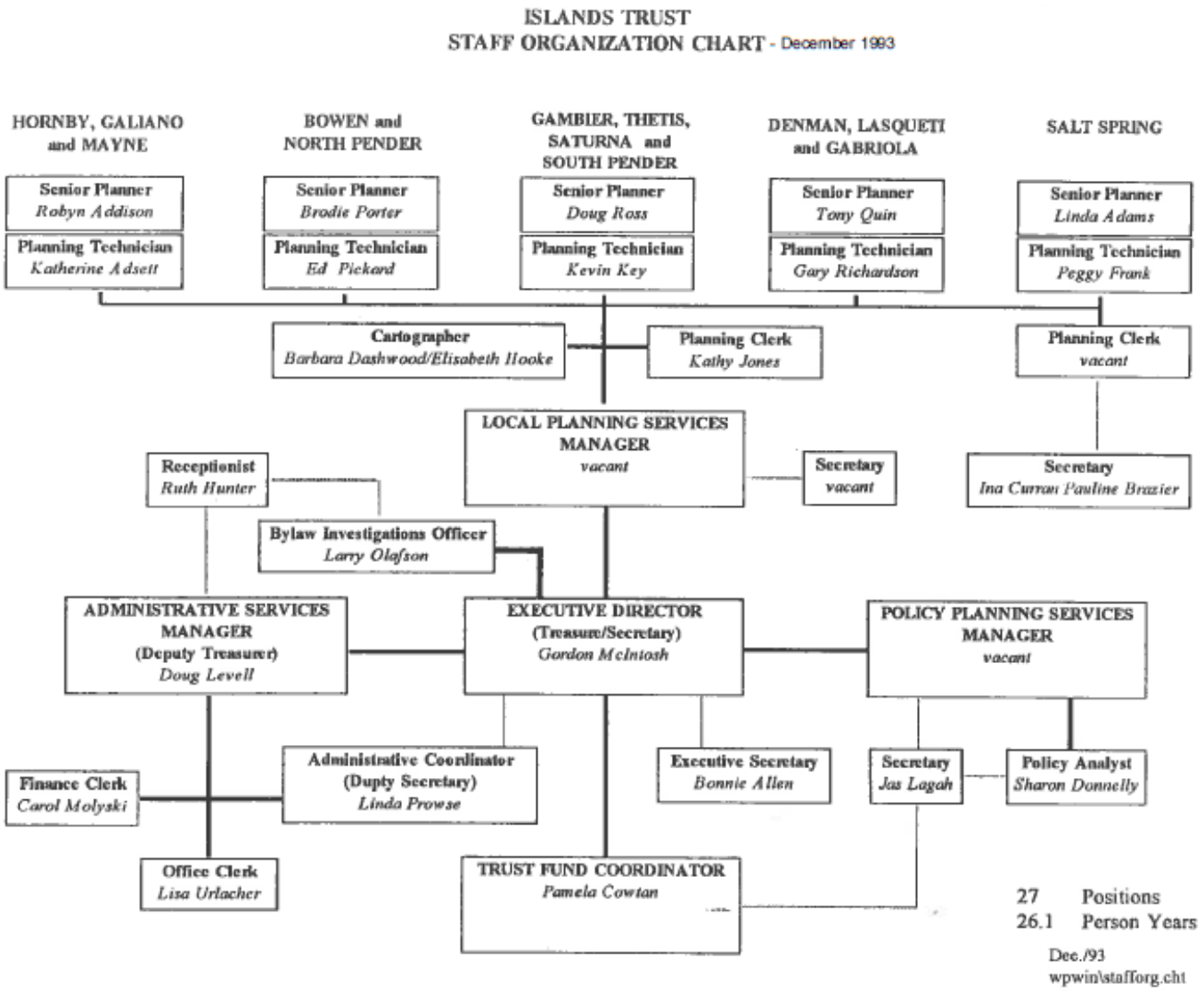


	1993	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
LPS Grants Admin															0.4	0.4
CAO/Exec/Leg Serv.	2	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	3.5	3.5	3.5	3.5	3.5	3.5
Management	3	3	3	3	2	2	2	3	3	3	3	3	3	3	3	3
Finance/IT/HR	4	4	4	4	4	4	4	4	4	4	4	5	5	6	6	6
Trust Area Services	2.5	2	2	2	2	1.5	2	2.5	3	3.5	3.5	3.5	3.5	3.5	2.5	2.5
GIS/Mapping	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Trust Fund Board	1.5	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5
Bylaw Enforcement	1	1	1	2	2.5	2.5	2	2	2	2	2.5	2.5	3.1	3.1	3.3	3.5
Southern Planning Team	3.5	6	6	6	6	6	6	6	6	6	7	7	7	7	7	8
SSI Planning Team	3	5	5	5	5	5.6	6	6	7	7	8	8	8	8	8	8
Northern Planning Team	5.1	5	5	4	4	4.6	5	6	7	8	9	9	9	9	9	9

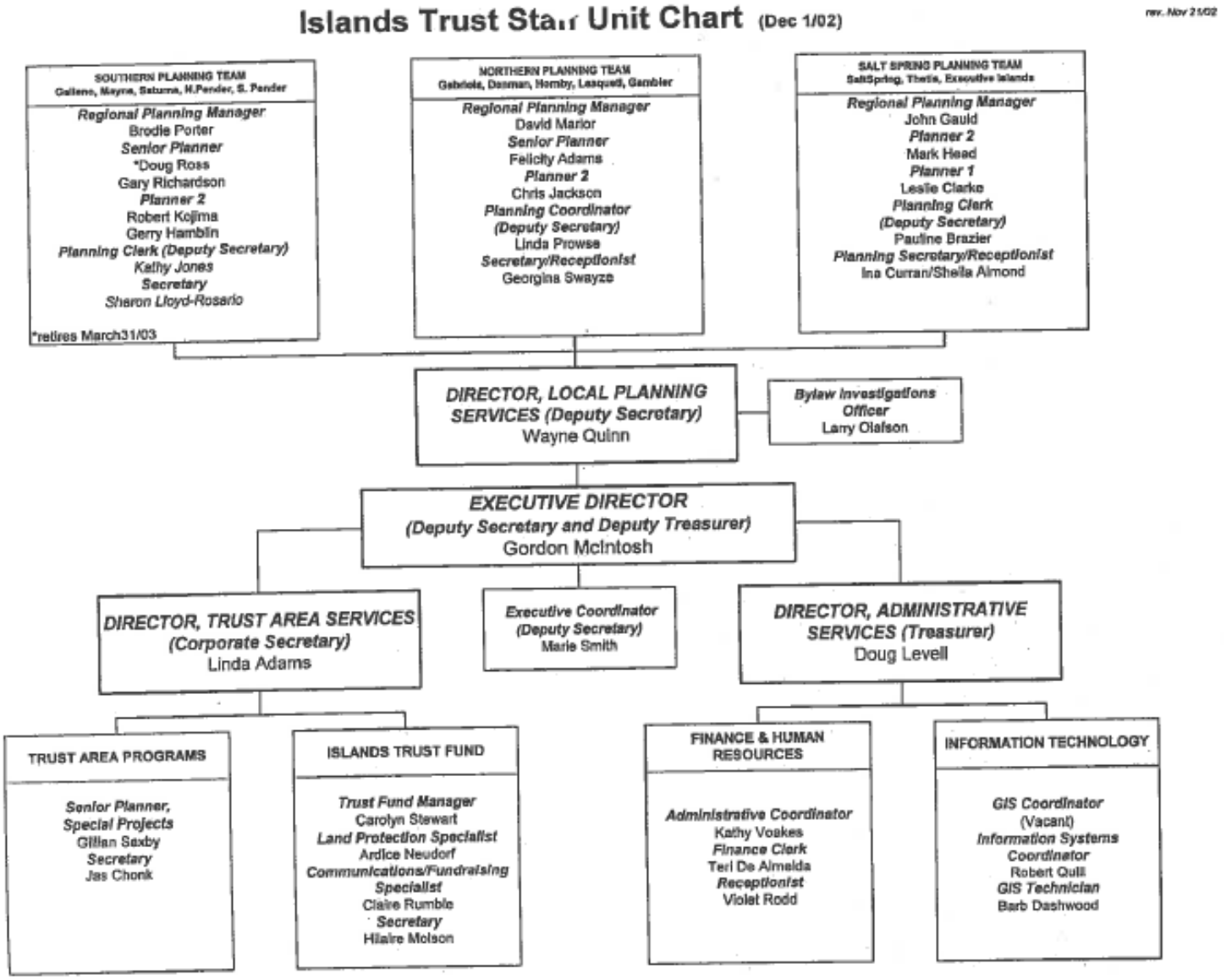


	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Series1	3.79	3.93	4.00	3.95	4.15	4.33	4.71	5.50	6.16	6.31	6.43	6.85	6.83	6.95	7.12

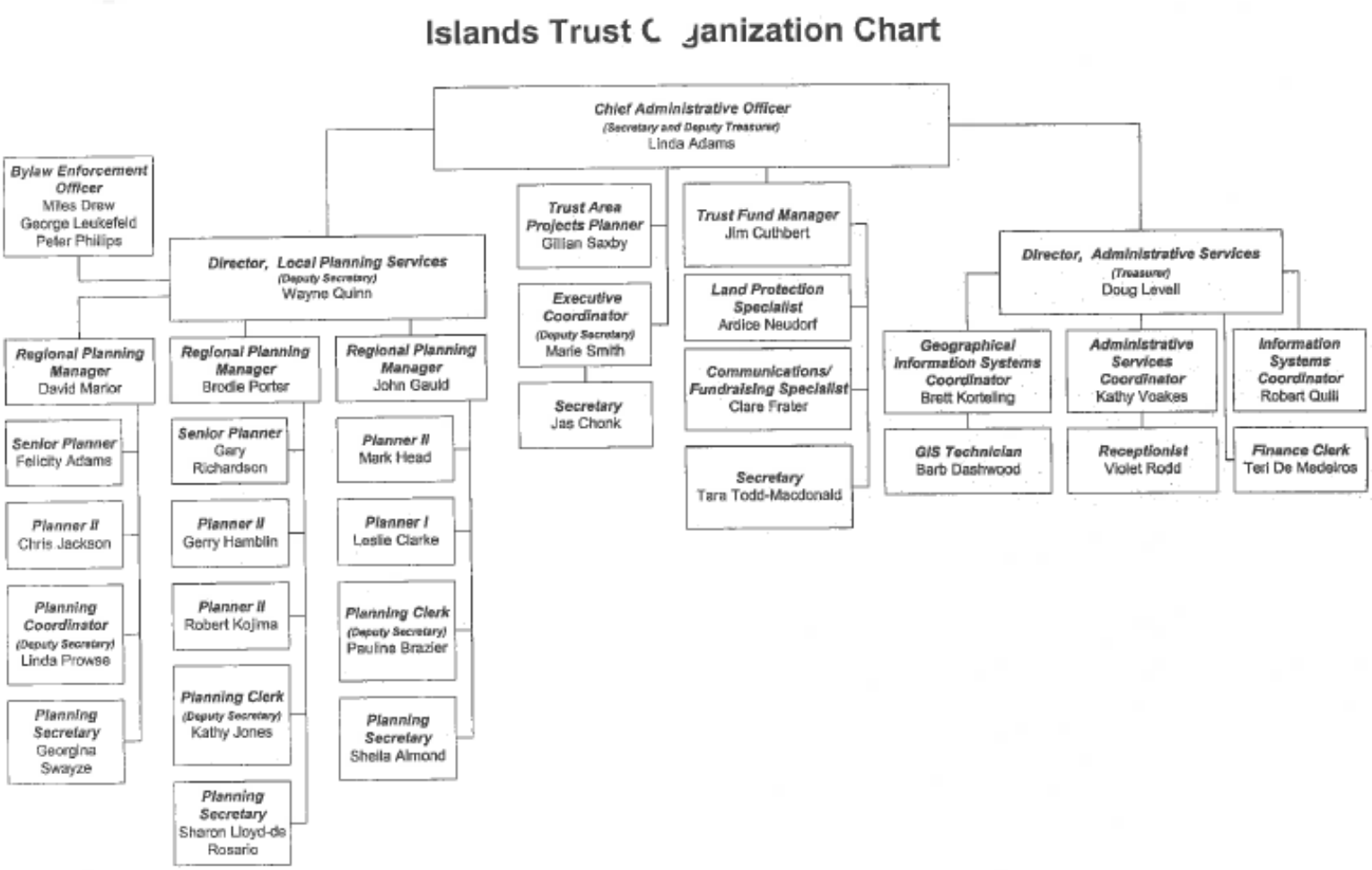
Appendix C-1 – Islands Trust Staff Organization Chart – December 1993



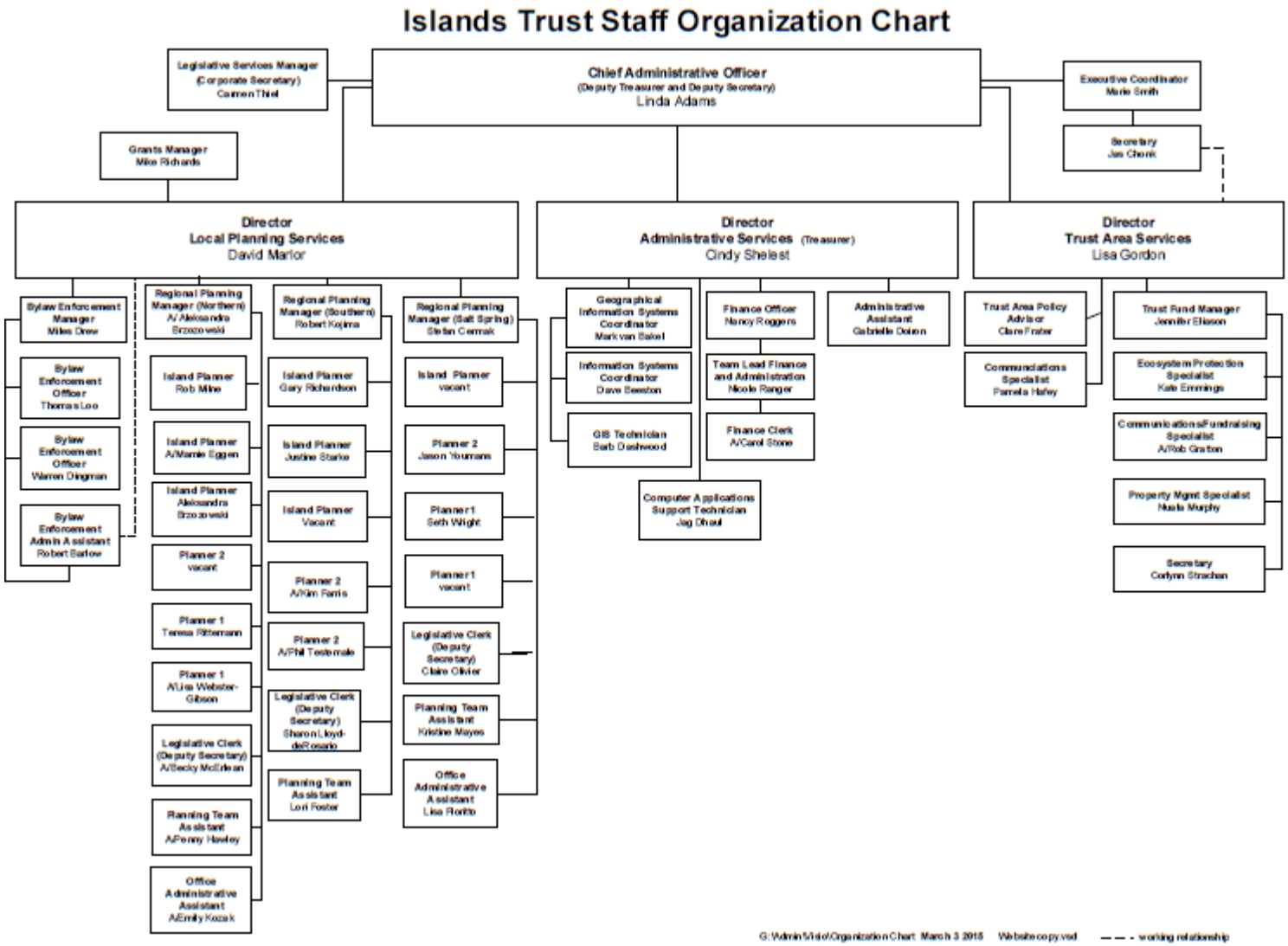
Appendix C-2 – Islands Trust Staff Organization Chart – December 2002



Appendix C-3 Islands Trust Staff Organization Chart – December 2003



Appendix C-4 Islands Trust Staff Organizaton Chart – July 2015



BRIEFING

To: Trust Council **For the Meeting of:** Sept. 15-17, 2015

From: Financial Planning Committee **Date prepared:** August 26, 2015

SUBJECT: STATEMENT OF FINANCIAL INFORMATION (SOFI)

DESCRIPTION OF ISSUE:

The 2014/15 Statement of Trustee Remuneration and Expense section of the Statement of Financial Information (SOFI) is provided to Trust Council for information.

BACKGROUND:

Financial Information Regulation (B.C. Reg. 371/93, including amendments to B.C. Reg. 249/2002 approved September 6, 2002); Schedule 1, sections 1 to 4, requires that:

> For consistency with the *Budget Transparency and Accountability Act* respecting Public Accounts reporting, the FIA states that corporations must prepare …..
>
> > within **six** (6) months after the corporation's fiscal year end, a statement of financial information which includes:
> >
> > - a schedule showing remuneration and expenses paid to or on behalf of employees; and
> > - a schedule showing payments for suppliers of goods or services.

Under the direction of the Director of Administrative Services, Islands Trust's Finance Officer prepares this financial information annually and submits the Statement of Financial Information (SOFI) report to the Ministry.

It has been the practice at Islands Trust to provide the section of the report pertaining to Trustee remuneration and expenses to Trust Council prior to submitting the report by September 30.

ATTACHMENT(S):

2014/15 Statement of Trustee Remuneration and Expenses

AVAILABLE OPTIONS:

Receive for information.

FOLLOW-UP:

The Director of Administrative Services will forward the complete Statement of Financial Information report to the Ministry by September 30, 2015.

Prepared By: Cindy Shelest,
Director Administrative Services

Reviewed By/Date: Linda Adams,
Chief Administrative Officer
August 19, 2015

Financial Planning Committee
August 26, 2015

SCHEDULE OF REMUNERATION & EXPENSES

APRIL 1, 2014 - MARCH 31, 2015

Islands Trust

LAST NAME	FIRST NAME	POSITION	REMUNERATION including taxable benefits	TOTAL EXPENSES
Allen	Alexander	Trustee	$11,683.63	$2,077.87
Atha	Dereck	TFB	$450.00	$348.50
Barber	Diane	Trustee	$4,850.99	$835.06
Bertrand	Ronald	Trustee	$450.00	$1,410.30
Brent	Paul	Trustee	$10,184.31	$1,438.85
Busheikin	Laura	Trustee/Vice Chair	$20,299.27	$6,117.47
Critchley	David	Trustee	$3,817.01	$1,223.07
Crumblehulme	Brian	Trustee	$12,493.31	$749.99
Decario	Louise	Trustee	$8,466.19	$674.60
Dodds	Jeanine	Trustee	$12,493.31	$1,238.91
Fast	Sue Ellen	Trustee	$1,058.07	$187.10
French	Sue	Trustee	$7,100.63	$156.05
Glover	Julia	TFB	$450.00	$959.76
Graham	David	Trustee/Vice Chair	$28,908.09	$8,223.14
Grams	George	Trustee/Vice Chair	$41,017.93	$3,331.52
Grant	Robert	TFB	$150.00	$471.71
Grove	Peter	Trustee	$30,666.03	$2,291.82
Hagedorn	Jan	Trustee	$7,751.12	$3,085.63
Hancock	Ken	Trustee/Vice Chair	$31,370.17	$5,665.97
Harris	George	Trustee	$4,163.83	$628.92
Hunter	Kenneth	Trustee	$3,469.33	$216.07
Janszen	Pamela	Trustee	$6,956.76	$409.80
Johnston	Peter	Trustee	$6,832.48	$644.56
Jones	Michael	Trustee	$6,095.24	$807.48
Law	Tony	Trustee/TFB Chair	$12,251.88	$5,523.39
Luckham	Peter	Trustee/TFB/Vice Chair/Council Chair	$45,453.44	$10,046.82
Malcolmson	Sheila	Trustee/Council Chair	$39,893.05	$7,587.23
Mamoser	Melanie	Trustee	$6,212.01	$978.14
Masselink	Derek	Trustee	$4,904.49	$871.87
McConchie	Bruce	Trustee	$3,216.00	$848.55
Middleton	Lee	Trustee	$3,215.99	$312.23
Montague	Elizabeth	Trustee	$6,597.24	$1,137.41
Morrison	Susan	Trustee/TFB/Vice Chair	$20,620.32	$9,914.91
Morse	Alison	Trustee	$3,286.04	$725.51
Nicholas	Heather	Trustee	$6,449.18	$333.87
Peterson	Timothy	Trustee	$3,146.26	$520.24
Pottle	Sandy	Trustee	$11,871.38	$917.75
Rogers	Dan	Trustee	$3,620.00	$1,018.81
Rudischer	Gisele	Trustee	$12,515.53	$0.00
Scholefield	Wendy	Trustee	$3,216.00	$940.74
Stamford	Kate-Louise	Trustee/TFB	$11,683.81	$3,787.53
Steeves	Gary	Trustee	$9,829.75	$491.66
Stone	Andrew	Trustee	$2,150.56	$613.25
TOTAL 2014/15			**$471,310.63**	**$89,764.06**
TOTAL 2013/14			$472,427.07	$82,309.55

Note: Trustee expenses are paid in accordance with Islands Trust policies (7.2.i. Trustee Remuneration and 7.2.iii Trustee Travel). The amount of expenses incurred reflects the number of activities a Trustee is involved in (eg: Executive Committee Member, Executive Chairs of Local Trust Committee, Committe involvement such as Financial Planning Committee, Local Planning Committee and Trust Programs Committee) and the distance traveled to attend Islands Trust activities. Expenses are higher this year due to variation in year to year travel and the location of quarterly Trust Council meetings. Remuneration includes taxable benefits. Taxable benefits were lower in 2014/15 as compared to 2013/14 due a change in the number of new Trustees who signed up for benefits compared to those who signed up for benefits in the previous term. This led to an overall reduction in total remuneration between 2013/14 and 2014/15.

BRIEFING

To: Trust Council **For the Meeting of:** September 15-17, 2015

From: Financial Planning Committee **Date prepared:** **August 26, 2015**

SUBJECT: DRAFT BUDGET ASSUMPTIONS AND PRINCIPLES 2016/17 BUDGET PROCESS

DESCRIPTION OF ISSUE: Each year, budget assumptions and principles are developed for the next budget cycle. The assumptions and principles provide the underlying basis for developing many of the individual revenue and expense budget lines.

BACKGROUND: Policy 6.3.i Budget Process Policy, section C.2.d states "Budget Principles and Assumptions shall be addressed in December of each year". However, the issues are introduced in September to inform Trustees of the preliminary draft assumptions and principles that staff and the Financial Planning Committee will use in developing the first draft of the 2016/17 budget.

In some cases the assumptions are well-defined and unlikely to change during the budget development process. Other assumptions are less certain at this point, and will likely be amended during the budget development process.

ATTACHMENT(S):

Draft Budget Assumptions and Principles for the 2016/17 Budget Process.
Budget Timelines 2016/17

AVAILABLE OPTIONS:

Modify the assumptions and principles as presented.

FOLLOW-UP:

In an iterative process, as more information becomes available, the budget assumptions and principles will be updated and presented to the December 2014Trust Council.

Prepared By: Cindy Shelest, Director Administrative Services

Reviewed By/Date: Linda Adams, Chief Administrative Officer/August 19, 2015
Financial Planning Committee/August 26, 2015

ISLANDS TRUST
2016/2017 FINANCIAL PLAN
ASSUMPTIONS AND PRINCIPLES – Draft September 2015

PROCESS: Each line of the Detailed Budget is reviewed on a needs-basis by the responsible budget manager, giving consideration to previous years' spending and future work programs and services (including Trust Council's Strategic Plan initiatives). Local Trust Committees (LTCs) are asked to provide their project needs and review their LTC expense budgets, passing any resolutions required to adopt/modify their budget proposals. The Trust Fund Board requests budget changes to support the goals in its Regional Conservation Plan. Directors review their respective Committee work programs to ensure work plan activities are appropriately funded. The Director of Administrative Services reviews the detailed spending and projects costs on behalf of the organization with respect to completeness and accuracy and compiles the Detailed Budget for the year. The overall Detailed Budget is reviewed by Islands Trust Management Team prior to being submitted to the Financial Planning Committee for review and consideration. A first draft of the budget is forwarded to Trust Council in December.

A. Inflation

Assumption/Principle

- Where applicable, estimated general growth in expenditures will be based on the Consumer Price Index (CPI) for Victoria, as reported by Statistics Canada.

Status

- The proposed Detailed Budget for 2016/17 presented to Trust Council in December 2015 will reflect estimated growth in CPI based on Statistics Canada reported Victoria CPI in December 2015.

B. Non-market Growth in Property Taxes

Assumption/Principle

- The property tax base within the Islands Trust Area will grow by 1% due to new development activity.
- The Islands Trust uses a report from BC Assessment on non-market growth for the Southern Gulf Islands and Salt Spring to estimate the non-market growth for the Islands Trust Area as a whole, since the assessment value of this area represents approximately 65% of the total for the Islands Trust Area.

Status

- BC Assessment will produce the report on non-market growth for the Southern Gulf Islands and Salt Spring in December 2015. Once received, data in the report will be used to adjust assumptions about non-market growth.

C. Alternate Funding Through Grants

Assumption/Principle

- The Grants Administrator monitors grant programs to seek opportunities to obtain funding for local trust committees to cover the expense of their program items.
- Management provides the Grants Administrator with an outline of local trust committee proposed projects so specific funding opportunities can be explored.
- Funding of local trust committee programs by grants reduces the requirement for funding through other sources of revenue.
- The annual budget normally includes an estimated amount of contingent grant revenue, to allow for revenue not yet identified. This amount is offset by an equal expense budget for contingent grant expenses. The result is no net effect on the bottom line.

Status

- The 2015/16 approved budget included $50,000 in contingent grant revenue, with an equivalent expense budget. The Grants Administrator position is now a .4 FTE and is focused on LTC projects only. The draft 2016/17 budget will include $50,000 in contingent grant revenue and offsetting expenses.

D. Staffing Levels

Assumption/Principle

- In most cases, current staffing levels are appropriate to carry out the existing level of services and functions provided by the Islands Trust.
- Decreased staffing levels would result in a reduced level of services or functions.
- New functions or services may require either additional staffing or the deletion of some existing functions or service levels.

Status

- No additions or reductions in staff have been identified at this time.

E. Staffing Costs

Assumption/Principle

- In accordance with the *Islands Trust Act*, staff members at the Islands Trust are appointed subject to the *Public Services Act* and the *Public Service Labour Relations Act*. Unionized staff members at the Islands Trust are members of the BCGEU. Their compensation and benefits are subject to union contracts negotiated between the Public Services Agency and BCGEU.
- Excluded (non-union) management staff members are also subject to the *Public Service Act.* They are compensated according to a salary grid approved by the Executive Committee and consistent with the Public Service Agency Policy on Salary Administration for Management Employees. Benefits and related costs are also defined by the Public Service Agency.

Status

- A BCGEU agreement for the period April 1, 2014 to March 31, 2019 is currently in effect which includes a 1% increase which was effective on April 1, 2015. There is also the potential for further increases related to a negotiated Economic Stability Dividend. During the fiscal year 2016/17 two reviews are applicable: one on April 3, 2016 (potential .5% increase) and one on February 5, 2017 (potential 1.0% increase).
- BCGEU contract employees are also eligible for "step" increases as they progress in their positions. A review of eligibility will be undertaken and estimates provided within the budget.
- Excluded staff within the Islands Trust received a one-time 3% wage increase effective April 1, 2014. This budget includes a contingency provision for a 2% potential increase during the 2016/17 budget cycle although nothing has been formally announced.
- Excluded staff are normally eligible for "step" increases as they progress in their positions, these have been frozen by the Public Service Agency since September 2012. Estimates for the step increases that would normally apply will be included within the budget as a contingency, in the event the freeze is lifted during the 2016-17 fiscal year.

F. Office facilities

Assumption/Principle

- The Islands Trust maintains office facilities for staff in Victoria, and on Salt Spring and Gabriola islands.
- The Islands Trust will continue to lease office space for trustees on Denman, Galiano and North Pender, subject to trustee needs, and subject to Policy 7.4.iv (On-Island Trustee Offices).
- No further increase in space requirements is anticipated at this time.

Status

- The Victoria office lease term expires in September 2016 and the Islands Trust must give notice of any intent not to renew the lease by March, 2016.
- In June 2015, the Islands Trust Council approved the creation of a Select Committee to review the location of the Victoria office. Trust Council will consider Terms of Reference for the Select Committee in September 2015. The Draft Terms of Reference indicate that completion of this review would be subject to Trust Council's inclusion of the necessary funding in its 2016/17 annual budget. Should the review result in recommendations to relocate the office, the related costs would be subject to Trust Council's 2017/18 annual budget. Trust Council's decision about a potential office move would therefore not be made before notice of a move would be required (March 2016). In addition, an anticipated referendum on Salt Spring Island in June 2016 is expected to indicate whether Salt Spring Island will be incorporated as a municipality (potentially by late 2016). Both of these factors could impact future office needs, and therefore lease decisions. This budget anticipates remaining in the current Victoria location for the duration of 2016/17, while the completion of the Select Committee's work and the Salt Spring Island incorporation referendum are in process.
- The Northern office (Gabriola Island) lease term expires in November 2015 and the Islands Trust has given notice of intent to renew the lease.
- Should Salt Spring Island vote to incorporate, the Islands Trust expects to contract with the new municipality to provide planning services until 2019. The Salt Spring office lease term expired in February 2015 and the Islands Trust has renewed the lease for a two-year period. Future lease decisions will be guided by the Islands Trust Adaptation Strategy, should incorporation proceed.

G. **General Revenue Fund Surplus**

Assumption/Principle

- Trust Council's policy 6.5.i, section D.6, recommends a minimum level of Surplus as "three months of expenses net of three months of revenue, excluding revenue from property taxes or the provincial grant".
- The Islands Trust receives annual property tax funds in August of each year.

Status

- Based on the current draft of the 2015/16 budget, the General Revenue Fund Surplus balance would be $2.070 million at March 31, 2016. As this amount represents 119% of the recommended minimum level of Surplus, no increase in the General Revenue Fund Surplus is required at this time.

- Islands Trust has not had to borrow funds in the last five years to fund operations prior to receiving the annual property tax funds.

H. Provincial Funding

Assumption/Principle

- The provincial government provides annual funding grants to the Islands Trust, consistent with funding levels provided to other small local governments

Status

- In March 2015, the multi-year agreement with the province based on the Strategic Community Investment Fund grants expired. For the 2015/2016 fiscal year, the estimated grant amount provided by the Ministry of Community, Sport, Cultural Development was $180,000.The amount of the provincial grant for 2016/17 is unknown at this time. Estimates based on prior year's averages will be used until further information is provided by the Ministry.

I. Local Planning Services

Assumption/Principle

- The Islands Trust Council provides sufficient funding for LTCs to carry out their primarily function, which is land use planning and regulatory activities within their local trust area as permitted by the *Islands Trust Act* and consistent with *Islands Trust Council Policy 5.9.1.* These activities include the development of Official Community Plans and land use regulations and the processing of development applications and referrals from other agencies. Other activities may be undertaken where the Islands Trust Council has delegated additional powers to an LTC.
- LTC development application fees are intended to partially fund the costs of development application processing.
- Local Planning Services' Planner positions are fully staffed to the levels approved by the Islands Trust Council following the 2007 Local Planning Services Review. The budget process may propose new or modified positions.
- Local Planning Services' Bylaw Enforcement positions are fully staffed to the levels approved by the Islands Trust Council following the 2008 Bylaw Enforcement Function Review. The budget process may propose new or modified positions.
- OCP and land use planning project budgets over the long-term will be distributed between LTCs based on their relative percentage of assessed value, per the resource allocation model.

Status

- All Local Planning Services positions will be fully staffed, with some minor fluctuations due to normal levels of turnover, leaves and workload variations.

J. Planner Resource Allocation

Assumption/Principle

- The current work program system which allocates planner time to LTCs will be maintained.
- Resources will continue to be fairly evenly distributed between the three planning regions (North, South, Salt Spring)

Status

- Maintaining accurate and complete planner time records continues to be a challenge due to an older, unwieldy software package which requires significant staff resources to enter information into and to maintain. Plans to replace this package continue to emerge. In September 2015 a new Public Service Agency time reporting system is being introduced into Islands Trust. Once this project is completed, any further requirements identified will be considered.

K. LTC Program and Strategic Plan Budget items in 2016/17 Draft Budget

Assumption/Principle

- The Strategic Plan provides a framework to guide the overall direction of activities for the Islands Trust, to focus finite resources, and to achieve efficiencies where there are common LTC projects.
- Following the November 2014 elections, the Islands Trust Council began a review of the existing Strategic Plan, considering whether to amend or replace the goals, objectives, strategies and actions that are currently identified. Trust Council will be considering a new Strategic Plan, to be adopted in September 2015. Budget implications related to these strategies will be reviewed in the fall of 2015 for inclusion in the proposed 2016/17 budget, presented to Trust Council in December 2015.
- Early in the budget cycle (i.e. July-Sept) LTCs propose budget items for the next fiscal year on the basis of local priorities.
- Management evaluates initial LTC budget proposals against a number of criteria including: Does the proposal support work that is a provincial requirement?; Does the proposal directly support an activity identified in the Strategic Plan?; Does the proposal support work that is a continuation of a current OCP/LUB program?; and Does the proposal support recently adopted OCP policies? Management then prepares a draft budget for FPC discussion and consideration in November.

- FPC considers the draft budget prepared by management and evaluates all budget proposals, including those from LTCs, before recommending a draft budget to Trust Council in December.
- Trust Council provides FPC with direction regarding a further draft of the budget, to be released for public consultation in January and February. Following receipt of public comment and further recommendations from FPC, Trust Council makes the final decision on the overall budget and the individual components in March.
- LTCs have the option of requesting a Special Tax Requisition to raise funds for land use planning activities (or activities related to delegated powers) within their Local Trust Area that were not approved within the general Trust Council budget (see Trust Council Policy 6.3.ii).

Status

- Each LTC has been asked to identify LTC Budget requests for 2016/17, giving consideration to planning capacity to complete requests. In December, trustees will have an opportunity to review and suggest changes to the proposed budgets prior to final adoption of the budget in March 2016.

ISLANDS TRUST

TIMELINE FOR 2016/17 BUDGET PROCESS

Date	Activity
Fri June 26/15	Budget sheets for LTCs distributed to Director LPS and RPMs
July/Aug/1st part Sept	Planners to put Budget topic on first available LTC agenda LTCs and Trustees discuss 2016/17 budget requests and work programs with Planning Staff
Wed Aug 26/15	**FPC reviews draft budget principles**
Fri Aug 28/15	Budget documents distributed to all Managers for development of departmental budgets. Managers review requests with Staff for input and feedback into the budget process. Director Admin Services begins consutation with Bowen Island and Trust Fund Board
Tues Sept 15/15	All LTC budget requests forwarded to the Director LPS. Director LPS discusses budget requests with Grants Administrator to review for available grants/funding.
Fri Sept 18/15	**All budget requests forwarded to Director, Admin Services**
Wed Oct 7/15	Management finalizes budget recommendation to FPC
Wed Oct 14/15	Draft 1 of Budget submitted to FPC
Wed Oct 21/15	**FPC reviews and discusses first draft of the Budget**
Oct 21-Nov 12/15	Staff make revisions to draft budget as directed by FPC
Wed Nov 18/15	**FPC approves the Draft Budget and budget principles to be submitted to December Trust Council**
Nov 2015	- continued research and planning to improve estimates for proposed operational changes - Planning staff develop "additional operations" budget proposals on behalf of LTCs to go to December Trust Council; preparation for potential local tax requisitions for individual LTCs (see policy 6.3.ii Special Property Tax Requisition)
Fri Nov 27/15	Draft Budget distributed to Trust Council Trustees
Wed Dec 8/15	**- Trust Council endorses budget principles and preliminary budget after debate** - Budget debate includes consideration of "additional operations" budgets from LTCs - Trust Council approves public consultation process
January 2016	- Consultation with Bowen Island and Trust Fund Board - Further refinement of 2015/16 Base Budget and discretionary spending requests - Public consultation on proposed budget conducted - LTCs who want to fund "additional operations" from special tax requisition pass a resolution to do so
February 2016	- LTCs proposing a special tax requisition hold public consultation meetings - Executive and FPC review of Proposed Budget and Program List - FPC recommendations on Property Tax Requistion and Bowen Island Municipality Tax Levy and LTC special tax requisitions - review public suggestions/comments regarding the budget
March 2016	- Trust Council approval of Base Budget and Program List, along with approval of bylaw for Property Tax Requisition, Bowen Municipality Tax Levy and LTC special tax requisitions - forward Budget Bylaw to the Minister - Budget information and news release prepared

DIRECTOR OF TRUST AREA SERVICES
2015-2016 SECOND QUARTER REPORT

Date: Aug 19, 2015

COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER
1. <u>TRUST COUNCIL / TRUST PROGRAMS COMMITTEE</u> • Sent seven letters to delegates and presenters at June Trust Council • Administered 2015 Community Stewardship Awards program • Completed Legislative Monitoring report and briefing • Prepared for joint meeting with Bowen Island Municipality	• Support LTCs presenting Community Stewardship Awards, review program administration with TPC and prepare 2017 program documents • Manage referral from BC Hydro re: Wood pole test and treat program – Bowen Island.
2. <u>AGENCY LIAISON and ADVOCACY</u> Chair correspondence to: • National Energy Board regarding Kinder Morgan's Trans Mountain Pipeline Expansion Project • Minister Stone, BC Ferry Commissioner, Minister Bond, Minister Yamamoto and local government allies re BC Ferries fare reduction request • ALC Chair re welcome and meeting request • Policy Advisor briefed Executive Committee about attendance at future meetings of Transport Canada's Regional Advisory Council on Marine Oil Spill Preparedness and Response • Policy Advisor submitted comments to EAO on draft referral materials re Woodfibre LNG	• Send letter welcoming new CSCD Minister • Ongoing tracking of legislative and major policy / program changes in all levels of government • Continue implementing marine advocacy program • Continue participation in the Joint Working Group for the Removal of Derelict Vessels • Negotiate amendments to agreements with the Ministry of Forests, Lands and Natural Resource Operations in partnership with Bowen Island Municipality. • Support for Pacific Pilotage Authority consultations re proposed anchorage near Gabriola Island and existing Plumper Sound anchorage

3. <u>COMMUNICATIONS</u>
• Issued six news releases
  ○ CAO retires
  ○ BC Ferries fare reduction campaign
  ○ Community stewardship awards announcement
  ○ Denman Bylaw enforcement Supreme Court order
  ○ Strategic Plan public input
  ○ September council program
• Communications support for Tour des Iles
• Public consultation for 2014-2018 Strategic Plan (graphic design, webpage, news release, social media, advertising, subscriber notices, survey, email input, internal communications
• Updated BC Ferries advocacy and community stewardship awards webpages
• Hosted staff communications advisory group meeting (reviewed priorities and identified staff training needs)
• Developed agenda and topics for LPS Pro-D on communications
• New signs and posters for Council meetings
• Twitter: 41 new followers (706) and 52 new tweets (580)
	• Complete design and distribution of 2014-2015 Annual Report
	• Provide communications support for adoption of Strategic Plan (August-September)
	• Update 2015 Public Relations plan for EC and TC following outcome of the Strategic Planning process
	• Continue to liaise with planner and designer to edit, format, design and produce Thetis LTC's "A Landowner's Guide to Protecting Shoreline Ecosystems
	• Coordinate media training for Chairs
	• Deliver LPS Pro-D communications sessions
	• Host next communications advisory group meeting and develop plain-language answers to commonly-asked questions, determine next steps on publications inventory based on gaps identified at LPS Pro-D meeting,
	• Work with staff in Administrative Services to create searchable photo library / image bank
	• Review Twitter guidelines and explore options for social media – Facebook etc.
	• Recommend guidelines for Executive Committee's consideration about promoting island events

TRUST PROGRAMS COMMITTEE
WORK PROGRAM REPORT

To: Islands Trust Council Updated: Sept. 2015 Trust Council

WORK PROGRAM

1. **AMEND CROWN LAND COOPERATION AGREEMENTS**
   - Engage Bowen Island Municipality and the Province of B.C. in updating and consolidating six existing agreements into one.

2. **ISLANDS TRUST POLICY STATEMENT UPDATE**
   - Recommend amendments to policies about the Policy Statement
   - Consider scope, process, options, costs and implications of a targeted update

3. **COMMUNITY STEWARDSHIP AWARDS**
   - Regular program administration and evaluation

CONTINUING ITEMS

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

Ongoing initiatives not specified in draft strategic plan

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

Lisa Gordon
Designate Staff

Derek Masselink
Chair

BRIEFING

To: Trust Council **For the Meeting of:** Sept 16, 2015

From: Clare Frater **Date prepared:** August 26, 2015

File No.:

SUBJECT: LEGISLATIVE MONITORING REPORT

DESCRIPTION OF ISSUE: Every six months, staff provides a summary of past or proposed external regulatory changes that could directly affect Islands Trust operations, local trust committee/island municipality bylaws or regulations, or Strategic Plan projects. *Caveat: This chart is provided for convenience only and is not to be construed as a legal document or as legal advice.*

BACKGROUND:

The attached legislative monitoring report includes:

- Planned legislation
- Legislation in process (N/A for this report)
- Legislation in effect
- Court decisions
- New resources
- Discussion/Planning/Trust Fund Board (TFB) related advocacy topics
- Environmental assessment processes in the Trust Area

Staff also use this report to track legislative change requests from Island Trust bodies and submitted to the provincial government. The report does not track private members' bills.

The report is updated bi-annually using a range of sources, including Union of British Columbia publications, the websites of the Legislative Assembly of BC and the Parliament of Canada, provincial and federal news releases, the Canada Gazette and a variety of websites and RSS news feeds. Islands Trust also pays for an annual subscription to QuickScribe, which tracks all BC Statutes and Regulations. This chart is not intended to track potential advocacy topics, but may report legislative changes that relate to advocacy projects on Trust Council's Strategic Plan and might affect local planning (e.g. provincial agriculture, riparian regulations, fish farms) or Trust Fund Board. The chart is organized according to the following categories:

- Planned legislation
- Legislation in process
- Legislation in effect
- Court decisions

- New resources
- Discussion/Planning/Trust Fund Board (TFB) related advocacy topics
- Environmental assessment processes in the Trust Area
- Legislative change requests

ATTACHMENT(S): Legislative Monitoring Report, August 2015

AVAILABLE OPTIONS: If Trust Council wishes to direct new staff actions on any of the topics in this report, a resolution adding a new business item to Trust Council's agenda is required.

FOLLOW-UP: Staff will continue to monitor past or proposed external regulatory changes and will advise the Executive Committee of consultation opportunities. This report will be provided for the information of Trust Council twice a year.

Prepared By: Clare Frater, Policy Advisor

Reviewed By/Date: Lisa Gordon, Director, Trust Area Services, August 26, 2015
Linda Adams, Chief Administrative Officer, August 26, 2015

LEGISLATIVE MONITORING REPORT
August 26, 2015

This document is intended to advise Trust Council about past or proposed external regulatory changes that could directly affect Islands Trust operations, local trust committee/island municipality bylaws or regulations, or Strategic Plan projects. The chart is organized according to the following categories:

- Planned legislation
- Legislation in process (N/A for this report)
- Legislation in effect
- Court decisions
- New resources
- Discussion/Planning/Trust Fund Board (TFB) related advocacy topics
- Environmental assessment processes in the Trust Area
- Legislative change requests

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Planned legislation

PLANNED LEGISLATION	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTION - PAST	ISLANDS TRUST ACTION - FUTURE
Campaign expense limits framework legislation for BC local elections (Provincial)	Special Committee work complete. The provincial government has stated that expense limits framework legislation will be developed for the 2018 local elections.	On June 26, 2015, after consulting through an on-line survey and public hearings, the provincial all-party Special Committee on Local Elections Expense Limits produced their final report on local elections campaign expense limits. The committee recommended that in jurisdictions with a population of less than 10,000, mayoral candidates have an expense limit of $10,000 and candidates for all other locally elected offices have an expense limit of $5,000; and recommended a per capital funding formula for use in jurisdictions with a population of 10,000 or more. The committee also recommended that local elections expense limits for candidates apply to all campaign spending from January 1 of the election year to election day, and that third party spending be limited to 5% of the expense limit of a candidate.	None.	Trust Area Services staff will monitor for new legislation
Groundwater regulations in support of *Water Sustainability Act* (Provincial)	Consultation open to September 8, 2015	The groundwater regulations will be key to future water management in the Trust Area. As part of the BC government's phased approach to *Water Sustainability Act* implementation, it has released four papers describing proposed new policies related to licensing groundwater use, dam safety, protecting groundwater and offences and fines. Pending government review and approval, the proposed policies are to be incorporated into new regulations that would come into force along with the *Water Sustainability Act* in 2016. The BC government proposes to include these policies in new regulations under the Water Sustainability Act, which will come into force in 2016.	On August 26, 2015, EC requested staff to draft a letter for the Chair commenting on B.C.'s Water Sustainability Act draft groundwater licensing and protection policy by September 8th, 2015. 2011 and 2013 EC requested that the Province provide funding and prioritize studies of Gulf Island aquifers to inform future regulatory decisions, and that the Province assign priority to the Islands Trust Area, or at least the islands of greatest concern, for area-based groundwater regulations and Water	Trust Area Services staff will monitor for future consultation opportunities and will advise Executive Committee.

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PLANNED LEGISLATION	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTION - PAST	ISLANDS TRUST ACTION - FUTURE
			Sustainability Plans In January 2014 Islands Trust produced: Gulf Islands Groundwater Protection *A Regulatory Toolkit*:	
Invasive Species Act (Provincial)	Planned.	The BC government is considering new legislation to coordinate the response to the introduction of non-native plants, animals and diseases. The existing *Weed Control Act* and regulations have been under internal study and that a scientific review of invasive plant species for regulation is nearing completion. This legislation could require the Islands Trust and Trust Fund Board to remove invasive species on their properties.	None.	Trust Area Services staff will monitor for any consultation opportunities and will advise Executive Committee.
Agricultural Waste Control Regulation (Provincial)	Comments on 2nd policy paper accepted until Aug 31, 2015. 1st policy intentions paper released for public comment in 2012.	The Ministry of Environment is reviewing the Regulation in consultation with stakeholders. A proposed new agricultural environmental management policy framework will include: • Updated policy; • A revised regulation or code of practice that will be enacted under authority of the Environmental Management Act (EMA); and • Guidance documents (such as guidelines, fact sheets, beneficial management practices) and other non-regulatory approaches.		Trust Area Services staff will monitor for any consultation opportunities and will advise Executive Committee.

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Legislation in Process

LEGISLATION IN PROCESS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTION - PAST	ISLANDS TRUST ACTIONS - FUTURE
None.				

Legislation in Effect

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
Agricultural Land Reserve Regulation amendment re medical marijuana Corresponding Ministry of Agriculture Bylaw Standard (Provincial) (2015)	In effect as of May 7, 2015 through Order in Council 200/2015 amendments to the Agricultural Land Reserve Use, Subdivision, and Procedure Regulation 171/2002	The B.C. government amended the Agricultural Land Reserve (ALR) Regulation to specifically identify federally licensed medical marijuana production as a farm use in the ALR which local governments can regulate, but not prohibit. The Ministry of Agriculture has also developed a corresponding Bylaw Standard. The Bylaw Standard establishes the limits to which local governments can restrict the production of medical marijuana in the Agricultural Land Reserve, and provides local governments with ready-to-use bylaw provisions developed following consultations with local governments. The bylaw standard does not impact licensed facilities outside of the Agricultural Land Reserve. Bylaw standards must be adopted by local governments that are regulated under the *Local Government Act*. (See also: Guide for Bylaw Development in Farming Areas in New Resources section below.)	Information regarding the Bylaw Standard communicated to all planners. Gabriola Island LTC is planning to amend their Bylaw 177 in early 2016 to be in compliance with the new bylaw standard.	As necessary, planners are advising LTCs on application of the bylaw standard.
Agricultural Land Reserve Regulation amendments (Provincial) (2015)	In effect as of May 7, 2015 through Order in Council 346/2015 amendments to the Agricultural Land Reserve Use,	The B.C. government amended the Agricultural Land Reserve (ALR) Regulation to: • Allow landowners to lease portions of their land for agricultural production without an application to the ALC. • Allow facilities owned by co-operative associations to count all produce provided by their members as part of the 50% (previously each farm in the ALR with on-site packing and processing facilities to was required to grow at least 50% of the farm products packed or processed).		

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LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
	Subdivision, and Procedure Regulation 171/2002	• Allowing breweries, distilleries and meaderies on ALR land on terms similar to wineries, requiring at least 50% of the farm products used to make the beer, spirits, and mead be grown on the farm. • Allow wineries, cideries, breweries, distilleries and meaderies in the ALR to sell alcohol that was not produced on the farm in their lounges and restaurants, subject to the *Liquor Control and Licensing Act* and local government regulations. Retail sales of products remain restricted to those produced on the farm.		
Protected Areas of British Columbia Amendment Act, 2015 *(Provincial)*	*Royal Assent March 25, 2015*	Through this Act the provincial government protected land on Galiano and Denman Islands: **Bodega Ridge Park addition (147 hectares):** The addition to this park is the result of two private land acquisitions totalling 109 hectares, and a foreshore addition of 38 hectares. The additions extend the park across the width of Galiano Island, located in the southern Gulf Islands. The total area of Bodega Ridge Park will be 397 hectares (321 hectares of upland and 76 hectares of foreshore). **Denman Island Park addition (2 hectares):** The addition to this park is the result of the administrative transfer of Crown lands from the Ministry of Forests, Lands and Natural Resource Operations to the Ministry of Environment. The total area of Denman Island Park will be 561 hectares.	Islands Trust mapping staff have added the protected areas to appropriate maps.	
Local Government Act (via *Miscellaneous Statutes Amendment Act, 2014*) (Provincial)	*Miscellaneous Statutes Amendment Act, 2014* granted Royal Assent May 29, 2014.	Amendments to the *Local Government Act* provide for the termination of land use contracts in all municipalities and regional districts on the "sunset" date of June 30, 2024. Requires all local governments to have zoning in place for lands covered by land use contracts by June 30, 2022. Local governments may terminate; and use contracts before June 30, 2024. New powers for Boards of Variance to consider orders in situations where local governments terminate land use contracts early. Land use contracts were a form of land use control available to local governments in British Columbia between 1971 and 1978. Land Use	Planning staff has identified all land use contracts in the Islands Trust Area.	As appropriate, LPS staff to update orientation materials for Boards of Variance. If necessary, planners will advise relevant LTCs on approach, if any,

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
		Contracts are agreements between the landowner and the local government that supersede zoning regulations. There are nine known Land Use Contracts in Local Trust Areas: • Denman – Komas Ranch. • Gambier – Keats DL696; Worlcombe; Thormanby – Bucaneer Bay • Gabriola – Whitmore • Galiano – Galiano Properties • North Pender – Stanley Point Estates • Salt Spring – Foxglove; Blackburn Farm and Sunrise Place		for zoning amendments and whether to terminate a land use contract early. If necessary, LTCs may amend zoning during a regular LUB review or at the time of a bylaw amendment application.
Riparian Areas Protection Act (formerly *Fish Protection Act*) (*Amended via Water Sustainability Act*) (Provincial) (2014)	*Water Sustainability Act* granted Royal Assent May 29, 2014	Amended to transfer most of the non-fish related stream protection measures to the new *Water Sustainability Act,* to rename the *Fish Protection A*ct as the *Riparian Areas Protection Act*. Amendments enable the Minister to make any kind of directive (previously limited to policy directives) and provide more powers to the Minister to make regulations. Background: March 2014 Office of the British Columbia Ombudsperson Report- Striking a Balance: The Challenges of using a Professional Reliance Model in Environmental protection – British Columbia's Riparian Areas Regulation For more details see the June 2014 Trust Council briefing Riparian Areas Regulation Implementation Update (section 2.4)	The Ministry of Forest, Lands and Natural Resource Operations requested information on all local trust committees' official community plans, land/use bylaws, policies and procedures in relation to the implementation of the Riparian Areas Regulation in all local governments affected by the Riparian Areas Regulation. The director of Local Planning Services provided that information to the Ministry in October 2014. The Director also provided the status of progress on those local trust area bylaws not in compliance with the Riparian Areas Regulation. No RAR streams identified:: • Balenas-Winchelsea • Gabriola – Mudge • Gabriola – DeCourcey	OCP and LUB amendments in progress: • Denman • Gambier (all islands identified as RAR applicable; some mapping to be completed in Nov 2015.) • Hornby • Lasqueti • Thetis

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LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
			• North Pender Associated islands Adopted RAR amendments: • Gabriola • Galiano • North Pender • Saturna • Salt Spring • Salt Spring - Prevost	
Water Sustainability Act (Provincial) (2014)	Royal Assent May 29, 2014 The current *Water Act* will remain in force until the *Water Sustainability Act* is brought into effect in early 2016. At that time, the *Water Act* will be repealed.	The 140-page *Water Sustainability Act* create regulatory changes in seven key areas: 1. Protect stream health and aquatic environments 2. Consider water in land use decisions 3. Regulate and protect groundwater 4. Regulate water use during times of scarcity 5. Improve security, water use efficiency and conservation 6. Measure and report large-scale water use 7. Provide for a range of governance approaches. Under the new Act, government will manage surface and groundwater as one resource. The *Water Sustainability Act* enables a number of regulations to be developed. Due to the complexity of the new Act and the number of proposed regulations associated with Act, government is taking a phased approach to implementation. The initial priority is to update regulations related to core activities including authorizing water use, water fees and rentals and regulations needed to authorize and manage groundwater use. The details of the changes, and the extent of new responsibilities for local governments, will be revealed when the supporting regulations are developed (see groundwater regulations section above). An intent of the Act is for decision makers to have a broader suite of tools to help make more informed decisions	Many conversations and meetings between Islands Trust and Ministry of Environment staff 2008-present April 30, 2010 Islands Trust staff submission. February 2011, Executive Committee response to the provincial Policy Proposal. October 2013, Chair requested extension to consultation deadline. November 2013, Executive Committee submission January 2014: Gulf Islands Groundwater Protection *A Regulatory Toolkit*:	Trust Area Services Staff to continue to monitor for changes relevant to the Trust Area and advise Executive Committee.

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LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
Local Government Act/Climate Charter *(via Local Government (Green Communities) Statutes Amendment Act* (Bill 27) (2008-15) (Provincial)	In-effect as of October 1, 2008.	▪ Requires municipalities and local trust committees to include GHG emission targets, polices, and actions in their OCPs by May 21st 2010. ▪ Requires regional districts to include GHG emission targets, polices, and actions in their RGS by May 31st 2011 ▪ Expands local government Development Permit Area and zoning variance authority to promote energy and water conservation, the reductions of GHGs, and encourage alternative transportation options for off-street parking. ▪ Expands Regional District's Development Cost Charges authority to exempt small, energy efficient development.	Islands Trust operations have been carbon neutral: 2012, 2013 and 2014. Eighteen OCPs amended. David Marlor, Director of Local Planning Services, is on the Capital Regional District's (CRD) Climate Change Action Group	OCP yet to be amended: • Piers Island Ongoing routine efforts to address greenhouse gas reduction through local trust committee bylaws and evaluation of development applications. When the Province completes the reports, LTCs and BIM[1] will be able to assess community progress towards emission reduction targets by viewing the Community Energy Emissions Inventories (2012 reports were expected in Spring 2015)
Building Act (Provincial) (2015)	Received Royal Assent on March 25, 2015. A two-to-four-year transition period will	The Act modifies the current building regulation scheme. Under the Building Act, the BC Building Code will not change as the Act is intended to improve the regulatory system in which the existing Code is applied and enforced. Among other purposes, the *Building Act* establishes the Province as the sole authority to set building requirements. The objective is to create more consistent building requirements across British Columbia. Once the relevant sections of the Act come into force, local	None.	If LTCs have advocacy policies regarding their regional district's building bylaws, they may wish to review them during OCP reviews.

1 Bowen Island Municipality

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
	give local governments and building officials time to adapt to the new provisions.	governments will have two years in which to eliminate building requirements from their bylaws. The two-year transition period will not start before late 2015. Local governments will be able to apply for variations from the Building Code. If approved, these will be enacted in a provincial regulation, not a local government bylaw. The Province may also identify in a regulation matters that may continue to be regulated by local government. The *Building Act* will apply throughout British Columbia except the City of Vancouver (Vancouver has authority to establish its own building bylaw), federal lands and Indian Reserves. The code applies regardless of whether a regional district has building inspection services. The Act resulted from a multi-year review and consultation process. The Act is intended to make building requirements more consistent across B.C. and establish mandatory qualifications for local building officials. The legislative changes remove the "concurrent authority" provisions in the *Community Charter* with respect to building and move the Minister's authority to make building regulations from the *Local Government Act* to the *Building Act*. The new Act does will not affect local government land-use planning, zoning or development authorities nor will it affect how local governments decide to administer and enforce the BC Building Code Additional information on the changes to the building regulatory system are available on the Ministry of Natural Gas Development and Responsible for Housing's webpage and on the Province's webpage about the *Building Act*, which includes links to the *Building Act* Guide.		

Court Decisions

COURT DECISIONS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTION - PAST	ISLANDS TRUST ACTION - FUTURE
West Kelowna (District) v. Newcomb 2015 BCCA 15 (BC Court of Appeal)	Reasons for Judgment – January 9, 2015	The BC Court of Appeal affirmed the BC Supreme Court ruling that a local government's zoning powers can extend to the regulation of long-term moorage. More information is available in an article published in the Young Anderson LLP's newsletter.	Bowen Island Municipality has considered managing vessels in Mannion Bay.	
Squamish Nation v. British Columbia (Community, Sport and Cultural Development), 2014 BCSC 991 (BC Supreme Court)	Reasons for Judgment - June 4, 2014 Case not appealed.	The Squamish Nation and Lil'wat Nation successfully challenged the Province's decision to approve the Resort Municipality of Whistler's 2011 Official Community Plan. The Court set aside Whistler's OCP because it determined that the Province failed to adequately consult the First Nations regarding the potential impacts of the plan before approving it. Only Whistler, local trust committees and Sun Peaks Mountain Resort require Ministerial approval before adopting an OCP. The decision means that the Province may not rely exclusively on third party engagement by Whistler, the Islands Trust and Sun Peaks Mountain Resort to fulfil the Province's duty to consult. More information is available in an article by Gregg Cockrill and Reece Harding with the firm Young Anderson LLP.	LPS staff have been undertaking engagement with First Nations during the bylaw adoption process under S. 879 of the Local Government Act and in accordance with the Ministry of Community, Sport and Cultural Development's *Guide to First Nations Engagement on Local Government Statutory Approvals*. In December 2014, the Ministry updated the guidelines to reflect recent Court decisions. These guidelines identify a specific process for First Nations engagement. (In Trust Council's March 2015 meeting materials)	LPS Staff has been working with the Ministry to ensure that its required First Nations consultation process can occur concurrently with a local trust committee's First Nation engagement processes. Staff is continuing to work with the Ministry on revised procedures. Should Trust Council decide to amend the *Islands Trust Policy Statement*, a First Nations engagement program would need to be developed in coordination with the Ministry.

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New Resources

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS - PAST	ISLANDS TRUST ACTIONS - FUTURE
Guide for Bylaw Development in Farming Areas	Revised May 15, 2015	The *Guide for Bylaw Development in Farming Areas* offers standards for developing and amending bylaws affecting farming areas (land in the ALR, land zoned for *agriculture*, and land affected by a valid and subsisting *aquaculture* license under the *Fisheries Act*. It also provides general information for handling other planning issues involving agriculture. The guide now includes information on the Minister of Agriculture's new Bylaw Standard to guide local government bylaw development regulating medical marihuana production facilities licensed by Health Canada's Marihuana for Medical Purposes Regulations and located in the ALR.		
2014 amendment to Flood Hazard Area Land Use Management Guidelines	Consultation closes August 8, 2014. Consultation on the consultation draft amendment for sections 3.5 and 3.6 was available for review and comment until October 31, 2014	New guidelines for land use development in areas affected by sea level rise are under consideration by the Ministry of Forests, Lands and Natural Resource Operations. The flood hazard area land use management guidelines update represents a significant policy change that will impact land use and development decisions made by local governments in coastal areas. Current state of science on sea level rise indicates a 1m increase by 2100 for south coast BC. Guidelines are not mandatory, but S. 910 of the *Local Government Act* states that local governments "must consider" the guidelines when making floodplain bylaws The Flood Hazard Area Land Use Management Guidelines have been prepared by the provincial government to help local governments, land-use managers, and approving officers develop and implement land-use management plans, and make subdivision approval decisions, in areas subject to flood hazards. The Ministry of Forests, Lands and Natural Resource Operations is in the process of updating these guidelines to include design considerations for land use and development in areas that will be affected by sea level rise. The update will amend sections 3.5 (The Sea) and 3.6 (Areas Protected by Standard Dikes) based on a series of technical studies, Climate Change Adaptation Guidelines for Sea Dikes and Coastal Flood Hazard Land Use (Ausenco Sandwell, 2011), as well	Sonja Zupanec, Island Planner, was on the Ministry of Environment's Flood Hazard Area Land Use Management Guidelines working group until October 2014. LPS staff provided a submission to the Province in October 2014. Executive Committee reviewed the draft on October 7, 2014	LPS staff will monitor provincial development of the guidelines. Director of LPS will appoint another person to the technical working group. Once guidelines are adopted, Trust Council may want to consider a Trust-wide consistent response.

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NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS - PAST	ISLANDS TRUST ACTIONS - FUTURE
		as discussion with local governments and stakeholders over the past three years.		
Updated Industry Canada's Radiocommunication and Broadcasting Antenna Systems Client Procedures Circular 2-0-03 (effective July 15, 2014) Industry Canada's Guide to Assist Land-use Authorities in Developing Antenna System Siting Protocols (posted August 14, 2014) FCM/CWTA Antenna Systems Siting Protocol Template (posted November 14, 2014)	Released in 2014.	Local governments cannot prohibit the siting of either licensed or unlicensed antenna systems, but may require public consultation processes, and may provide comments. Within the Islands Trust, the consultation process for communication tower applications is guided by the Letter of Understanding (LOU, signed October 30, 1996) that exists between Industry Canada and the Islands Trust Council, on behalf of Local Trust Committees, for proposed towers of over 25m in height measured from ground level. The new documents provide information about Industry Canada's regulatory changes in 2014 that include: • Improvements to public notification processes • Clarification re how tower height is measured. • New requirement that following a public consultation process, construction of an antenna system must be completed within three years of conclusion of consultation. • Updates requirements for exclusions for applicants to undertake public consultation Related: One of the determining factors considered by Industry Canada is whether the proposed project complies with Health Canada's radio frequency exposure guidelines (Safety Code 6). Health Canada sought comments on draft revisions to Safety Code 6 from May 16, 2014 to July 15, 2014.	In March 2014, the Islands Trust Council requested staff to advise whether Trust Council actions are necessary to implement the new federal communication tower consultation process once the Industry Canada procedure is in effect.	In May 2015, Local Planning Committee considered a briefing about emerging topics that included this topic. In June 2015 Trust Council approved a LPC work program that did not include work related to antenna siting.
Expected soon: Provincial guidelines regarding the use of composting toilets and greywater systems	Planned	The Ministry of Health is developing guidelines regarding the use of composting toilets and greywater systems. These guidelines could support better water conservation in the Islands Trust Area. The Ministry of Health will be consulting about the proposed guidelines in Fall 2015.	None.	Trust Area Services staff will monitor for any consultation opportunities and will advise Executive Committee

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Discussion/Planning/Trust Fund Board Related Advocacy Topics

DISCUSSION/ PLANNING/TFB RELATED ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS - PAST	ISLANDS TRUST ACTIONS - FUTURE
BC Government Select Standing Committee on Finance and Government Services	On Aug 27, 2015 the Province announced that input on consultation paper will be accepted September 15 to October 15, 2015	The Province will release the Budget 2016 Consultation Paper on September 15, 2015. Registration for public hearings (in person, conference call and videoconference) opened on September 1, 2015, and written, audio or video submissions will be accepted until October 15, 2015.	October 3, 2014 Chair letter to the Committee October 15, 2013 Chair letter to the Committee	EC will consider whether to provide a response to the 2015 consultation
Species at Risk Recovery planning for four species	Information requested – deadline uncertain	Environment Canada has invited local government input on a draft recovery strategy for Red Knot, a medium-sized shorebird, and on management plans for the following species at risk in the Islands Trust Area: • Great Blue Heron • Band-tailed Pigeon • Oldgrowth Specklebelly Lichen Environment Canada has provided a series of questions regarding the presence of species and associated landscape features, activities that could benefit or harm species, and has invited general comments about threats.	Staff have received the information and are considering options for response. Staff have requested a firm deadline for responses and enquired about sharing the materials with others in the Trust Area.	Staff will respond directly with mapping and Trust Area specific-information, and as appropriate, may seek direction from EC or Trust Fund Board
Howe Sound Management and Cumulative Effects	The Province is expected to report progress on the Cumulative Effects Assessment for Howe Sound at the next Howe Sound Community Forum meeting	The Province has agreed to undertake a Cumulative Effects Assessment for Howe Sound to support a common understanding of the current and potential future condition of values. This common understanding is intended to support resource decision-making.	June 10, 2015 Executive Committee requested that Trust Area Services staff track the province's work in relation to Howe Sound as part of its legislative monitoring program. Staff monitored media re Howe Sound.	Staff will continue to monitor the Province's work regarding Howe Sound.

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DISCUSSION/ PLANNING/TFB RELATED ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS - PAST	ISLANDS TRUST ACTIONS - FUTURE
Coastal Douglas-fir Conservation Partnership	Partnership is active.	At its March 2013 meeting Trust Council signed on to the Coastal Douglas-fir and Associated Ecosystems Conservation Partnership (CDFCP) Statement of Cooperation. The Coastal Douglas-fir and Associated Ecosystems Conservation Partnership (CDFCP) is planning to combine and integrate existing data sources to create a landscape level plan that will highlight high priority lands for conservation and improved Crown and private land stewardship, focusing initially on uses for local and regional government planning. This landscape level plan will provide concrete action items/guidelines for local governments and other interested parties, such as model bylaws and amendments to Official Community that highlight stewardship of the CDF Zone. In 2015, the CDFCP will issue a Conservation Strategy that will begin to address a multi-variable approach to ecosystem conservation.	Trust Council joined the partnership in March 2013. Kate Emmings, Islands Trust Fund Ecosystem Specialist, is a member of the Coastal Douglas-fir Conservation Partnership Steering Committee. Information Session was provided June 2014 Trust Council meeting. In June Trust Council requested that staff work with the CDFCP to develop recommendations for Trust Council's consideration regarding local planning tools that local trust committees could use to protect Coastal Douglas-fir ecosystems. June 2014 Council requested that request that the Executive Committee consider sponsoring an Association of Vancouver Island Coastal Communities/Union of BC Municipalities resolution that calls on the Province to provide funding for the CDFCP and for land protection initiatives in the CDF zone. In January 2015, the Executive Committee provided a resolution to the AVICC/UBCM Conventions seeking provincial funding for the CDFCP. The	The Islands Trust Fund Ecosystem Protection Specialist will continue to be on the CFDCP Steering Committee. Trust Council will receive a briefing about the CDFCP Conservation Strategy in September 2015.

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DISCUSSION/ PLANNING/TFB RELATED ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS - PAST	ISLANDS TRUST ACTIONS - FUTURE
			resolution passed at AVICC and the Executive Committee will support the resolution at the Sept. UBCM Convention.	
Proposed National Marine Conservation Area for the Southern Strait of Georgia (2003-14) (Provincial / Federal)	Federal government consulting with First Nations on proposed boundary	Parks Canada in partnership with the Province of British Columbia is assessing the idea of creating a national marine conservation area (NMCA) in the Southern Strait of Georgia The Islands Trust has engaged in the stakeholder consultation process and continues to stay in touch with federal staff on the issue. In October 2011 Canada and BC announced proposed NMCA boundary for consultation. Local government consultation processes were re-activated in 2012. A preliminary consultation meeting with local government was held in Sidney on May 24, 2012 and was attended by Vice Chairs Ken Hancock and Peter Luckham and CAO Linda Adams. Subsequent meetings occurred on Aug. 29 and Oct. 26, 2012 and were attended by many of the trustees and planning staff for the affected islands. Islands Trust and Trust Fund Board representatives have also been involved in several meetings and open houses, in data-sharing exercises with Parks Canada and in meetings of an "NMCA Coalition" convened by the Canadian Parks and Wilderness Society and the Georgia Strait Alliance. First Nation consultation is still underway and NMCA staff do not recommend detailed review of boundary areas by local governments until after Parks Canada releases its preliminary concept."	Dec. 2003 – Trust Council hosted a session on the NMCA by Parks Canada staff and requested the Chair write to Parks Canada recommending that the entire Islands Trust Area be included in the feasibility study. In 2010 Islands Trust submitted a successful resolution to UBCM regarding support for NMCA. EC raised the NMCA during Sept 2010 meeting with Minister Penner and during Jan 2011 meeting with Minister Coell. June 2012: Council received a briefing on implications of asking for broadening of study area. December 2012: Council reaffirmed support for the NMCA with current perimeter, requested to be included in joint mgm't, and requested that LTC zoning be used as basis of NMCA zoning. Spring 2013: Affected LTCs received a briefing about the opportunity to comment on proposed NMCA exemption areas. October 2014: EC received a	Staff and trustees will continue to work with islanders and partner agencies during the consultation process to represent island interests and ecosystems to the decision makers about implications such as zoning, boundaries and buffers. The Executive Committee may wish to review the contact persons assigned to the NMCA consultation process.

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DISCUSSION/ PLANNING/TFB RELATED ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS - PAST	ISLANDS TRUST ACTIONS - FUTURE
			briefing with advice regarding the timing and content of sending a support letter for the National Marine Conservation Area, recommending no action. Trustee George Grams and former Regional Planning Manager Leah Hartley have been on Parks Canada's National Marine Conservation Area consultation group. Jennifer Eliason, Islands Trust Fund Manager and Kate Emmings, Ecosystem Specialist attend meetings of the Southern Strait of Georgia Marine Conservation Network.	
Provincial Species and Ecosystems at Risk and Local Governments Working Group	Active since 2009.	The Species and Ecosystems at Risk Local Government Working Group (SEAR LGWG) was established in the fall of 2009 in response to the Minister of Environment's interest in developing a collaborative, provincial vision for species and ecosystems at risk protection on private land. The SEAR LGWG consists of representatives from municipal, regional and provincial governments and the Union of British Columbia Municipalities (UBCM). A jointly prepared discussion paper *Working Together to Protect Species at Risk: Strategies Recommended by Local Government to Improve Conservation on Municipal, Regional and Private Lands in British Columbia* was completed in January 2011.	Marnie Eggen, Planner 2, is a member of Species and Ecosystems at Risk (SEAR) Local Government Working Group (LGWG). She compiled a response on behalf of Islands Trust to the recommendations aimed at local governments that came from the Discussion Paper.	LPS staff will continue to participate in the working group.
Standing Senate Committee on Fisheries and Oceans - Study on the regulation of aquaculture,	Report	The Standing Senate Committee on Fisheries and Oceans began its study on the regulation of aquaculture, current challenges and future prospects for the industry in Canada in January, 2014. The committee has been hearing from participants in the aquaculture industry including industry associations, First Nations and researchers, as well as other	Clare Frater, Policy Advisor, observed March 26, 2014 committee hearing in Nanaimo.	Trust Area Services staff will continue to monitor for changes relevant to the Trust Area

DISCUSSION/ PLANNING/TFB RELATED ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS - PAST	ISLANDS TRUST ACTIONS - FUTURE
current challenges and future prospects for the industry in Canada (Federal) (2015)		individuals or groups representing a variety of views on aquaculture. On July 30, 2015, the Committee tabled its three-volume report on aquaculture. In its report, *An Ocean of Opportunities: Aquaculture in Canada*, the Committee outlines 10 recommendations covering five main themes: legislative and regulatory framework; healthy aquacultured fish; healthy and productive ecosystems; research and development; and, social license and public reporting. Among its recommendations, the Committee calls for the creation of a federal Aquaculture Act, and calls for Fisheries and Oceans Canada to regularly undertake inspections and consistently enforce compliance in relation to shellfish aquaculture in British Columbia and, in particular, in situations where any floating material or other debris (such as shells, ropes, and buoys) is not disposed of as prescribed and/or remains in the marine environment.		and advise Executive Committee.
BC Ferries Commissioner's final decision on price caps for the next BC Ferries performance term	The commissioner's final decision must be made by September 30, 2015.	In March 2015, the BC Ferry Commissioner proposed a preliminary fare cap of 1.9% for BC Ferries' performance term 4 (2016-2020) and accepting public comments until June 30, 2015. On July 29, 2015, the Minister of Transportation and Infrastructure advised the Islands Trust Chair that the Province and BC Ferries provided the BC Ferry Commissioner with an amended Coastal Ferry Services Contract by the June 30, 2015, deadline. The amended contract confirms a commitment by the Province to provide sufficient funding to limit price caps increases to 1.9 per cent per year for the next four year Performance Term . The Minister noted that any additional funding to further reduce fares would have to be balanced against many competing interests across the provincial government, including health, education and other social services.	On November 18, 2014, the Executive voted to request the Association of Vancouver Island Coastal Communities (AVICC) Executive to host a plenary session at the AVICC 2015 Convention 2015 regarding BC Ferries. The session held on April 10, 2015. Throughout June 2015, the Islands Trust Chair contacted the Minister of Transportation and Infrastructure, the BC Ferries Commissioner and numerous other decision makers, and trustees contacted allies to advise of the Islands Trust Council's request that the Province of British Columbia	Trust Area Services staff will monitor and bring to the attention of Executive Committee.

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DISCUSSION/ PLANNING/TFB RELATED ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS - PAST	ISLANDS TRUST ACTIONS - FUTURE
			invest an additional $11 to $14 million annually for four years to reduce fares on all BC Ferries' minor routes by 25%.	
BC Climate Leadership Plan	Written submissions accepted until Sept. 14, 2015.	The Province has released a discussion paper on provincial priorities regarding climate action.	On August 26, 2015, EC decided to wait and consider commenting on the more detailed draft plan that will be released in December.	TAS staff will monitor for the release of the draft Climate Leadership Plan for public comment in December 2015

Environmental Assessments in/near the Islands Trust Area

ENVIRONMENTAL ASSESSMENT	STATUS	SUMMARY	ISLANDS TRUST ACTIONS - PAST	ISLANDS TRUST ACTIONS - FUTURE
BURNCO Aggregate Project environmental assessment process update	Proponent submitted draft application Draft Application Information Requirements on September 9, 2013. Public comment period closed October 19, 2013. Proponent updated the design of the proposed Project in	BURNCO Rock Products Ltd is proposing to construct and operate a sand and gravel mine within the Lower McNab Valley, approximately 22 kilometres (km) southwest of Squamish and 35 km northwest of Vancouver. The projected lifespan of the proposed Project is 16 years. The average estimated rate of sand and gravel production is 1,000,000 tonnes per year, with one barge (two transits) every other day. Citizens were invited to submit comments using an online comment form, mail, fax, or by attending open houses in Gibsons (Oct 1, 2013) and West Vancouver (Oct 2, 2013). The Proponent is expected to submit their application in Fall 2015.	Aleksandra Brzozowski, A/Regional Planning Manager, was a member of environmental assessment office working group until April 2015. October 2013 Chair letter to Environmental Assessment Office.	Staff will continue to monitor.

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ENVIRONMENTAL ASSESSMENT	STATUS	SUMMARY	ISLANDS TRUST ACTIONS - PAST	ISLANDS TRUST ACTIONS - FUTURE
	August, 2014. In December 2014, the EAO issued a joint response to public comments and approved Final Application Information Requirements			
Woodfibre LNG BC environmental assessment process update (substituted for federal process)	The BC EAO has referred the proposed Woodfibre LNG Project to Ministers for decision. Provincial Ministers will have up to 45 days in which to make a decision. .	Woodfibre LNG Limited proposes to develop and operate a liquefied natural gas production facility and floating LNG storage at the former Woodfibre Pulp and Paper Mill site near Squamish, B.C. The Woodfibre LNG Project comprises construction and operation of a gas processing and liquefaction facility with export infrastructure and LNG production capacity of approximately 2.1 million metric tonnes per year, and storage capacity of 250,000 m3. The project would result in about 40 (80 transits) LNG tankers travelling to/from Howe Sound annually. The environmental assessment process is only looking at shipping impacts in Howe Sound.	Until August 2015, Clare Frater, Policy Advisor, was a member of environmental assessment office working group, looking only at the marine shipping aspects. December 2014: Policy Advisor reviewed the draft application as part of working group screening process February 2015: Policy Advisor provided comments on the marine shipping components of the application. March and April 2015: Policy Advisor attended two working group meeting in Vancouver regarding marine shipping components. July 2015: Policy Advisor provided comments on the draft referral materials re marine shipping components.	

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ENVIRONMENTAL ASSESSMENT	STATUS	SUMMARY	ISLANDS TRUST ACTIONS - PAST	ISLANDS TRUST ACTIONS - FUTURE
Roberts Bank Terminal 2 Canadian Environmental assessment process update	Public Comment period on the Environmental Impact Statement (EIS) closed June 15, 2015.	Port Metro Vancouver proposes the construction and operation of a new three-berth marine container terminal located at Roberts Bank in Delta, British Columbia, approximately 35 kilometres south of Vancouver. Located next to the existing Deltaport and Westshore Terminals, the Project would provide an additional 2.4 million units of container capacity per year at Roberts Bank, which could result in estimates 260 vessels (520 transits) annually. The port's jurisdiction extends about 1.7 kilometres south of the project site and 11 kilometres west. The proposed terms of reference suggest that the environmental assessment will be limited to this geographic scope. On April 17, 2015 the Review Panel Terms of Reference and the updated Environmental Impact Statement (EIS) Guidelines for the environmental assessment were made public.	Chair letter December 6, 2013	None planned.

ISLANDS TRUST REQUESTS TO THE PROVINCE OF BC FOR CHANGES TO ISLANDS TRUST LEGISLATION / REGULATION (DURING PAST 10 YEARS)

ISLANDS TRUST COUNCIL REQUEST	WHEN	METHOD	RESPONSE
1. **Amendments to the *Islands Trust Act* that would cause four local trustees to be elected to sit on the Salt Spring Island Local Trust Committee and Trust Council.**	July 20, 2007	Letter to Hon. Ida Chong, Minister of Community Services	May 2008 Minister Chong suggested Islands Trust hold a referendum in the Salt Spring Island LTA. If the referendum was successful, Minister Chong was willing to approve four local trustees for the SSILTC, but not to increase Salt Spring Island representation on Trust Council. Turned down by Salt Spring Island LTA referendum November 15, 2008.
2. **Changes to the *Islands Trust Act* that would enable the Islands Trust Council to determine the size of its Executive Committee.**	July 20, 2007	Letter to Hon. Ida Chong, Minister of Community Services	Not advanced by the Ministry. Never formally turned down.
	June 2008	Trust Council later requested a simpler amendment - that S. 20(3) of the Islands Trust Act be amended	

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ISLANDS TRUST COUNCIL REQUEST	WHEN	METHOD	RESPONSE
		to increase the number of vice chairs from three to four.	
	June 2011	Raised during a meeting between the Executive Committee and the Hon. Ida Chong, Minister of Community Services	
3. The necessary changes to provincial / legislation and regulations to permit Islands Trust bodies to hold meetings through electronic or other communication facilities.	July 20, 2007	Letter to Hon. Ida Chong, Minister of Community Services	Achieved in 2009 through provincial creation of a new Islands Trust Regulation.
4. Changes to provincial/legislation and regulations be made, if necessary, to confirm that Islands Trust bodies may perform their duties and functions while outside of the Islands Trust Area.	July 20, 2007	Letter to Hon. Ida Chong, Minister of Community Services	This topic originally arose in response to a court case, where a bylaw was quashed because the public hearing was held outside the jurisdiction. Further evaluation determined that the relevant legislation had been amended and did not apply to local trust committees.
5. Natural Area Protection Tax Exemption Program (NAPTEP) – extension to Bowen Island Municipality	October 27, 2009	Meeting with Hon. Bill Bennett, Minister of Community and Rural Development	Achieved June 2010 through minor amendment to legislation.
6. Bylaw dispute adjudication system	October 27, 2009	Meeting with Hon. Bill Bennett, Minister of Community and Rural Development	Achieved in 2011
7. Trust Fund Board corporate status and name change	June 2011	Name change raised during a meeting with the Hon. Ida Chong, Minister of Community Services	Advised by Minister to explore other solutions first to determine if can resolve challenges in other ways. Trust Fund Board has asked Trust Council Chair to seek this change in writing. Several requests have been made
	June 2011	Staff met with Ministry staff	
	November 20, 2012	Letter to Hon. Bill Bennett, Minister of Community, Sport and Cultural Development	Response received Feb 2013. Minister Bennett stated that changing the corporate structure of the Trust Fund Board has broad implications that require careful consideration. He further noted that government often requires a compelling reason, such as a legislative barrier to operations, prior to considering such a legislative request. He suggested that Islands Trust staff

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ISLANDS TRUST COUNCIL REQUEST	WHEN	METHOD	RESPONSE
			contact the Assistant Deputy Minister to arrange for further evaluation of the proposal.
	Sept 2013 and Feb 2014	Letters to Hon. Coralee Oakes, Minister of Community, Sport and Cultural Development	Several contacts with Ministry staff have been made, most recently in May 2015. The Assistant Deputy Minister repeated earlier advice that that the ministry does not currently have the capacity to undertake this complex a legislative change, given other provincial priorities.
	May 12, 2015	Executive Committee and senior staff met with new Assistant Deputy Minister Jay Schlosar, who has since left government	
	September 2015	Letter to Hon. Peter Fassbender, Minister of Community, Sport and Cultural Development	

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OUTSTANDING REQUESTS BY AN ISLANDS TRUST BODY FOR CHANGES TO OTHER LEGISLATION / REGULATION

REQUEST	WHEN	METHOD	RESPONSE
Change to the *Private Managed Forest Land Act* to exempt Galiano Island Local Trust Committee from Section 21 of the PMFL Act	April 27, 2010	Letter from Galiano LTC Chair to Dale Wall, Deputy Minister, Ministry of Community and Rural Development	In 2010, Dale Wall met with Islands Trust Chief Administrative Officer and the Island Planner for Galiano Island LTC to discuss alternative legislative amendments that would enable the Galiano LTC to adopt an Official Community Plan with policies that restrict forest activities. Staff at the Ministry of Forests, Lands and Natural Resource Operations have considered options for legislative amendments but these options have not been made public.
Regulation that would reserve the Islands Trust Area from the staking of mining claims and exploration under the *Mineral Tenure Act*.	January 30, 2013	Letter from Islands Trust Chair to the Hon. Rich Coleman, Minister of Energy, Mines and Natural Gas	Minister Coleman responded on March 14, 2013 by saying that the Chief Gold Commissioner is considering a number of options to address concerns raised by Pender Island residents and the Islands Trust, including the possible use of mineral reserves for Pender Island and the Islands Trust Area. The Gold Commissioner responded on August 20, 2013 advising that he had decided not to make a regulation over the Islands Trust Area as the *Mineral Tenures Act* provides other avenues for addressing concerns.

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TRUST FUND BOARD
REPORT TO TRUST COUNCIL
2nd Quarter 2015-2016

COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER
1. STRATEGIC PLANNING/ADMINISTRATION	
Approved 2014-15 Audited Financial Statements; no findings require action Ron Bertrand reappointed to TFB for three years Reviewed draft Strategic Plan and provided input Met with Qualicum First Nation to discuss possible protection of some Lasqueti Crown forest Coastal Douglas-fir and Associated Ecosystems Conservation Partnership (CDFCP) Conservation Strategy finalized and forwarded to Trust Council; will consider Strategy as reference for next Regional Conservation Plan Offered Nature Conservancy of Canada assistance with long-term stewardship of Grace Islet, possibly in the form of a covenant (Salt Spring)	Review TC Procedure 2.1.xii *Administration of the Crown Land Acquisition Initiative* and identify if revisions are required Revise TFB Policy 3.3 Relationships with External Groups to address information sharing and to bring policy up-to-date Work with UVic masters student to finalize feasibility assessment of a working landscape conservation program (Regional Conservation Plan work item) Continue work on Property Management Strategy and decision support tool (Regional Conservation Plan work item)
2. COVENANT AND PROPERTY ACQUISITIONS	
Completed bird and bat surveys on Thetis Island properties to support funding applications Completed negotiation on and signed North Pender NAPTEP Covenant, awaiting registration	Negotiate one NAPTEP covenant (Salt Spring) and five regular covenants (North Pender, South Pender, Galiano & Lasqueti) Assist Thetis Island Nature Conservancy with acquisition campaign to purchase 16 hectare Fairyslipper Forest (Lower Burchell Hill) Negotiate transfer for two nature reserves (Denman & Keats)

As of September 2015 the Trust Fund Board
owns 26 properties and holds 70 covenants (of which 23 have NAPTEP certificates)

TRUST FUND BOARD
REPORT TO TRUST COUNCIL
2nd Quarter 2015-2016

3. COVENANT AND PROPERTY MANAGEMENT	
Held open houses for public comment on the McFadden Creek Nature Sanctuary Management Plan (Salt Spring) and the updated Horton Bayviary Nature Reserve Management Plan (Mayne) Investigated trespass and damage to Mount Trematon Nature Reserve and sought legal advice Rerouted trail at Fairy Fen Nature Reserve to avoid sensitive areas. Completed annual trail maintenance for Vanilla Leaf Land Nature Reserve (Galiano) and invasive alien species control for Laughlin Lake Reserve (Galiano). Removed old cement boat launch and garbage from Ruby Alton Nature Reserve (Salt Spring)	Complete Management Plan for McFadden Creek Nature Sanctuary (Salt Spring) Continue work to stop and remediate damage done by trespassers on Mount Trematon Nature Reserve. Work will include installation of gate, removing culvert and fill from Trematon Creek, and restoring riparian area. (Lasqueti) Replace steps on trail to beach access at Ruby Alton Nature reserve (Salt Spring)
4. COMMUNICATIONS	
Issued News Release about Fairyslipper Forest campaign Sent two issues of E-News to subscribers Completed a realtor outreach event for North and South Pender Islands in collaboration with PICA Completed website updates (Fairyslipper Forest campaign, Opportunity Fund, Financial Statements, RCP, Donations, Protected Places) Produced Fairyslipper Forest rack card E-News to Conservancy partners about deadline for Opportunity Fund grants	Submit an article to Pacific Yachting magazine profiling ITF and Fairyslipper Forest acquisition campaign Evaluate Lasqueti Island Landowner Contact Program Prepare articles for Fall/Winter edition of the Heron newsletter
5. FUNDRAISING AND CONSERVANCY SUPPORT	
Issued social media appeals for Fairyslipper Forest campaign Researched grants for land acquisition campaigns	Apply for grants from foundations/corporations for Thetis Island land acquisition campaign Send appeal letter to past donors for Thetis Island land acquisition campaign Find new places to sell ITF's Birthday Calendar

As of September 2015 the Trust Fund Board
owns 26 properties and holds 70 covenants (of which 23 have NAPTEP certificates)

BRIEFING

To: Trust Council **For the Meeting of:** September 15 to 17, 2015.

From: Kate Emmings, Ecosystem Protection Specialist & Jennifer Eliason, ITF Manager **File No.:** 5450-30; 0410-20

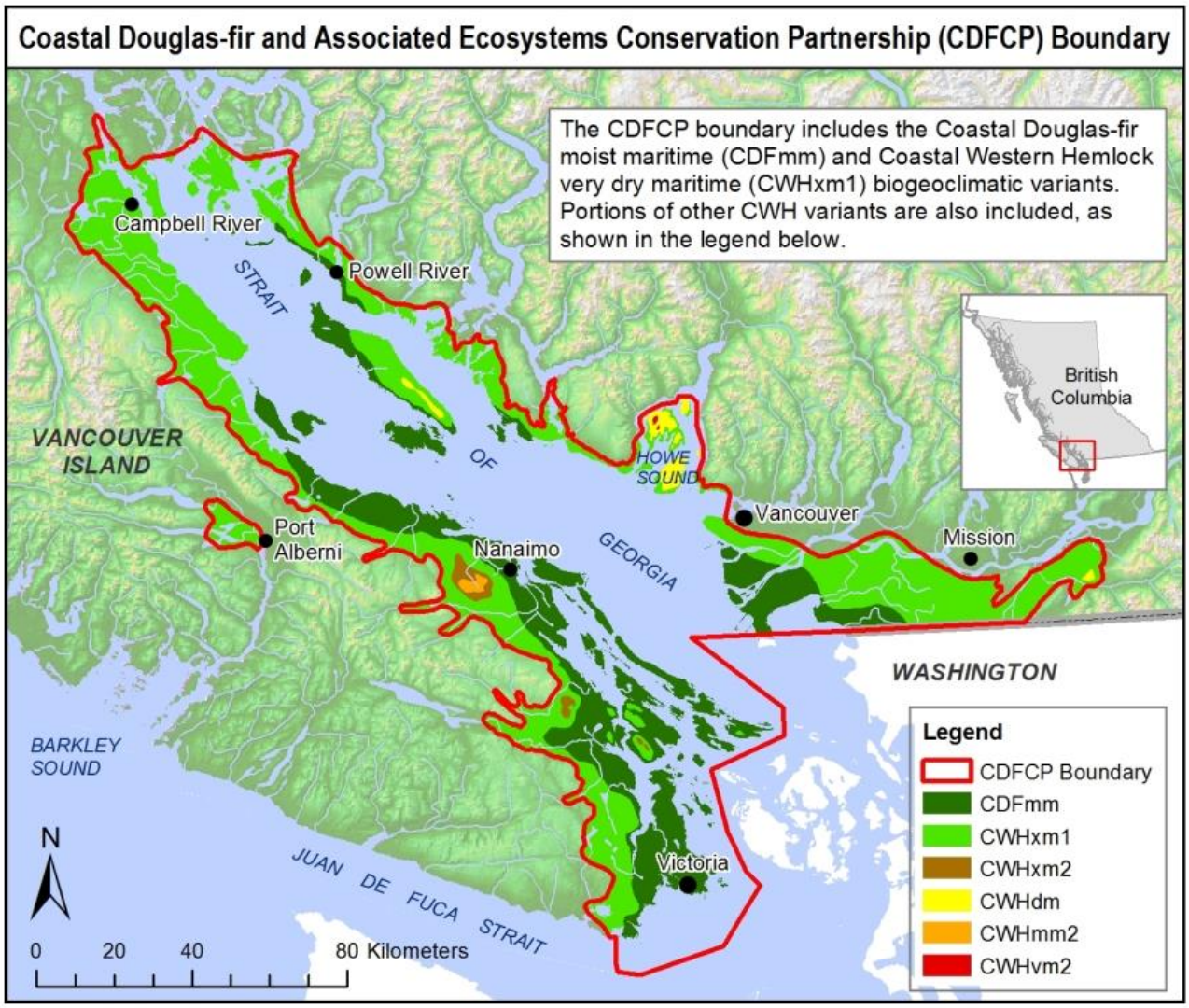
SUBJECT: COASTAL DOUGLAS-FIR CONSERVATION STRATEGY

DESCRIPTION OF ISSUE:
The Coastal Douglas-fir Biogeoclimatic (CDF) Zone is the smallest and most at-risk biogeoclimatic zone in British Columbia and is of great conservation concern (Biodiversity BC, 2008). It is home to the highest number of species and ecosystems at risk in BC, many of which are ranked globally as imperiled or critically imperiled (BC Conservation Data Centre, 2012). The global range of the CDF lies almost entirely within BC, underscoring both its global uniqueness and BC's responsibility for its conservation. **Twenty-five percent (25%) of the CDF lies within the Islands Trust area.**

The Coastal Douglas-fir and Associated Ecosystems Conservation Partnership (CDFCP) has finalized a Conservation Strategy for Coastal Douglas-fir forests and their associated ecosystems. The whole of the Islands Trust area is included in the strategy and as a member of the CDFCP the Islands Trust is being provided with the CDFCP Conservation Strategy and is invited to express further support for the strategy and its goals.

BACKGROUND:
The Threatened Coastal Douglas-fir Forest
Of all the zones in BC, the CDF has been most altered by human activities. Less than 1% of the CDF remains in old growth forests (Madrone, 2008) and 49% of the land base has been permanently converted by human activities (Hectares BC, 2010). The trend of deforestation and urbanization continues and has resulted in a natural area that is now highly fragmented with continuing threats to remaining natural systems. Approximately 9% of the CDF zone is protected in conservation areas (MFLNRO, 2011). Of the remaining land, approximately 80% is privately owned. The extent of disturbance combined with the low level of protection and challenges of working with a primarily privately owned landscape, places the ecological integrity of the CDF zone at high risk. As an area with remaining high quality natural spaces the Islands Trust has an opportunity to contribute to conservation of the CDF.

The Coastal Douglas-fir and Associated Ecosystems Conservation Partnership (CDFCP)
Established in 2013, the CDFCP is a forum for communication and collaboration regarding the maintenance and restoration of healthy Coastal Douglas-fir and Associated Ecosystems. The CDFCP recognizes the need for shared stewardship of ecosystems and strives to focus resources collaboratively, strategically and transparently to avoid duplicating existing efforts and to maximize conservation gains. The CDFCP has 34 members, including four local governments and two Provincial ministries. Its area of interest is shown in the map below and includes the entire Islands Trust area. More information about the CDFCP is available at www.cdfcp.ca.



Islands Trust Involvement in the CDFCP:

Islands Trust Council resolved to sign the CDFCP Statement of Cooperation at its March 2013 meeting (see attached letter and CDFCP Statement of Cooperation) and received a presentation from the CDFCP in June 2014. At that time, Trust Council passed the following resolutions:

TC-2014-061
It was MOVED and SECONDED, that the Islands Trust Council request that the Executive Committee consider sponsoring an Association of Vancouver Island Coastal Communities/Union of BC Municipalities resolution that calls on the Province to provide funding for the CDFCP and for land protection initiatives in the CDF zone.

TC-2014-062
It was MOVED and SECONDED, that the Islands Trust Council request that staff work with the CDFCP to develop recommendations for Trust Council's consideration regarding local planning tools that local trust committees could use to protect Coastal Douglas-fir ecosystems.

The Trust Fund Board and the Gambier Island Local Trust Committee are signatories to the CDFCP Statement of Cooperation and the Islands Trust Fund's Ecosystem Protection Specialist is a CDFCP Steering Committee member.

The Islands Trust was invited to provide feedback on the plan through participation in a workshop in February 2015 which was attended by Tony Law, Hornby Island Trustee, and by the Islands Trust

Fund Ecosystem Protection Specialist. The Executive Committee was updated on work with the CDFCP in May 2015.

In February 2015, the Islands Trust Executive Committee passed the following resolution:

EC-2015-013
It was MOVED and SECONDED, that the Executive Committee direct staff to finalize and forward a resolution requesting provincial funding for the Coastal Douglas-fir and Associated Ecosystems Conservation Partnership (CDFCP) to the Association of Vancouver Island and Coastal Communities (AVICC) and Union of BC Municipalities (UBCM) with a backgrounder for consideration by members at the 2015 conventions.

The AVICC has endorsed a resolution to the UBCM and this will be voted on at the September 2015 UBCM meeting (see attached letter, resolution and backgrounder).

The CDFCP was discussed as a topic of overlapping interest at the joint TFB / Executive Committee meeting on May 12, 2015.

Creation of the CDFCP Conservation Strategy:
In the summer of 2014, the CDFCP, working with the Nature Conservancy of Canada, obtained $17,500 in funding for a CDFCP Conservation Strategy. Work began on the strategy in the fall of 2014 and the strategy was completed in July 2015.

On February 27, 2015, a CDFCP Partners Workshop was held to review a draft CDFCP Conservation Strategy. Representatives from twenty-one (21) CDFCP member organizations attended. The Islands Trust and Islands Trust Fund were represented by the Ecosystem Protection Specialist and Tony Law, Hornby Island Trustee. Workshop notes were provided to the Executive Committee. The Executive Committee and Trust Fund Board discussed the CDFCP Conservation Strrategy at their joint meeting in May 2015.

The Trust Fund Board received the CDFCP Conservation Strategy at its July 2015 meeting and passed the following resolutions:

TFB-2015-068
It was MOVED and SECONDED, that the Trust Fund Board endorses the use of an Islands Trust Fund example as a local government scenario for the Coastal Douglas-fir and Associated Ecosystems Conservation Partnership (CDFCP) Conservation Strategy (2015) and direct staff to communicate this endorsement to the CDFCP Steering Committee.

TFB-2015-069
It was MOVED and SECONDED, that the Trust Fund Board direct staff to consider referencing the CDFCP Conservation Strategy in the next Regional Conservation Plan.

TFB-2015-070
It was MOVED and SECONDED, that the Trust Fund Board request staff to forward the CDFCP Conservation Strategy to the Executive Committee and request the Executive Committee include the report in the upcoming September Trust Council package.

ATTACHMENT(S):
Letter from the Islands Trust Chair to the CDFCP, March 22, 2013
CDFCP Statement of Cooperation (signed by Islands Trust)
Letter from the Islands Trust to the AVICC regarding CDFCP resolution, February 6, 2015
UBCM Resolution and Backgrounder
CDFCP Conservation Strategy

AVAILABLE OPTIONS:

1) Receive the CDFCP Conservation Strategy for information.
2) Direct staff to forward the CDFCP Conservation Strategy to local trust committees currently engaged in Official Community Plans and Land Use Bylaw reviews as a potential resource.
3) Request the Chair to send a letter to the CDFCP Steering Committee in support of the Conservation Strategy and indicating a willingness to work with the CDFCP to implement the strategy as capacity allows.

FOLLOW-UP:

Staff will advise the CDFCP Steering Committee that the Islands Trust Council has received the CDFCP Conservation Strategy and will follow up as directed.

Prepared By: Kate Emmings, Ecosystem Protection Specialist & Jennifer Eliason, ITF Manager

Reviewed By: Lisa Gordon
Director, Trust Area Services

Date: **August 18, 2015**

Islands Trust

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March 22, 2013 File No.: 5450-30; 0410-20

Via Email: Tim.Ennis@natureconservancy.ca

Tim Ennis, Chair
Coastal Douglas-fir and Associated Ecosystems Conservation Partnership Steering Committee

Dear Tim Ennis:

Re: Coastal Douglas-fir and Associated Ecosystems Conservation Partnership

As Chair of the Islands Trust Council, I'm writing to advise you that at its quarterly meeting in March 2013, the Islands Trust Council voted to endorse the Coastal Douglas-fir and Associated Ecosystem Conservation Partnership (CDFCP) Terms of Reference and Statement of Cooperation and directed me to sign the Statement of Cooperation on behalf of the Islands Trust.

The Islands Trust Council supports the CDFCP's goal of bringing governments, organizations and individuals together to collaboratively address ongoing threats to the conservation of Coastal Douglas-fir and Associated Ecosystems. This work would advance the following sections of the Islands Trust Policy Statement:

3.2.1 It is Trust Council's policy that

- *forest ecosystems in the Trust Area should be protected, and*
- *the remaining stands relatively undisturbed Coastal Douglas fir, Coastal Western Hemlock, Garry Oak and Arbutus should be preserved.*

3.2.3 Trust Council encourages government agencies, non-government organizations, property owners and occupiers to protect forested areas through voluntary donation, acquisition, conservation covenants and careful management.

We are hopeful that the CDFCP will promote shared stewardship and will identify conservation priorities, reduce duplication of effort, and result in shared resources and information.

We look forward to participating in the CDFCP and cooperating to protect the Coastal Douglas-fir biogeoclimatic zone; home to the highest number of species and ecosystems at risk in British Columbia.

Sincerely,

Sheila Malcolmson
Chair, Islands Trust Council

cc: Islands Trust Executive Committee
Bowen Island Municipality
Darryn McConkey, Senior Ecosystem Biologist, Min. of Forest, Lands and Natural Resource Operations
Islands Trust website

STATEMENT OF COOPERATION for the
COASTAL DOUGLAS-FIR AND ASSOCIATED ECOSYSTEMS CONSERVATION PARTNERSHIP (CDFCP)

We believe that:

1) ***biodiversity is a key component of Canada's national heritage.***

Both Canada and British Columbia have made international and national commitments to conserve biological diversity. Biodiversity includes all species and ecological communities and the interactions between them and has both inherent and economic values that justify its conservation. We are committed to preserving this rich component of our national heritage for future generations.

2) ***the Coastal Douglas-fir Biogeoclimatic Zone is a unique and special place.***

The Coastal Douglas-fir biogeoclimatic zone (CDF zone) is unique and found almost exclusively in British Columbia. It is an area of extremely rich biological and ecological diversity and supports species and ecosystems that do not occur elsewhere in Canada. It has international significance because of its limited range in North America. This zone is also home to an increasing number of people drawn by the quality of life and the mildest climate in Canada. This area supports a wide range of agricultural, forestry, mining, recreation and tourism activities.

3) ***the future integrity of the Coastal Douglas-fir and Associated Ecosystems is threatened.***

We will not take the future health of the Coastal Douglas-fir and Associated Ecosystems (CDFAE) for granted. Although the area's economic wealth has long been based on its abundant natural resources, population growth and associated human activities now threaten the natural environment which has made it so special and attractive. There are 43 Red and Blue-listed ecological communities in the CDF zone alone and 278 species at risk, of which 107 are listed by COSEWIC and 99 are listed under the federal Species At Risk Act (SARA) (BC CDC, 2012)

4) ***it is not too late to secure the ecological integrity of the CDFAE for future generations.***

All the necessary elements of a Conservation Partnership are in place. Governments, non-government organizations, community groups and individuals are aware of the many conservation issues facing the CDFAE and recognize the need to preserve this special place. There is adequate scientific information to make informed decisions. We are strongly committed to cooperation and partnership for conservation of the CDFAE.

5) protecting this special place is our shared responsibility.

With this *Statement of Cooperation*, we are focusing the energies and efforts of an emerging Conservation Partnership so that we can make a coordinated contribution toward addressing the conservation issues facing the CDFAE. We wish to engage the considerable skills, energy and resources of our governments, ENGOs, community groups, educators, youth, workers, industry and business. We intend to work through cooperative mechanisms currently in place to inform and involve others. This will produce an open and transparent process of establishing priorities, identifying opportunities for effective cooperative action, and measuring progress. We will work with, and be guided by, existing conservation planning initiatives that affect conservation of the CDFAE.

6) the Aboriginal peoples of the Coast play a special role in the future of the natural system.

Through their long historical relationship with the lands and resources, the Aboriginal peoples of the CDFAE have acquired a special knowledge. To conserve and protect the area, we will work closely with the Aboriginal peoples of the CDFAE, so their unique perspective can contribute to our common efforts.

7) we will build on the progress made to date.

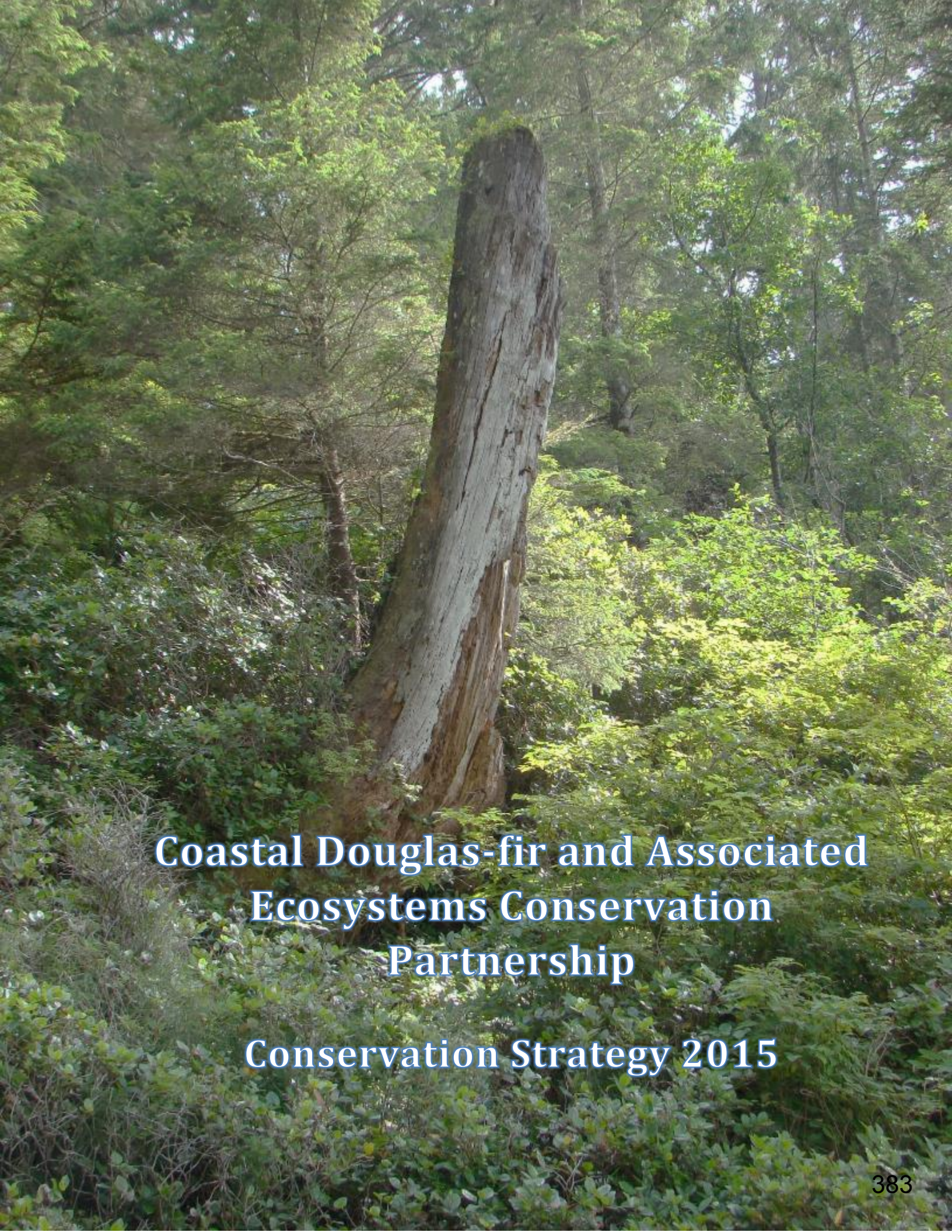
In our efforts to work closely together for the future of the CDFAE, we will build on the conservation activities and working relationships that have already been established in the area. Many programs and initiatives have protected portions of the landscape, implemented successful stewardship projects, created conservation plans, produced research results, and produced an array of informative publications.

We intend to *work together to facilitate practical and effective conservation of the CDFAE*

This *Statement of Cooperation* states our shared principles, goals and challenges. It provides a framework for collaboration on future initiatives through this Conservation Partnership, and will establish common priorities and a means to coordinate many of the initiatives already underway. We will be guided by our Terms of Reference, we will cooperate in an open and accountable manner, translate our commitments into actions, and monitor our progress. Research, monitoring and evaluation activities will provide new information and we are committed to considering and incorporating new information in our conservation approaches, priorities and management.

In working together towards the goals set out in this Statement of Cooperation, we welcome the ideas and efforts of all residents and organizations concerned about the future of the CDFCP. It is our intention to add new signatures to the Statement of Cooperation as new partners adopt the principles outlined in this document.

[Signature]	[Signature]	[Signature]
_____	_____	_____
Name	Name	Name
Position	Position	Position
Affiliation	Affiliation	Affiliation



Coastal Douglas-fir and Associated Ecosystems Conservation Partnership

Conservation Strategy 2015

Acknowledgements

This Conservation Strategy was developed by the Coastal Douglas-fir Conservation Partnership, under the guidance of the Steering Committee: Tim Ennis, Darryn McConkey, Kate Emmings, Dave Haley, Peter Arcese, Todd Golumbia, Adam Taylor, Kim Richardson, and Erik Piikkila.

Members of the Partnership met in February 2015 to review the Strategy and provide input into the objectives and actions.

The funding support for the planning process from the Real Estate Foundation of British Columbia is gratefully acknowledged. We also appreciate the contributions from the Ministry of Forests, Lands and Natural Resource Operations, Cowichan Valley Regional District and Islands Trust Fund. Funding for the Marxan project was provided by the Real Estate Foundation of BC, North Pacific Landscape Conservation Cooperative, Forest Renewal BC, and University of British Columbia.

Writing and facilitation for this project was provided by Judith Cullington, Judith Cullington & Associates.

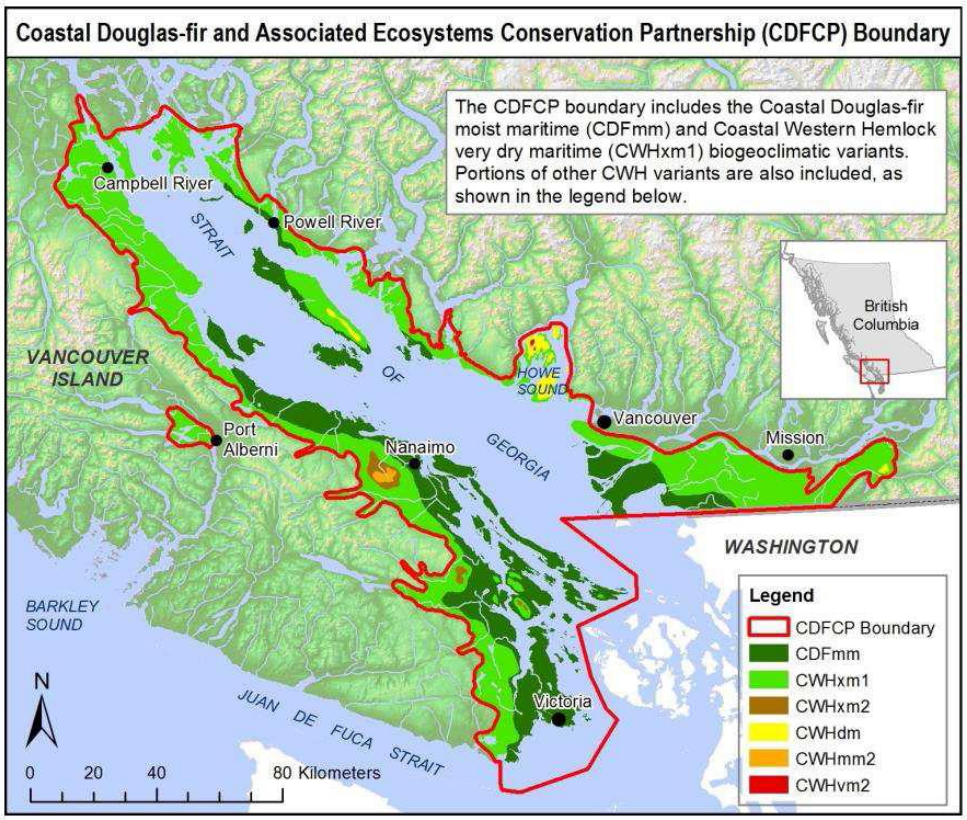
Introduction

Purpose of the Conservation Strategy

This Conservation Strategy sets a 30-year vision and goals for the Coastal Douglas-fir Conservation Partnership (CDFCP); with objectives and actions identified for the next five years (2015–2020). The intent is to review and update this strategy at least every five years.

Coastal Douglas-fir and Associated Ecosystems

The Coastal Douglas-fir biogeoclimatic zone (CDF zone) is the smallest and most at-risk zone in British Columbia (B.C.). As home to the highest number of species and ecosystems at risk in B.C., many of which are ranked globally as imperiled or critically imperiled, it is of great conservation concern. The global range of the CDF lies almost entirely within B.C., underscoring both its global uniqueness and B.C.'s responsibility for its conservation. Of all the zones in the province, the CDF has been most altered by human activities. Less than 1% of the CDF remains in old growth forests and 49% of the land base has been permanently converted by human activities. The trend of deforestation and urbanization continues and has resulted in a natural area that is highly fragmented with continuing threats to remaining natural systems. Approximately 9% of the CDF zone is currently protected in conservation areas. The extent of disturbance, combined with the low level of protection, places the ecological integrity of the CDF zone at high risk.



As shown on the map, the area of concern to the CDFCP includes some parts of the Coastal Western Hemlock very dry maritime zone (CWHxm1 and CWHxm2), as these ecosystems share similar attributes and threats.

Threats to the integrity of the Coastal Douglas-fir and associated ecosystems (CDFAE) include:

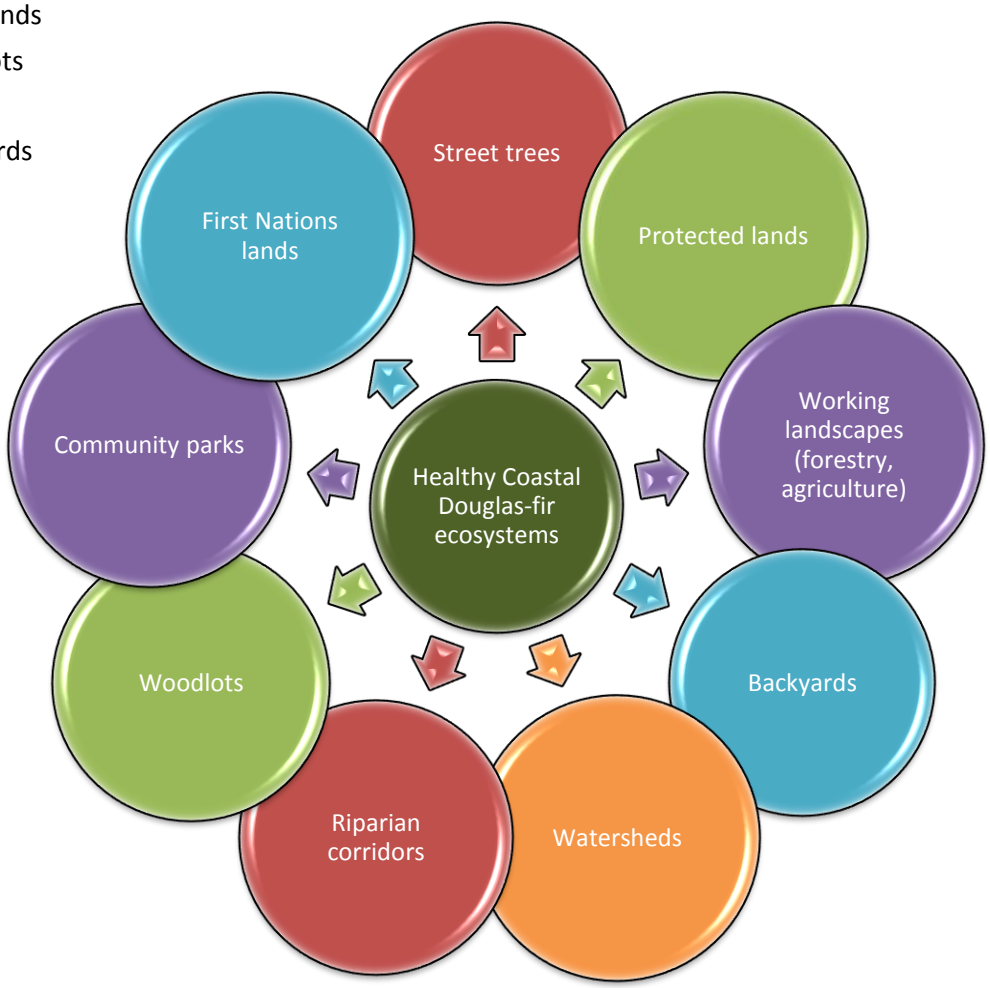
- **Land conversion**. The CDF zone is 80% privately owned, in part due to the historic Esquimalt and Nanaimo (E & N) railway land grant. About 10% is provincially owned and the remaining 10% is owned by other levels of government. Much of the private land has been converted to urban and rural development, transportation and utility corridors, and agricultural use. Forty-nine percent (49%) of the land base in the CDF has been converted to human uses.
- **Ecosystem degradation.** Less than 1% of the CDF zone currently remains as old growth forest (over 250 years in age), and forests over 100 years in age now occupy only 4% of their former extent. Deforestation in a land base that was once predominantly forested has consequences for the small patch ecosystems, specialized habitats and at-risk species that were previously buffered and supported by the ecological processes of the surrounding forests. Remaining forests are predominantly younger, less diverse and bisected by roads. These changes affect hydrological patterns and the ability to filter and store water; destabilizes forest soils and reduces capacity to regenerate soils; alters the resistance to the invasion of alien species; alters prey-predator relationships; alters carbon and nutrient cycles, including the release of carbon to the atmosphere; and removes specialized habitat features for wildlife foraging, shelter and breeding.
- **Loss of natural processes**. Wildfires and deliberate burning by First Nations played an important role in shaping CDF ecosystems. Fires create openings in the canopy, kill off other less fire-resistant species, and help to establish and maintain the large, thick-barked Douglas-fir, Maple and Garry Oaks as the dominant trees in the area. Today and for the past 100 years, forest fires have been suppressed.
- **Species disturbance**. Human influence has artificially changed the balance of species, with resulting impacts on ecosystems. An example is the reduction in cougar and wolf populations, which has led to the hyper-abundance of deer populations and in turn reduction of native plants on which deer like to feed.
- **Invasive species** have increasingly intruded into all ecosystem types, displacing native plants and animals, altering ecosystem function and dynamics, and removing food sources for wildlife.
- **Climate change.** Changing climates are increasingly placing stress on native ecosystems and species through changes in seasonal temperatures, reduced snowpacks, winter rains instead of snowfalls, rain on snow events, and water availability, as well as introducing new pests and diseases.
- **Environmental Contaminants.** Environmental contaminants, including fertilizers, pesticides, household and industrial chemicals, sediment from human land disturbance, and human and animal wastes affects the function of ecosystems in the CDFAE. Some of these contaminants are from point sources, such as industry, but many come from non-point sources such as road infrastructure, housing developments, agriculture, and forestry.

A Mosaic of Protection and Stewardship

Coastal Douglas-fir and associated ecosystems (CDFAE) are found across the landscape. Large areas are set aside for ecosystem protection, forestry and agriculture, while small patches of natural habitat exist in community parks and backyards. The mosaic of protection and stewardship recognizes that this place is home to a diversity of native plants and animals, as well as home to many people. Some areas will be protected and set aside with a primary purpose of supporting ecological integrity; the primary use of other areas may be for economic, recreational or other uses. Stewardship of the CDFAE lands must balance these sometimes competing, sometimes complementary, roles.

This mosaic includes lands under government and private ownership and management, ranging in size from small to large parcels. Examples include:

- Protected areas (e.g., federal, provincial, regional and municipal parks, wildlife management areas, and non-government organization (NGO) owned nature reserves)
- Private lands managed for ecosystem values, including lands with conservation covenants
- Working landscapes (including forestry and agriculture)
- Connectivity corridors, including riparian areas
- Drinking water watersheds
- Community parks and recreation areas
- First Nations lands
- Private woodlots
- Urban forests
- Private backyards



The Coastal Douglas-fir Conservation Partnership and its Mission

The Coastal Douglas-fir Conservation Partnership (CDFCP) is a collaboration of agencies, organizations and land managers who are interested in promoting and protecting healthy CDFAE into the future. Land trusts, governments (federal, provincial, regional, municipal, and First Nations), environmental stewardship groups, resource industry professionals, private landowners and academic institutions are encouraged to become CDFCP Participants or Supporters.

As set out in its terms of reference, the CDFCP is led by a Steering Committee and supported by a series of Working Groups focused on different aspects of the CDFCP goals.

The CDFCP provides a forum for collaboration, communication and action to effectively protect and steward Coastal Douglas-fir and associated ecosystems. Its mission is:

> *To promote the conservation and stewardship of the Coastal Douglas-fir and associated ecosystems in south-western British Columbia through sound science, shared information, supportive policies, and community education.*

Vision for Coastal Douglas-fir and Associated Ecosystems

By 2045:

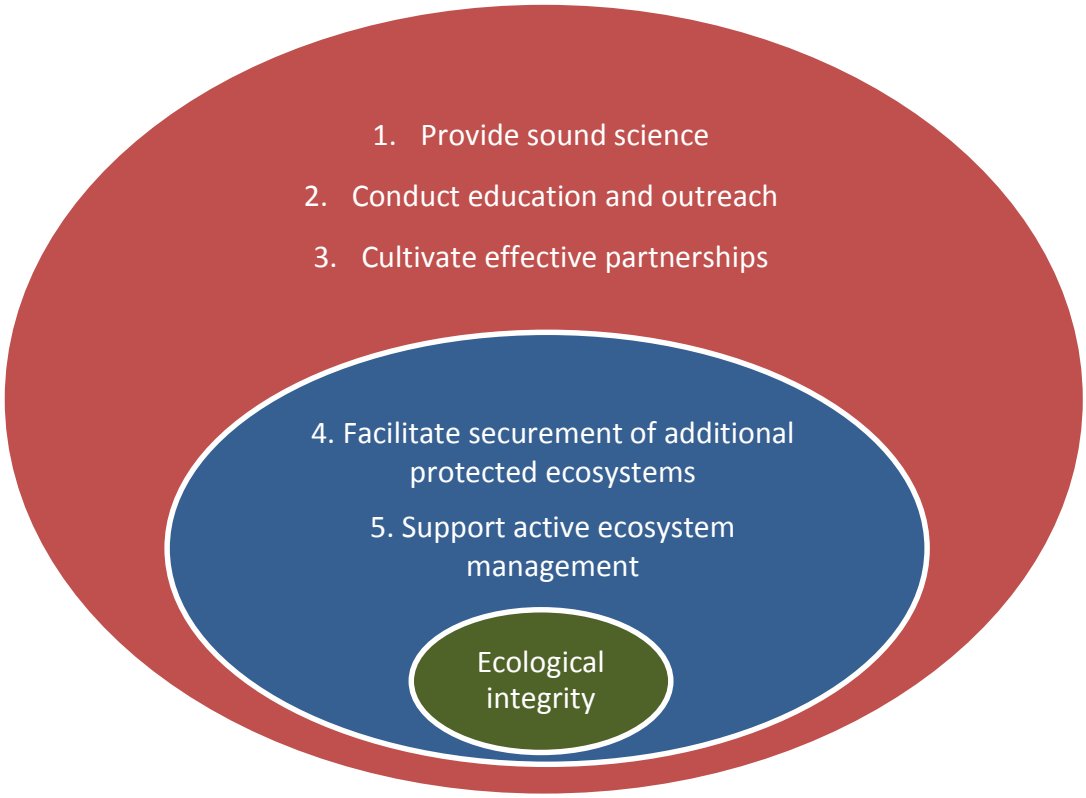
> *Coastal Douglas-fir and associated ecosystems have ecological integrity and resilience to change. A system of core protected areas are actively managed to provide habitat for native species and places to learn about the importance of healthy ecosystems. Working landscapes are actively managed to enhance their ecosystem values, while also supporting jobs and economic development opportunities. The public and land managers understand that Coastal Douglas-fir and associated ecosystems are special places that merit support and investment.*

Goals and Objectives for the CDFCP

Goals

The five goals express the ways in which CDFCP is working towards the vision of ecological integrity for Coastal Douglas-fir and associated ecosystems. The first three are core business of the CDFCP, the other two are activities supported by the Partnership.

1. Provide sound science
2. Conduct education and outreach
3. Cultivate effective partnerships
4. Facilitate securement of additional protected ecosystems
5. Support active ecosystem management



Short-term Objectives and Actions

The goals reflect long-term aims. The objectives are specific outcomes for the next five years (2015-2020); supporting actions to achieve those objectives are also indicated. Objectives and actions are dependent on the availability of resources; the list below reflects the desired list of actions for the coming years, should resources (staff and funds) become available. For a list of objectives and actions which are "core" activities that are part of the ongoing CDFCP effort, please see Appendix A.

Summary of objectives and actions for 2015–2020:

1. **Provide sound science to support land securement and stewardship**
   - 1.1. Provide tools for prioritization of areas for securement and stewardship within the CDF Zone
   - 1.2. Assist local governments, conservation groups and First Nations to identify priority areas for securement and stewardship in their jurisdiction
   - 1.3. Provide information on emerging CDFAE threats
   - 1.4. Report annually on conservation outcomes
2. **Conduct education and outreach**
   - 2.1. Develop and implement a communications and outreach strategy
   - 2.2. Share success stories
3. **Cultivate effective partnerships**
   - 3.1. Create and fund a coordinator position
   - 3.2. Create and Support Working Groups
   - 3.3. Encourage First Nations representation in the Partnership
   - 3.4. Support the work of CDFCP Signatories
   - 3.5. Collaborate with other groups working on ecosystem conservation
4. **Facilitate securement of protected ecosystems**
   - 4.1. Provide advice on land securement
   - 4.2. Identify options and contacts for funding land securement and stewardship
   - 4.3. Promote and support land securement partnerships
5. **Support active ecosystem management**
   - 5.1. Work with local governments to develop plans, policies and bylaws and incentives that enhance CDF values
   - 5.2. Identify and promote opportunities for CDFAE stewardship
   - 5.3. Identify pilot (case study) lands and land managers where focused management activities would benefit CDFAE on working landscapes
   - 5.4. Work with the resource, developers and real estate sectors to enhance CDF stewardship

1. Provide sound science to support land securement[1] and stewardship

Effective and reliable science, combined with local knowledge, supports decisions that are made using the best available information.

1.1. Provide tools for prioritization of areas for securement and stewardship within the CDF Zone

Actions:

- Working with UBC and other information providers, use the Marxan tool and analysis to develop landscape-level maps that identify potential conservation priorities.
- Refine the landscape-level mapping by improving data collection quality and input tools.
- Use the Marxan tool and other information to identify high-value conservation areas for discussion with partners.
- Use the Marxan tool and other analysis to identify CDFAE values within existing protected areas and determine the amount and spatial distribution of 'additional' protected areas required to create a resilient system.
- Create realistic scenarios for 'core' protection, taking into account spatial distribution and connectivity.
- Use the Marxan tool and other analysis to identify working landscapes and other lands with high CDF values.
- Develop and keep current a list of priority parcels for securement, and develop information on those parcels to support acquisition.
- Develop a methodology for ranking and ground truthing an individual conservation opportunity.

1.2. Assist local governments, conservation groups and First Nations to identify priority areas for securement and stewardship in their jurisdiction

Actions:

- Working with UBC and other groups, use the Marxan tool and other analysis to develop jurisdictional maps throughout the CDF area that identify areas with high conservation values, taking local priorities into account.
- Share existing data and knowledge through information forums and data sharing sites such as iMap, while respecting data privacy as required.
- Develop ways and means to facilitate timely and efficient access to a collective database.
- Engage local groups in the prioritization process so that they understand and support the selection process.
- Encourage jurisdictions to incorporate the results of regional mapping into their plans and policies.
- Provide training on the use and interpretation of the outcomes of this mapping and prioritization.

[1] In this context, land securement includes both acquisition and other forms of legal protection such as conservation covenants.

1.3. Provide information on emerging CDFAE threats

Actions:

- Gather information on the anticipated impacts from climate change, land conversion, invasive species and other emerging threats.
- Provide information on emerging threats to CDFCP partners and others through webinars, presentations and existing online resources.

1.4. Report annually on conservation outcomes

Actions:

- Establish parameters to be tracked (indicators).
- Monitor, evaluate and report annually on progress for these conservation indicators.

2. Conduct education and outreach

Increasing public understanding of the importance of healthy Coastal Douglas-fir and associated ecosystems to humans and other species is necessary to create the political and financial support for programs that promote ecological integrity.

2.1. Develop and implement a communications and outreach strategy

Actions:

Through the Outreach and Education Working Group (OEWG):

- Develop a communications and outreach strategy.
    - Identify target audiences (e.g., senior and local governments, First Nations, the resource sector, and private landowners), and learn about their interests, perspectives and information needs.
    - Identify the most effective communications media for each of these audiences (e.g., e-newsletters, in-person meetings, social and regular media).
    - Develop key messages to be conveyed.
    - Identify existing materials (e.g., GOERT manuals, land trust strategies), and identify gaps in readily available information.
    - Identify organizations (partners and others) who can help to raise awareness of CDFAE.
    - Identify regions where there are no local groups to assist; consider options for filling this outreach gap.
- Provide informative educational materials in a variety of formats.
    - Provide links to existing online materials from the CDFCP website (and maintain links to ensure they remain current).
    - Where appropriate information does not already exist, create materials aimed at meeting the needs of specific groups.
    - Create engaging and clear information on CDFAE values for the general public.

- Post new materials on the CDFAE website in “print-ready” format and make them available through CDFCP partners.

- Distribute information widely.
  - Maintain an informative online presence, ensuring that content is updated regularly.
  - Ensure the coordinator role includes regular communications through email, social media and other methods.
  - Encourage CDFCP partners to share CDFCP news via their own websites, social media and other outreach.
- Host webinars, workshops and/or other information exchanges among existing and potential CDFCP partners
  - Identify target audiences and key topics for specific events.
  - Host at least one webinar (or in-person meetings) per year on different aspects of CDFAE protection and stewardship; encourage partners to co-host other events.
  - Consider events, contests and other activities that reach other audiences, such as youth.

2.2. Share success stories

Actions:

- Use proactive communications methods (not just website listings) to share success stories, such as:
  - Successful land securement deals, especially those using new and innovative approaches, Target audiences for these include developers/builders, agricultural land owners/managers.
  - Best practices to enhance CDFAE values (and reduce negative impacts), including restoration techniques.

3. Cultivate effective partnerships

Create an effective and growing partnership in support of Coastal Douglas-fir and associated ecosystems.

3.1. Create and fund a coordinator position

Actions:

- Hire the coordinator. Refine the existing job description, gather funding to support this position for at least the first two years, and advertise for/hire the coordinator.
- Seek funding for ongoing support for this position.
- Annually, prepare a budget and workplan that identifies appropriate CDFCP banker(s) and core funding and project funding.
- Identify potential funders for proposed projects; write grant proposals.
- Prepare a simple annual update that provides information on achievements, funds expended, in-kind contributions from partners and others, identification of ways members can help, etc.

3.2. Create and Support Working Groups

Actions:

- Confirm Working Group membership, create a Terms of Reference for each group and identify official communications channels
- Where the working group role is filled by a parallel partnership (e.g., the Local Government Species At Risk Local Government Working Group), consider how this will meet the needs of the CDFCP and how best to achieve shared goals.
- Task each Working Group to provide a list of their priorities annually.
- Ensure the membership and efforts of the Working Groups are shared among all partners and supporters.

3.3. Encourage First Nations representation in the Partnership

Actions:

- Invite First Nations to CDFCP webinars and meetings to provide them with an opportunity to learn about the partnership.
- Meet in person with First Nations to:
    - Seek to understand the value of the CDFCP to First Nations
    - Share ideas on benefits of CDFAE conservation and overlap with traditional ecological knowledge, perhaps through joint mapping
    - Invite the inclusion of First Nations knowledge in the post-processing analysis.
- Invite First Nations representation on the Steering Committee.

3.4. Support the work of CDFCP Signatories

Actions:

- Develop an internal communications strategy for regular communications amongst partners.
- Identify the 'point person(s)' for information flow (internally and externally).
- Identify specific needs of the partners; help partners to further their CDFAE goals.
- Share the information (spreadsheet) identifying programs and gaps in ecosystem protection.
- Facilitate a peer-to-peer format for exchange of information, capacity building and access to funding.

3.5. Collaborate with other groups working on ecosystem conservation

- Identify potential new partners and encourage their participation in the CDFCP.
- Identify gaps in partner membership (e.g., in geographical regions as well as areas of expertise)
- Share information with similar organizations and partnerships (e.g., South Coast Conservation Partnership) on an ongoing basis.
- Coordinate with region-wide groups (e.g., GOERT) regarding shared interests
- Promote members of CDFCP as mentors for smaller organizations and community groups.

- Contact community organizations working on complementary objectives (e.g., Shawnigan Watershed study and Cedar Watershed Study) and identify opportunities for collaboration.

4. Facilitate securement of protected ecosystems

Establishing and expanding a system of core protected areas that are specifically managed to protect ecosystem integrity will support the long-term resilience of CDFAE. These protected areas will include publicly-owned lands (e.g., parks and watershed lands), lands owned by conservation organizations, and private lands under conservation covenant or similar legal status.

4.1. Provide advice on land securement

Actions:
Through the Securement Working Group:

- Gather information on the options for land securement including conservation covenants, land donations, eco-gifts, land acquisition, Crown Land securement, leveraging land acquisition, land trades, and other voluntary conservation options.
- Provide advice as needed to support the efforts of government agencies and land trusts to plan for securement and to secure specific CDFAE lands for conservation.
- Provide letters of support for securement efforts that support the ecological integrity of CDFAE.

4.2. Identify options and contacts for funding land securement and stewardship

Actions:

- Identify and provide information on financial and other incentives for CDFAE securement and stewardship, e.g., potential carbon offset benefits.
- Provide examples of creative approaches to land securement, such as leveraging, land trades, or acquiring lands for trade.
- Identify contacts for fundraising (funders, fundraising expertise).
- Work with Provincial and regional organizations (e.g., the Land Trust Alliance of BC) to strategically promote funding for land conservation with government, funding agencies, financial advisors, and estate planners.
- Help to develop and advocate for new innovative funding opportunities, as well as encouraging increased funding levels for existing programs.

4.3. Promote and support land securement partnerships

Actions:

- Create venues for conversation about land securement options.
- Clarify roles various partners can play.
- Provide skills mapping for securement partners.
- Look at multi-purpose acquisitions that broaden the scope of conservation constituents, such as farming-conservation, mining-conservation and/or development-conservation.

5. Support active ecosystem management

Without active management (stewardship), even protected areas may lose ecosystem integrity. By 2045, it is hoped that protection and stewardship of CDFAE will be an integral component of the plans, policies and management activities of all governmental, private and non-governmental land managers.

5.1. Work with local governments to develop plans, policies and bylaws and incentives that enhance CDF values

Actions:
Through the Local Government Working Group:

- Find examples of practices (e.g., policies, incentives) from B.C. and elsewhere that could be used to enhance CDFAE values; share these with local governments.
- Develop and promote model policies and bylaws.

5.2. Identify and promote opportunities for CDFAE stewardship

Actions:

- Identify incentives (financial and other) for CDFAE stewardship on working landscapes.
- Meet with representatives from the forestry, agriculture and mining sectors to discuss benefits and barriers to CDFAE stewardship.
- Facilitate a peer-to-peer format for exchange of information and capacity building.
- Create a recognition strategy to appreciate good stewardship.

5.3. Identify pilot (case study) lands and land managers where focused management activities would benefit CDFAE on working landscapes[2]

Actions:

- Collaborate with land managers to identify priority lands for active management. – e.g., agriculture, forestry, real estate.
- Initiate pilot projects for stewardship projects that benefit land managers and enhance CDFAE values on working lands.
- Share the lessons from these pilot projects with the CDFCP and others.

5.4. Work with the resource, developers and real estate sectors to enhance CDF stewardship

Actions:
Through the Resource Sector Working Group, work with the resource sector (including forestry companies, woodlot owners, farmers and mining operators, and real estate sector) to:

- Identify aspects of CDFAE stewardship that enhance operations on working landscapes, and aspects that may create challenges.
- Increase awareness of the impacts of resource extraction activities on CDFAE.

[2] In this document, "working landscapes" includes all provincial Crown tenures, managed forests, ALR and non-ALR farms, riparian corridors, and watersheds.

- Explore and promote economic opportunities that are consistent with the CDFAE conservation objectives.
- Seek ways to increase the compatibility of resource activity outcomes with CDFAE conservation objectives.
- Work with the resource sector to integrate CDF values into strategic and operational plans.

Appendix A: Core Priorities

These activities form part of the CDFCP core work, and can be completed through the Steering Committee members and other partners.

1. Provide sound science to support land securement[3] and stewardship

Effective and reliable science, combined with local knowledge, supports decisions that are made using the best available information.

1.1. Provide tools for prioritization of areas for securement and stewardship within the CDF Zone

Actions:

- Working with UBC and other information providers, use the Marxan tool and analysis to develop landscape-level maps that identify potential conservation priorities.
- Use the Marxan tool and other information to identify high-value conservation areas for discussion with partners.
- Use the Marxan tool and other analysis to identify working landscapes and other lands with high CDF values.
- Develop a methodology for ranking an individual conservation opportunity.

1.2. Assist local governments, conservation groups and First Nations to identify priority areas for securement and stewardship in their jurisdiction

- *Require additional resources to complete, and is dependent on funding availability.*

1.3. Provide information on emerging CDFAE threats

- *Require additional resources to complete, and is dependent on funding availability.*

1.4. Report annually on conservation outcomes

- *Require additional resources to complete, and is dependent on funding availability.*

2. Conduct education and outreach

Increasing public understanding of the importance of healthy Coastal Douglas-fir and associated ecosystems to humans and other species is necessary to create the political and financial support for programs that promote ecological integrity.

[3] In this context, land securement includes both acquisition and other forms of legal protection such as conservation covenants.

2.1. Develop and implement a communications and outreach strategy

Requires additional resources to complete, and is dependent on funding availability.

2.2. Share success stories

Requires additional resources to complete, and is dependent on funding availability.

3. Cultivate effective partnerships

3.1. Create and fund a coordinator position

Actions:

- Hire the coordinator. Refine the existing job description, gather funding to support this position for at least the first two years, and advertise for/hire the coordinator.
- Seek funding for ongoing support for this position.
- Prepare a simple annual update that provides information on achievements, funds expended, in-kind contributions from partners and others, identification of ways members can help, etc.

Other actions require additional resources to complete, and is dependent on funding availability.

3.2. Create and Support Working Groups

Requires additional resources to complete, and is dependent on funding availability.

3.3. Encourage First Nations representation in the Partnership

Actions:

- Invite First Nations representation on the Steering Committee.

Other actions require additional resources to complete, and is dependent on funding availability.

3.4. Support the work of CDFCP Signatories

Actions:

- Identify the 'point person(s)' for information flow (internally and externally).
- Share the information (spreadsheet) identifying programs and gaps in ecosystem protection.

Other actions require additional resources to complete, and is dependent on funding availability.

3.5. Collaborate with other groups working on ecosystem conservation

Actions:

- Identify potential new partners and encourage their participation in the CDFCP.

- Identify gaps in partner membership (e.g., in geographical regions as well as areas of expertise)
- Share information with similar organizations and partnerships (e.g., South Coast Conservation Partnership) on an ongoing basis.

Other actions require additional resources to complete, and is dependent on funding availability.

4. Facilitate securement of protected ecosystems

Establishing and expanding a system of core protected areas that are specifically managed to protect ecosystem integrity will support the long-term resilience of CDFAE. These protected areas will include publicly-owned lands (e.g., parks and watershed lands), lands owned by conservation organizations, and private lands under conservation covenant or similar legal status.

4.1. Provide advice on land securement

Actions:

Through the Securement Working Group:

- Provide advice as needed to support the efforts of government agencies and land trusts to plan for securement and to secure specific CDFAE lands for conservation.
- Provide letters of support for securement efforts that support the ecological integrity of CDFAE.

4.2. Identify options and contacts for funding land securement and stewardship

Actions:

- Work with Provincial and regional organizations (e.g., the Land Trust Alliance of BC) to strategically promote funding for land conservation with government, funding agencies, financial advisors, and estate planners.

Other actions require additional resources to complete, and is dependent on funding availability.

5. Support active ecosystem management

Without active management (stewardship), even protected areas may lose ecosystem integrity. By 2045, it is hoped that protection and stewardship of CDFAE will be an integral component of the plans, policies and management activities of all governmental, private and non-governmental land managers.

5.1. Work with local governments to develop plans, policies and bylaws and incentives that enhance CDF values

Actions:

Through the Local Government Working Group:

- Find examples of practices (e.g., policies, incentives) from B.C. and elsewhere that could be used to enhance CDFAE values; share these with local governments.

Other actions require additional resources to complete, and is dependent on funding availability.

5.2. Identify and promote opportunities for CDFAE stewardship

Requires additional resources to complete, and is dependent on funding availability.

5.3. Identify pilot (case study) lands and land managers where focused management activities would benefit CDFAE on working landscapes[4]

Requires additional resources to complete, and is dependent on funding availability.

5.4. Work with the resource, developers and real estate sectors to enhance CDF stewardship

Requires additional resources to complete, and is dependent on funding availability.

[4] In this document, "working landscapes" includes all provincial Crown tenures, managed forests, ALR and non-ALR farms, riparian corridors, and watersheds.

Islands Trust

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February 6, 2015 File No.: 0230-20

AVICC
525 Government Street
Victoria, BC V8V0A8

To the AVICC Resolutions Committee:

Re: Islands Trust resolution re Coastal Douglas-fir and Associated Ecosystems Conservation Partnership (CDFCP) funding

Please find attached a resolution with backgrounder for consideration at the AVICC and UBCM conventions in 2015. It is regarding Coastal Douglas-fir and Associated Ecosystems Conservation Partnership (CDFCP) funding.

On February 4, 2015 the Islands Trust Executive Committee passed the following resolution:

EC-2015-013
It was MOVED and SECONDED,
That the Executive Committee direct staff to finalize and forward a resolution requesting provincial funding for the Coastal Douglas-fir and Associated Ecosystems Conservation Partnership (CDFCP) to the Association of Vancouver Island and Coastal Communities and Union of BC Municipalities with a backgrounder for consideration by members at the 2015 conventions.

Thank you for considering this resolution.

Yours sincerely,

Clare Frater

Clare Frater
Policy Advisor

cc. Steve Olmstead, General Manager, Planning & Development, Sunshine Coast Regional District

Islands Trust 2015 resolution to AVICC/UBCM
Coastal Douglas-fir and Associated Ecosystems Conservation Partnership (CDFCP) funding

WHEREAS the UBCM members previously endorsed resolution 2013-B104 requesting that the Ministry of Forests, Lands and Natural Resource Operations adequately resource the Coastal Douglas-fir and Associated Ecosystems Conservation Partnership; and

WHEREAS in 2015 the Partnership will issue a 30-year Conservation Strategy for the Coastal Douglas-fir biogeoclimatic zone, the most at risk zone in British Columbia, but has insufficient resources to implement the Strategy;

THEREFORE BE IT RESOLVED that the AVICC and the UBCM petition the provincial government to provide core, multi-year funding to the Partnership to assist its members to implement the Conservation Strategy with the Province, First Nations, local governments, the federal government, stakeholders, and the general public.

Background on the
Coastal Douglas-fir and Associated Ecosystems Conservation Partnership

The Coastal Douglas-fir Biogeoclimatic (CDF) Zone

The CDF Zone is the smallest and most at risk zone in British Columbia and is of conservation concern (Biodiversity BC, 2008). It is home to the highest number of species and ecosystems at risk in BC, many of which are ranked globally as imperiled or critically imperiled (BC CDC, 2012). The global range of the CDF lies almost entirely within BC, underscoring both its global uniqueness and BC's responsibility for its conservation.

The CDF is Threatened

Of all the zones in BC, the CDF has been most altered by human activities. Less than 1% of the CDF remains in old growth forests (Madrone, 2008) and 49% of the land base has been permanently converted by human activities (Hectares BC, 2010). The trend of deforestation and urbanization continues and has resulted in a natural area that is now highly fragmented with continuing threats to remaining natural systems. Approximately 9% of the CDF zone is protected in conservation areas (MFLNRO, 2011). Of the remaining land, approximately 80% is privately owned. The extent of disturbance combined with the low level of protection and challenges of working with a primarily privately owned landscape, places the ecological integrity of the CDF zone at high risk.

The Coastal Douglas-fir and Associated Ecosystems Conservation Partnership (CDFCP)

Established in 2013, the CDFCP is a forum for communication and collaboration regarding the maintenance and restoration of healthy Coastal Douglas-fir and Associated Ecosystems. The CDFCP recognizes the need for shared stewardship of ecosystems and strives to focus resources collaboratively, strategically and transparently to avoid duplicating existing efforts and to maximize conservation gains. The CDFCP has 34 members, including 4 local governments and two Provincial ministries.

Funding for the CDFCP and its Conservation Strategy

In 2015, the CDFCP will issue a Conservation Strategy which will begin to address a multi-variable approach to ecosystem conservation. Over the last 2 years, the Province has committed $2,000-$3,000 per year to assist with development of the Partnership and the Conservation Strategy. These funds have been used strategically and efficiently by the CDFCP. The CDFCP anticipates that it will need to enhance its efforts to work cooperatively with private landowners, real estate developers, foresters and forestry companies, private woodlot managers and other stakeholders to address ecosystem conservation. Building these relationships and advancing the Conservation Strategy is complex and will require increased support. Core, multi-year funding from the Province to support delivery of the Conservation Strategy will result in concrete results that will benefit the rare and endangered ecosystems in the CDF.

REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** Sept 14, 2015

From: Executive Committee **Date Prepared:** August 26, 2015

File No.:

SUBJECT: NATURAL AREA PROTECTION TAX EXEMPTION PROGRAM (NAPTEP) – DRAFT LETTER OF UNDERSTANDING WITH BOWEN ISLAND MUNICIPALITY

RECOMMENDATION:
That the Islands Trust Council endorses the draft letter of understanding with Bowen Island Municipality dated August 26, 2015 (or as amended on a later date).

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The August 26th draft letter of understanding provides clarity for Bowen Island Municipal Council about its role in administering the Natural Area Tax Exemption Program in its area. Trust Area Services staff drafted the letter of understanding for Bowen Island Municipal Council's review in May and again in July 2015. An island municipality has a greater need for a role in decision-making than local trust committees, as the implications for property tax shifts are much more significant.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

- Islands Trust Fund staff will continue to be responsible for processing NAPTEP applications and monitoring covenants once on title. Based on experience in other Local Trust Areas, staff do not anticipate significant numbers of NAPTEP applications from the newly designated area, and should not need to divert or acquire new resources to assist with application processing or covenant monitoring.

- One of the unknowns referred to in clause 6.7 of the draft letter of understanding relates to the possibility that a land owner may seriously breach the conditions of the covenant, leading to a penalty which could include repayment of all previously discounted taxes. If this occurs, the Islands Trust may remove the NAPTEP certificate from the property under section 49.5 of the *Islands Trust Act*. If the certificate is cancelled, the land owner must pay the full value of the discounted taxes since the certificate was issued, plus applicable interest. Bowen Island Municipal Council is justifiably concerned about the process for disbursement of the recaptured taxes and penalties. The draft letter of understanding assures the municipality that it will receive its share of recaptured taxes and penalties, and builds in an option to withhold approval of any NAPTEP certificate until staff can formally confirm with the Minister of Finance what the process would be.

- It will be at least six months before BIM would have to approve a new NAPTEP application. That gives staff more time to seek a response from the Minister of Finance to this unprecedented request and/or to obtain legal advice if required.

FINANCIAL: Unknown costs of possible legal advice to support requests to the Minister of Finance about disbursement and allocation of recaptured property taxes and penalties. Trust Area Services has $10,000 in its 2015-2016 legal budget that could be assigned to this purpose.

POLICY: None

IMPLEMENTATION/COMMUNICATIONS: Islands Trust staff will continue to work with staff at the Bowen Island Municipality to execute the letter of understanding and return with requests for amendment as needed. Islands Trust Fund staff will follow the terms of the letter in its administration of NAPTEP.

BACKGROUND

The Islands Trust Natural Area Protection Tax Exemption Program (NAPTEP) was enacted in 2005 and since adopted in all seven of the Regional Districts within the Islands Trust Area. As required under provincial legislation, the Islands Trust requires the agreement of the Bowen Island Municipal Council to implement the NAPTEP in its jurisdiction.

The election of a new municipal council in November 2014 resulted in renewed interest from BIM Council to staff to revisit this project. Director Gordon delivered a staff report and presentation on NAPTEP to Bowen Island Municipal Council at its May 25, 2015 Special Meeting. Bowen Island Municipal Council reviewed the draft Letter of Understanding at that meeting and again at a July 27, 2015 meeting.

At its July 27th 2015 meeting Bowen Island Municipal Council endorsed the concept of a NAPTEP agreement, directing staff to work with the Islands Trust staff to bring forward a Letter of Understanding for their approval in September. BIM and Islands Trust staff amended the letter of understanding with the recommended changes and show them in track changes in the attached draft.

REPORT/DOCUMENT: August 26th 2015 Draft Letter of Understanding

KEY ISSUE(S)/CONCEPT(S): Respecting the autonomy of island municipalities while completing the NAPTEP expansion program.

RELEVANT POLICY: This program is consistent with the Islands Trust Act and policies in the Islands Trust Policy Statement that encourage the development of a property tax incentive for natural area protection.

Expansion of the NAPTEP program to Bowen Island Municipality was identified in the Islands Trust Council Strategic Plan for 2008-2011 and 2011-2014 and is flagged in the current draft 2014-2018 strategic plan for completion in 2015.

DESIRED OUTCOME: Protection of natural areas in the Bowen Island Municipality using property tax exemptions as an incentive for property owners.

RESPONSE OPTIONS

Recommended: That Islands Trust Council endorses the draft letter of understanding with Bowen Island Municipality dated August 26th, 2015 (or as amended on a later date).

Alternative: That the Islands Trust Council defer decision on this letter of understanding until staff consult further with Bowen Island Municipality on the following proposed amendments (list).

Prepared By: Lisa Gordon, Director, Trust Area Services

Reviewed By/Date: Executive Committee Aug 25-26

_____
Chief Administrative Officer

August 26, 2015

DRAFT LETTER OF UNDERSTANDING
between
BOWEN ISLAND MUNICIPALITY
and
ISLANDS TRUST COUNCIL
concerning

THE ADMINISTRATION OF THE NATURAL AREA PROTECTION TAX EXEMPTION PROGRAM (NAPTEP)

Further to the Protocol Agreement between the Islands Trust Council ('the Trust') and Bowen Island Municipality, this Letter of Understanding outlines a consultative process between the Trust and Bowen Island Municipality to co-ordinate the administration of the Natural Area Protection Tax Exemption Program ("NAPTEP") for conservation of private lands within Bowen Island Municipality.

This Letter of Understanding refers to and uses terms from the *Islands Trust Natural Area Protection Tax Exemption Regulation* ("the Regulation") and Islands Trust Council Policy 2.1.x - *Administration of Natural Area Protection Tax Exemption Program* — see Schedule 1).

1.0 PURPOSES

1.1 To establish processes for the administration of those aspects of the NAPTEP that affect both Bowen Island Municipality and the Trust, including the application and approval process, consultation, promotion, enforcement, evaluation, costs and the duration of the program.

2.0 PRINCIPLES

2.1 Both parties acknowledge that the Trust has a provincial mandate from the *Islands Trust Act* to preserve and protect the environment and unique amenities of the Islands Trust Area.

2.2 Both parties acknowledge that Bowen Island Municipality is responsible for the delivery of services in its part of the Islands Trust Area.

2.3 Both parties recognize that cooperation and the sharing of information is essential to the success of the NAPTEP.

2.4 Both parties recognize that Bowen Island Municipality may wish to exclude specific classes or zones from eligibility and/or define additional criteria for approving new NAPTEP applications than those used in the rest of the Islands Trust Area. Those excluded zones and approval criteria will be defined in this agreement and will be described in program promotion materials distributed to eligible Bowen Island property owners.

2.5 Nothing in this Agreement alters the legislatively mandated roles, responsibilities and duties of any of the parties.

3.0 APPLICATION AND APPROVAL PROCESS FOR NATURAL AREA EXEMPTION CERTIFICATES

3.1 The Administrative Policy describes the NAPTEP application and approval process the Trust will use. Islands Trust Council may modify or refine the Administrative

Policy from time to time. It will not change those parts of the Administrative Policy that affect Bowen Island Municipality without the agreement of the signatories to this Letter of Understanding.

3.2 Bowen Island Municipality and the Trust will accept NAPTEP applications at their offices by mail or hand delivery. Bowen Island Municipality will forward any applications and application fees received to the Trust's Victoria office for initial evaluation.

3.3 Upon receipt of a complete application, Islands Trust Fund staff will conduct an initial evaluation to confirm eligibility for the NAPTEP program according to the Regulation. If they determine that the application may be eligible for the NAPTEP, they will refer the application and the initial evaluation to Bowen Island Municipality for further review and comment.

3.4 Bowen Island Municipality will provide comments on the application to the Islands Trust Fund's Victoria office within 30 days of receipt of the referred application.

3.5 The Municipality may reject an application if the area being considered:

a) is in a BC Assessment class other than "1";
b) is smaller than 2 hectares;
c) has an assessed land value of less than $200,000;
d) is within the ALR or PMFL; or
e) does not contain at least 1 hectare of a sensitive ecosystem.

3.6 The Municipality may not reject an application for any other reasons than those defined in 3.5 unless it amends this agreement to define the new criteria (see 9.2).

3.7 Trust staff will prepare a report to Islands Trust Council regarding each NAPTEP application that is determined to be eligible, including comments received from Bowen Island Municipality.

3.8 On the basis of staff recommendations and comments from Bowen Island Municipality, Islands Trust Council will decide whether to issue a natural area exemption certificate in regards to each application it receives.

3.9 The Trust will notify Bowen Island Municipality of all natural area exemption certificates it issues within the Bowen Island Municipality in time for the property tax billing cycle.

3.10 The Trust will not approve any NAPTEP certificates until Bowen Island Municipality is satisfied with the way the Minister of Finance would distribute recaptured taxes and penalties under 6.7 after a NAPTEP certificate is cancelled.

4.0 CONSULTATION

4.1 Both parties will use their best efforts to achieve interagency co-operation with mutually agreeable terms and periods.

4.2 Responsibility for the coordination of this Agreement by the respective parties is assigned to the Chief Administrative Officers of Bowen Island Municipality and the Trust.

4.3 Either party may request a meeting to discuss outstanding concerns. Such a meeting will occur within 15 working days of the request or within another period that the parties agree to.

4.4 Where anything is to be delivered, or otherwise sent to the parties it will be delivered to:

Islands Trust Council	#200 - 1627 Fort Street Victoria BC V8R 1H8 Attention: Chief Administrative Officer
Bowen Island Municipality:	981 Artisan Lane Bowen Island, BC V0N 1G2 Attention: Chief Administrative Officer

5.0 PROMOTION

5.1 Bowen Island Municipality will approve all publications used to promote the NAPTEP within the Municipality.

5.2 The Trust will cover all the costs of promoting the NAPTEP within Bowen Island Municipality.

5.3 The Municipality will make NAPTEP promotional materials produced by the Trust available to the public from its offices and through links on its website.

6.0 MONITORING AND ENFORCEMENT

6.1 The Trust will not issue a natural area exemption certificate unless the related property is subject to a protection covenant as outlined in the *Regulation.*

6.2 Bowen Island Municipality may wish to consider jointly holding the conservation covenant with the Islands Trust Fund Board, on a case-by-case basis and only at the invitation of the applicant.

6.3 The Trust will ensure that a qualified individual monitors each property that is subject to a natural area exemption certificate annually to confirm that there are no contraventions of the protection covenant.

6.4 Should the Municipality become aware of a contravention or suspected contravention of a covenant related to a natural area exemption certificate in the Bowen Island Municipality, it will notify the Trust.

6.5 Should there be a contravention of a NAPTEP covenant, Islands Trust staff will develop recommendations to Islands Trust Council. In some cases, the contravention will be remediated. In other cases, Islands Trust Council will decide to cancel the natural area exemption certificate. Cancellation of natural area exemption certificates will follow the requirements of the *Regulation* and the Administrative Policy.

6.6 The Trust will notify Bowen Island Municipality of all natural area exemption certificates that it cancels within Bowen Island Municipality and the reasons for that cancellation.

6.7 Should breaches of a NAPTEP covenant lead to cancelling the tax exemption certificate (see s.4.3 of the Regulation and s.18 of Schedule 1 - the Agreement) and assessing penalties on the landowner, each taxing authority will receive its share of

the recapture charges received by the Minister of Finance. *(From Islands Trust Act, Part 7, Section 49.7: "The Minister of Finance may distribute amounts received under this section to the applicable taxing authorities in accordance with the regulations under section 53 (2) (k).")*

7.0 EVALUATION OF PROGRAM

7.1 Both parties will commit resources and cooperate to evaluate the success and impacts of the NAPTEP. Evaluation will include an assessment of the amount of land protected, the financial impact on Bowen Island Municipality and the identification of external influences on the success of the program.

8.0 RELATED ADMINISTRATIVE ACTIVITIES

8.1 Both parties agree to refer inquiries or complaints regarding the NAPTEP to each other, as appropriate.

9.0 TERMS OF AGREEMENT

9.1 The key persons responsible for the administration of this Letter of Understanding are the Chief Administrative Officer of the Islands Trust and the Chief Administrative Officer of Bowen Island Municipality**.**

9.2 The parties agree that this Letter of Understanding may be amended at any time by mutual consent and may be terminated at any time by either party upon 90 days' notice. Applicants who have paid fees will receive refunds if an amendment later causes their application to become ineligible.

9.3 On an annual basis, the Chief Administrative Officer of the Islands Trust and the Chief Administrative Officer of Bowen Island Municipality will meet to review the implementation of this agreement at the request of either party.

9.4 The parties agree to schedule time to discuss the implementation of NAPTEP and any aspects of this agreement during regular meetings between Bowen Island Municipality and the Islands Trust Council or Islands Trust Executive Committee.

9.5 The Agreement is not limited to the above signatories and may include other agencies as agreed to by the original signatories.

9.6 Both parties agree to provide reasonable effort within the limits of their resources to implement this agreement on the basis that neither party may assign responsibilities to the other.

ENDORSEMENTS

ENDORSED BY RESOLUTION OF THE BOWEN ISLAND MUNICIPAL COUNCIL THIS ____ DAY OF _____, 2015.

_____
Kathy Lalonde, Chief Administrative Officer

ENDORSED BY RESOLUTION OF ISLANDS TRUST COUNCIL THIS ____ DAY OF _____, 2015.

_____
Linda Adams, Chief Administrative Officer

SIGNED THIS ____ DAY OF_____, 2015.

~~~~~~

Add Schedule 1 to final

Islands Trust Administrative Policy 2.1.x
Administration of Natural Area Protection Tax Exemption Program

DRAFT
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REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** Sept 15-17, 2015

From: Executive Committee **Date Prepared:** Aug 20, 2015

File No.:

SUBJECT: NATURAL AREA PROTECTION TAX EXEMPTION PROGRAM (NAPTEP) – BYLAW 162 TO INCLUDE BOWEN ISLAND MUNICIPALITY

RECOMMENDATION:

1. **That Islands Trust Council Bylaw No. 162, cited as "Islands Trust Council Designation of Natural Area Protection Tax Exemption Areas Bylaw No. 162, 2015," be read a first time.**

2. **That Islands Trust Council Bylaw No. 162, cited as "Islands Trust Council Designation of Natural Area Protection Tax Exemption Areas Bylaw No. 162, 2015," be read a second time.**

3. **That Islands Trust Council Bylaw No. 162, cited as "Islands Trust Council Designation of Natural Area Protection Tax Exemption Areas Bylaw No. 162, 2015," be read a third time.**

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
Bylaw No. 162 designates the Bowen Island Municipality as an area for which tax exemptions may be provided under Part 7.1 of the Islands Trust Act, bringing NAPTEP coverage to the entire Islands Trust Area.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Staff have worked over the last several years to seek agreement from the Greater Vancouver Regional District and Bowen Island Municipality regarding NAPTEP expansion to Bowen Island Municipality. Efforts were renewed with the election of a new municipal council in November 2014.

Islands Trust Fund staff will continue to be responsible for the processing of NAPTEP applications. Based on experience in other Local Trust Areas, staff does not anticipate significant numbers of NAPTEP applications from the newly designated area, and should not need to divert or acquire new resources to assist with application processing.

FINANCIAL: None. Uses existing budget.

POLICY: None

IMPLEMENTATION/COMMUNICATIONS:
Islands Trust staff will revise the NAPTEP communications strategy to reflect the inclusion of Bowen Island Municipality into NAPTEP, including a news release announcing the new designation and revisions to brochures and web pages.

BACKGROUND

The Greater Vancouver Regional District Board consented to implementation of the NAPTEP within its jurisdiction on April 3, 2013. At that time NAPTEP was expanded to Bowyer and Passage Islands, which fall within the Gambier Island Local Trust Area, but expansion to Bowen Island was left to the discretion of Bowen Island Municipality.

Director Gordon delivered a staff report and presentation on NAPTEP to Bowen Island Municipal Council at their May 25, 2015 Special Meeting.

Bowen Island Municipal Council reviewed the draft Letter of Understanding at their July 27, 2015 meeting and endorsed the concept of a NAPTEP agreement, directing staff to work with the Islands Trust staff to bring forward a Letter of Understanding for BIM's approval in September.

REPORT/DOCUMENT: Draft Bylaw 162

KEY ISSUE(S)/CONCEPT(S): Completion of the NAPTEP expansion program

RELEVANT POLICY:
This program is consistent with the *Islands Trust Act* and policies in the Islands Trust Policy Statement that encourage the development of a property tax incentive for natural area protection.

Expansion of the NAPTEP program to Bowen Island Municipality was identified in the Islands Trust Council Strategic Plan for 2008-2011 and 2011-2014 and is flagged in the current draft 2014-2018 strategic plan for completion in 2015.

DESIRED OUTCOME: Protection of natural areas in the Bowen Island Municipality using property tax exemptions as an incentive for property owners.

RESPONSE OPTIONS

Recommended:

1. That Islands Trust Council Bylaw No. 162, cited as "Islands Trust Council Designation of Natural Area Protection Tax Exemption Areas Bylaw No. 162, 2015," be read a first time.

2. That Islands Trust Council Bylaw No. 162, cited as "Islands Trust Council Designation of Natural Area Protection Tax Exemption Areas Bylaw No. 162, 2015," be read a second time.

3. That Islands Trust Council Bylaw No. 162, cited as "Islands Trust Council Designation of Natural Area Protection Tax Exemption Areas Bylaw No. 162, 2015," be read a third time.

Alternative:

- To defer decision on this bylaw until the letter of understanding is in effect

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Prepared By: Lisa Gordon, Director, Trust Area Services

Reviewed By/Date: Executive Committee Aug 25-26

_____
Chief Administrative Officer

DRAFT ISLANDS TRUST COUNCIL
BYLAW NO. 162

****

A bylaw to designate the Bowen Island Municipality as an area for which Natural Area Protection Tax Exemptions may be provided.

****

WHEREAS pursuant to Section 49.2(1) of the *Islands Trust Act* the Islands Trust Council may, for the purpose of carrying out the object of the Trust, designate all or part of a local trust area or municipality as an area for which tax exemptions may be provided under Part 7.1 of the *Act*; and

WHEREAS pursuant to Section 49.2(2) of the *Islands Trust Act*, the Greater Vancouver Regional District passed a resolution on April 3, 2013 consenting to implementation of the Natural Area Protection Tax Exemption Program on Islands Trust islands within the Greater Vancouver Regional District, and enabling the Council of Bowen Island Municipality to implement, at its discretion, the Natural Area Protection Tax Exemption Program on Bowen Island; and

WHEREAS the Bowen Island Municipal Council on July 27, 2015 endorsed the concept of designating lands within the Bowen Island Municipality for natural area protection tax exemptions;

NOW THEREFORE the Islands Trust Council, in open meeting assembled, enacts as follows:

Citation

1. This bylaw may be cited for all purposes as "Islands Trust Council Designation of Natural Area Protection Tax Exemption Areas Bylaw No. 162, 2015."

Area

2. All of the Bowen Island Municipality is designated as an area for which tax exemptions may be provided pursuant to Part 7.1 of the *Islands Trust Act*, provided that the property meets the criteria defined in the Letter of Understanding between Bowen Island Municipality and the Islands Trust Council.

Severability

3. If any section, subsection, sentence, clause or phrase of this bylaw is for any reason held to be invalid by a decision of a court of competent jurisdiction, the decision shall not affect the validity of the remaining portions of the bylaw.

READ A FIRST TIME THIS	15TH	DAY OF	SEPTEMBER	, 2015
READ A SECOND TIME THIS	15TH	DAY OF	SEPTEMBER	, 2015
READ A THIRD TIME THIS	15TH	DAY OF	SEPTEMBER	, 2015
ADOPTED THIS	XXTH	DAY OF	XXXX	, 2015

_____ _____

SECRETARY CHAIR

DRAFT

BRIEFING

To: Trust Council **For the Meeting of:** **September 15, 2015**

From: Trust Fund Board **Date prepared:** **August 5, 2015**

SUBJECT: 2014-15 AUDITED FINANCIAL STATEMENTS OF THE ISLANDS TRUST FUND

DESCRIPTION OF ISSUE: The audited financial statements of the Islands Trust Fund for the year ended March 31, 2015 were approved by the Trust Fund Board at their July 20, 2015 meeting and are being provided here for information.

BACKGROUND: The *Islands Trust Act* Section 46 requires the Trust Fund Board to prepare and submit to Trust Council a report respecting the previous fiscal year that includes an audited balance sheet, a statement of revenue and expenditures and a schedule of all assets held in trust, with their valuation.

ATTACHMENT(S): Audited Financial Statements of the Islands Trust Fund, Year Ended March 31, 2015

AVAILABLE OPTIONS: N/A

FOLLOW-UP: Provided for information only. Staff will attach this statement to the 2014-2015 Islands Trust Annual report for the Minister and the Islands Trust website.

Prepared By: Jennifer Eliason, Islands Trust Fund Manager

Reviewed By: Lisa Gordon, Director, Trust Area Services

Date: **19 August 2015**

_____
Linda Adams, Chief Administrative Officer

Financial Statements of

THE ISLANDS TRUST FUND

Year ended March 31, 2015

KPMG LLP
St. Andrew's Square II
800-730 View Street
Victoria BC V8W 3Y7
Canada

Telephone (250) 480-3500
Telefax (250) 480-3539
Internet www.kpmg.ca

INDEPENDENT AUDITORS' REPORT

To the Trustees of the Islands Trust Fund Board, the Trustees of the Islands Trust Council and the Minister of Community, Sport and Cultural Development

We have audited the accompanying financial statements of The Islands Trust Fund, which comprise the statement of financial position as at March 31, 2015, the statements of operations, changes in fund balances and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Basis for Qualified Opinion

In common with many charitable organizations, The Islands Trust Fund derives revenue from donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of The Islands Trust Fund. Therefore, we were not able to determine whether as at March 31, 2015 and for the years ended March 31, 2015 and March 31, 2014, any adjustments might be necessary to revenue and excess of revenue over expenses reported in the statement of operations, statement of cash flows, statement of changes in fund balances and assets and fund balances reporting in the statement of financial position as at March 31, 2015 and fund balances reported in the statement of financial position. This caused us to qualify our audit opinion on the financial statements as at and for the year ended March 31, 2014.

KPMG LLP, is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity.
KPMG Canada provides services to KPMG LLP.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of The Islands Trust Fund as at March 31, 2015, its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

KPMG LLP

Chartered Accountants

July 20, 2015
Victoria, Canada

THE ISLANDS TRUST FUND

Statement of Financial Position

March 31, 2015, with comparative information for 2014

	Opportunity Fund	Restricted Fund	Capital Fund	Endowment Fund	2015 Total	2014 Total
						(Schedule 1)
Assets:						
Current assets:						
Cash	$ 31,510	$ 219,213	$ -	$ -	$ 250,723	$ 126,781
Short-term investments (note 2)	-	158,653	-	88,000	246,653	292,726
Inventory of fundraising items	1,785	-	-	-	1,785	2,228
	33,295	377,866	-	88,000	499,161	421,735
Investments (note 3)	-	60,212	-	-	60,212	-
Land (notes 4 and 6)	-	-	7,073,903	5,396,601	12,470,504	12,047,903
	$ 33,295	$ 438,078	$ 7,073,903	$ 5,484,601	$ 13,029,877	$ 12,469,638
Liabilities:						
Current liabilities:						
Accounts payable	$ -	$ 1,024	$ -	$ -	$ 1,024	$ -
Fund Balances						
Unrestricted	33,295	-	-	-	33,295	34,056
Investment in land (note 4)	-	-	7,073,903	-	7,073,903	7,073,903
Internally restricted (note 5)	-	32,697	-	-	32,697	16,160
Externally restricted (note 5)	-	404,357	-	-	404,357	283,519
Restricted for endowment purposes (note 6)	-	-	-	5,484,601	5,484,601	5,062,000
	33,295	437,054	7,073,903	5,484,601	13,028,853	12,469,638
	$ 33,295	$ 438,078	$ 7,073,903	$ 5,484,601	$ 13,029,877	$ 12,469,638

The accompanying notes are an integral part of these financial statements.

Approved by the Trust Fund Board: Tony Law Board member _____ Board member

THE ISLANDS TRUST FUND

Statement of Operations

Year ended March 31, 2015, with comparative information for 2014

	Opportunity Fund	Restricted Fund	Capital Fund	Endowment Fund	2015 Total	2014 Total
						(Schedule 2)
Revenue:						
Donations:						
Cash	$ 2,805	$ 134,605	$ -	$ -	$ 137,410	$ 30,422
Land	-	-	-	401,040	401,040	427,000
Grants	-	3,758	-	-	3,758	3,416
Rental income	-	10,200	-	-	10,200	10,200
Investment income	87	15,796	-	-	15,883	17,524
Sale of fundraising items	613	-	-	-	613	126
	3,505	164,359	-	401,040	568,904	488,688
Expenses:						
Repairs and maintenance - Alton property	-	5,423	-	-	5,423	126
Cost of sales of fundraising items	443	-	-	-	443	60
Bank charges	23	-	-	-	23	109
Donations to conservancy groups	3,800	-	-	-	3,800	19,300
	4,266	5,423	-	-	9,689	19,595
Excess (deficiency) of revenue over expenses	$ (761)	$ 158,936	$ -	$ 401,040	$ 559,215	$ 469,093

The accompanying notes are an integral part of these financial statements.

THE ISLANDS TRUST FUND

Statement of Changes in Fund Balances

Year ended March 31, 2015, with comparative information for 2014

	Opportunity Fund	Restricted Fund	Capital Fund	Endowment Fund	Total
Fund balances, March 31, 2013	$ 43,900	$ 247,742	$ 6,856,903	$ 4,852,000	$ 12,000,545
Excess (deficiency) of revenue over expenses	(9,844)	51,937	217,000	210,000	469,093
Fund balances, March 31, 2014	34,056	299,679	7,073,903	5,062,000	12,469,638
Excess (deficiency) of revenue over expenses	(761)	158,936	-	401,040	559,215
Interfund transfer (note 7)	-	(21,561)	-	21,561	-
Fund balances, March 31, 2015	$ 33,295	$ 437,054	$ 7,073,903	$ 5,484,601	$ 13,028,853

The accompanying notes are an integral part of these financial statements.

THE ISLANDS TRUST FUND

Statement of Cash Flows

Year ended March 31, 2015, with comparative information for 2014

	2015	2014
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	$ 559,215	$ 469,093
Item not involving cash:		
Donation of land	(401,040)	(427,000)
Changes in non-cash operating working capital:		
Inventory of fundraising items	443	60
Accounts payable	1,024	-
	159,642	42,153
Capital activities:		
Cash paid to acquire land	(21,561)	-
Investing activities:		
Decrease (increase) in short-term investments	47,536	(17,229)
Increase in long-term investments	(61,675)	-
	(14,139)	(17,229)
Increase in cash	123,942	24,924
Cash, beginning of year	126,781	101,857
Cash, end of year	$ 250,723	$ 126,781

The accompanying notes are an integral part of these financial statements.

The Islands Trust (the "Trust") is incorporated under The Islands Trust Act of British Columbia (as amended). The objectives of the Trust are 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 the Province generally.

The Islands Trust Fund (the "Trust Fund") is also incorporated under The Islands Trust Act of British Columbia and is empowered to accept donations, grants and bequests on behalf of the Trust and to hold land and other property in compliance with a Trust Fund plan approved by the Ministry of Community, Sport and Cultural Development.

The Trust Fund is administered by the Trust and for financial reporting purposes, the Trust and the Trust Fund are reported on separately. The Trust Fund's annual expenses are funded by and reported as part of the Trust in accordance with The Islands Trust Act. These financial statements present the financial position and changes in fund balances of the Trust Fund.

1. Significant accounting policies:

The financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards including the 4200 standards for government not-for-profit organizations:

(a) Fund accounting:

The Trust Fund follows the restricted fund method of accounting for contributions.

The Opportunity Fund reports unrestricted resources.

The Restricted Fund reports the assets, liabilities, revenue and expenses related to internally and externally restricted assets.

The Capital Fund reports the assets, liabilities, revenue and expenses related to the Trust Fund's capital assets.

The Endowment Fund reports resources that are contributed for endowment purposes.

(b) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Derivative instruments and equity instruments that are quoted in an active market are reported at fair value. All other financial instruments are subsequently recorded at cost or amortized cost unless management has elected to carry the instruments at fair value. Management has elected to record all investments at fair value as they are managed and evaluated on a fair value basis.

Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations.

1. Significant accounting policies (continued):

(b) Financial instruments (continued):

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations and any unrealized gain is adjusted through the statement of remeasurement gains and losses. When the asset is sold, the unrealized gains and losses previously recognized in the statement of remeasurement gains and losses are reversed and recognized in the statement of operations. During the years presented, there are no unrealized gains and losses, and as a result, no statement of remeasurement gains and losses has been included in these financial statements. All investments held by the Trust Fund are classified as Level 2 investments for fair value measurement and there were no changes in classification in the years presented.

(c) Land:

Purchased land is recorded at cost. Contributed land is recorded at estimated fair value at the date of contribution.

(d) Revenue recognition:

Restricted contributions are recorded as revenue of the appropriate restricted fund when received or receivable, if the amount can be reasonably estimated and collection is reasonably assured.

Unrestricted contributions are recorded as revenue of the Opportunity Fund in the year received or receivable if the amount can be reasonably estimated and collection is reasonably assured.

Contributions for endowment are recorded as revenue in the Endowment Fund balance.

Interest income earned on Endowment Fund resources is restricted for the purpose of maintaining certain specified property and is recorded in the Restricted Fund. Interest income of internally restricted funds is recorded as revenue of the Restricted Fund. Other interest income is recorded as revenue of the Opportunity Fund when earned.

All other forms of income are recorded as revenue of the Opportunity Fund when received or receivable.

1. Significant accounting policies (continued):

(e) Liability for contaminated sites:

A liability for contaminated sites is recognized when a site is not in productive use and the following criteria are met:

i) an environmental standard exists;

ii) contamination exceeds the environmental standard;

iii) the Trust is directly responsible or accepts responsibility;

iv) it is expected that future economic benefits will be given up; and

v) a reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

(f) Use of estimates:

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions which affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenditures during the period. Significant estimates include assumptions used in estimating the fair value of contributed land at the date of contribution. Actual results could differ from those estimates.

(g) Comparative figures:

Certain comparative information has been reclassified to conform with the financial statement presentation for the current year.

(h) Adoption of new accounting policy:

On April 1, 2014, the Trust Fund adopted PS 3260 Liability for Contaminated Sites. The standard was applied on a retroactive basis to April 1, 2013 and did not result in any adjustments to financial liabilities, land or fund balances of the Trust Fund.

2. Short-term investments:

Short-term investments consist of an endowment fund with the Victoria Foundation and Municipal Finance Authority of British Columbia (“MFA”) Bond and Money Market Funds. Investments in MFA Funds are recorded at cost plus earnings reinvested in the funds.

3. Investments:

Investments consist of a guaranteed investment certificate that matures on April 16, 2019. It has an interest rate of 2.55%.

4. Land:

	Acquisition date	2015	2014
Inner Island Nature Reserve, Denman Island	1992	$ 70,000	$ 70,000
Coats Millstone Reserve, Gabriola Island	1994	100,000	100,000
Medicine Beach Nature Sanctuary, North Pender Island	1996	477,000	477,000
Cunningham Reserve, Salt Spring Island	1994	265,000	265,000
Deep Ridge Reserve, Salt Spring Island	1992	255,000	255,000
Lower Mt. Erskine Nature Reserve, Salt Spring Island	1996	284,000	284,000
Kwel Nature Sanctuary, Lasqueti Island	1997	195,497	195,497
Singing Woods Nature Reserve, Bowen Island	1999	157,000	157,000
Trincomali Nature Sanctuary, Galiano Island	2001	242,406	242,406
Horton Bayviary Nature Reserve, Mayne Island	2002	210,000	210,000
Morrison Marsh Nature Reserve, Denman Island	2006	438,000	438,000
Brigade Bay Bluffs Nature Reserve, Gambier Island	2006	150,000	150,000
Long Bay Wetland Nature Reserve, Gambier Island	2006	305,000	305,000
Elder Cedar Nature Reserve, Gabriola Island	2007	658,000	658,000
Mount Artaban Nature Reserve, Gambier Island	2009	1,177,000	1,177,000
Fairy Fen Nature Reserve, Bowen Island	2011	1,817,000	1,817,000
Laughlin Lake Nature Reserve, Galiano Island	2013	56,000	56,000
DL 58 Nature Reserve, Galiano Island	2014	217,000	217,000
		$ 7,073,903	$ 7,073,903

5. Restricted Fund balances:

	2015	2014
Internally restricted:		
McFadden property	$ 32,697	$ 16,160
Externally restricted:		
Alton Nature Reserve - maintenance fund	80,115	62,145
Morrison Fund	20,046	20,000
Covenant Defense Fund	62,617	60,974
Lasqueti Acquisition Funds	31,761	30,875
Gambier Acquisition Fund	113,602	109,525
Thetis Island Acquisition Fund	96,216	-
	404,357	283,519
	$ 437,054	$ 299,679

The Covenant Defense Fund was previously named the Marilyn King – Covenant protection endowment.

6. Restricted for endowment purposes:

	Acquisition date	2015	2014
Short-term investments:			
Alton Nature Reserve - maintenance	2002	$ 88,000	$ 88,000
Land:			
Lindsay Dickson Nature Reserve, Denman Island	2001	2,200,000	2,200,000
Alton Nature Reserve, Salt Spring Island	2002	454,000	454,000
McFadden Creek Nature Sanctuary, Salt Spring Island	2015	422,601	-
Properties acquired under the Federal Government Ecological Gifts program:			
Mt. Trematon Nature Reserve, Lasqueti Island	2006	320,000	320,000
David Otter Nature Reserve, Bowen Island	2007	620,000	620,000
John Osland Nature Reserve, Lasqueti Island	2012	890,000	890,000
Valens Brook Nature Reserve, Denman Island	2013	280,000	280,000
Burren's Acres Nature Reserve, Gabriola Island	2014	210,000	210,000
		5,396,601	4,974,000
Total restricted for endowment purposes		$ 5,484,601	$ 5,062,000

Investment gains on endowment funds for the year of $9,352 (2014 - $14,064) have been recorded in the Restricted Fund.

6. Restricted for endowment purposes (continued):

Two properties owned by the Trust Fund Board, the Lindsay Dickson property on Denman Island, and the Alton property on Salt Spring Island, were donated on the condition that the properties be used and managed in certain ways. The Lindsay Dickson property was donated "for so long as the land is used as a nature reserve for the use, benefit and enjoyment of the residents of B.C.". The Alton property is to be held, managed and preserved for its ecological environment and scenic features and not as a recreational park. The residence, gardens and driveway are to be preserved and managed for non-profit purposes.

In 2015, the McFadden Creek Nature Sanctuary on Salt Sprint Island was donated on the condition that the property was to be protected, preserved and maintained in its natural state.

In the event that these properties are not managed accordingly, the properties could revert to the Province of British Columbia in the case of the Lindsay Dickson Nature Reserve and the McFadden Creek Nature Sanctuary, and to the Executors of the donor's estate in the case of the Alton Nature Reserve.

Certain properties as listed in the preceding table were acquired under the Federal Government Ecological Gift program. Recipients of ecological gifts are responsible for maintaining the biodiversity and environmental heritage values of the property in perpetuity.

7. Interfund transfer:

During the year, an interfund transfer of $21,561 (2014 – nil) from the Restricted Fund to the Endowment Fund was made, representing cash paid to acquire the McFadden Creek Nature Sanctuary Land.

8. Related party:

The Trust is related to the Trust Fund through the composition of the Trust Fund's Board. The Trust Fund's Board is comprised of three members from the Trust's Council and up to three members appointed by the Minister of Community, Sport and Cultural Development.

The Trust Fund's annual expenses are funded by and reported as part of the Trust in accordance with The Islands Trust Act. The expenses are summarized as follows:

	2015	2014
Operations	$ 433,061	$ 465,536
Board	17,319	14,082
Property management	132,925	144,701
	$ 583,305	$ 624,319

9. Financial risks and concentration of risk:

The Trust Fund's financial instruments consist of cash, short-term investments and accounts payable. It is management's opinion that the Trust Fund is not exposed to significant interest, currency or credit risk arising from these financial instruments. The maximum exposure to credit risk at March 31, 2015 is the carrying value of cash and short-term investments. The Trust Fund deals with creditworthy counterparties to mitigate credit risk. The Trust Fund manages its liquidity risk by monitoring its operating requirements. Interest rate risk is not significant due to the short term nature of investments held. There have been no significant changes to risk exposure in the years presented.

THE ISLANDS TRUST FUND

Statement of Financial Position

Schedule 1

March 31, 2014

	Opportunity Fund	Restricted Fund	Capital Fund	Endowment Fund	2014 Total
Assets:					
Current assets:					
Cash	$ 31,828	$ 94,953	$ -	$ -	$ 126,781
Short-term investments	-	204,726	-	88,000	292,726
Inventory of fundraising items	2,228	-	-	-	2,228
	34,056	299,679	-	88,000	421,735
Land (notes 3 and 5)	-	-	7,073,903	4,974,000	12,047,903
	$ 34,056	$ 299,679	$ 7,073,903	$ 5,062,000	$ 12,469,638
Fund Balances					
Unrestricted	$ 34,056	$ -	$ -	$ -	$ 34,056
Investment in land (note 3)	-	-	7,073,903	-	7,073,903
Internally restricted (note 4)	-	16,160	-	-	16,160
Externally restricted (note 4)	-	283,519	-	-	283,519
Restricted for endowment purposes (note 5)	-	-	-	5,062,000	5,062,000
	$ 34,056	$ 299,679	$ 7,073,903	$ 5,062,000	$ 12,469,638

THE ISLANDS TRUST FUND

Statement of Operations

Schedule 2

Year ended March 31, 2014

	Opportunity Fund	Restricted Fund	Capital Fund	Endowment Fund	2014 Total
Revenue:					
Donations:					
Cash	$ 9,351	$ 21,071	$ -	$ -	$ 30,422
Land	-	-	217,000	210,000	427,000
Grants	-	3,416	-	-	3,416
Rental income	-	10,200	-	-	10,200
Investment income	119	17,405	-	-	17,524
Sale of fundraising items	126	-	-	-	126
	9,596	52,092	217,000	210,000	488,688
Expenses:					
Repairs and maintenance - Alton property	-	126	-	-	126
Cost of sales of fundraising items	60	-	-	-	60
Bank charges	80	29	-	-	109
Donations to conservancy groups	19,300	-	-	-	19,300
	19,440	155	-	-	19,595
Excess (deficiency) of revenue over expenses	$ (9,844)	$ 51,937	$ 217,000	$ 210,000	$ 469,093

Pauline Brazier

From: rdarcher@shaw.ca
Sent: Monday, July 06, 2015 8:42 PM
To: chair
Subject: Contact Form Submission

Contact: Chair, Islands Trust Council
Name: Rita Archer
Email: rdarcher@shaw.ca
If you would like to be contacted using a different method than E-mail, please enter the details:
Write your message: I am opposed to the head office site study at this time. It should be deferred until after the Salt Spring referendum on incorporation. Likewise, I do not support the expenditure of $50,000 on First Nations' issues. Such an initiative does not fall under the Trust's mandate and is an excessive amount of $ to boot. Makes me think that the Trust levy is also excessive and some of the $ should be reallocated to more pressing local needs such as road repairs and other local improvements.

POLIS Project on Ecological Governance
Centre for Global Studies
University of Victoria
PO Box 1700 STN CSC
Victoria, British Columbia V8W 2Y2
Canada

RECEIVED
JUL 13 2015
ISLANDS TRUST
Centre for Global Studies

July 9th, 2015

Peter Luckham
Chair, Board of Directors, Islands Trust Council
200 - 1627 Fort Street
Victoria, BC V8R 1H8

Dear Peter Luckham,

We are writing to make you aware of the latest research publication from the POLIS Water Sustainability Project at the University of Victoria: *California's Oranges and B.C.'s Apples: Lessons for B.C. from California's Groundwater Reform.*

This report evaluates California's recent groundwater law reform in light of options available to B.C. Drawing from the California experience, the research outlines several insights relevant to the B.C. context that could support the development of a comprehensive approach to sustainable groundwater management in the province. A copy of the report briefing summary is enclosed for your interest and reference. The full report is available on the POLIS website (see: poliswaterproject.org/orangesapples). It has received significant attention within the water and policy community, provincial government, and media.

As you are aware, B.C.'s new *Water Sustainability Act* introduces a requirement to integrate previously unregulated groundwater into B.C.'s water law system. To help inform B.C.'s approach to groundwater regulation, this report points to four key lessons that can be drawn from California's *Sustainable Groundwater Management Act* (SGMA):

1) Despite differences in the contexts and legal regimes in California and B.C., the approach to groundwater planning under the SGMA holds valuable insights for B.C.

2) California's law reform process indicates that it can take decades to develop and implement an effective groundwater management plan.

3) California has produced a clearer definition of sustainable groundwater management than B.C.

4) Local control for groundwater management and governance is important, but must be supported by strong state/provincial standards.

This report highlights that B.C. law and decision-makers can go further than California to promote sustainable use and management of groundwater. The province has a unique opportunity with the new *Water Sustainability Act* to develop and implement strong groundwater regulations.

POLIS Project on Ecological Governance
Centre for Global Studies
University of Victoria
PO Box 1700 STN CSC
Victoria, British Columbia V8W 2Y2
Canada

If you are interested in further information, we would be more than happy to set up a time to meet with you or other members of your team to provide a briefing on this research and POLIS' work around water law reform priorities and opportunities. Our team continues to focus on supporting the *Water Sustainability Act* regulation development phase through ongoing research and outreach.

Sincerely,

Oliver M. Brandes, BA(H), Dip.RNS, M.Econ., JD
Co-Director & Water Sustainability Project Lead,
POLIS Project on Ecological Governance, University of Victoria
Research Associate, Centre for Global Studies, University of Victoria
Research Affiliate, Environmental Sustainability Research Centre, Brock University
Adjunct Professor, Faculty of Law & School of Public Administration, University of Victoria
Adjunct Professor, Department of Environment & Resource Studies, University of Waterloo
Founding Member, Forum for Leadership on Water (FLOW-Canada)

Rosie Simms, B.A. & Sc.(H), M.A.
Water Law & Policy
Researcher/Coordinator
POLIS Water Sustainability Project
University of Victoria

From: Peter Johnston [mailto:pjohnston@lasqueti.ca]
Sent: Thursday, July 30, 2015 9:28 AM
To: EC
Subject: suggestion re use of past trustees

Hello Executive Committee members,

I made this suggestion to the Lasqueti Local Trust Committee, but want to also make it to you with the hope that it will come before Trust Council as a possibility to be considered.

Last Trust Council felt it was very important to revise the Trust Policy Statement, but the public objected to spending Gas Tax money (not Trust Area taxes) to do this needed revision. My suggestion is that there is a lot of good will and experience and knowledge available from past trustees still on and involved with island communities. A committee of them could probably be brought together (not necessarily physically) to begin a Policy Statement revision, or possibly other important Trust and Trust-area tasks that Trust Council members and Trust staff do not have the time to accomplish, or even to begin.

Specific ex-trustees could be solicited, or all could be invited to volunteer, and they could be selected on whatever basis seemed appropriate, possibly one per island. Cost should be negligible, because most work (if not all) could be done by email or teleconference or video conference.

Please consider this suggestion, and when it's appropriate, bring it before Trust Council for their consideration. I think a lot of goodwill could be gained from and by this group, and hopefully a lot of useful work (that would not otherwise be able to be done) could be accomplished.

Thank you for your commitment and work for the Islands Trust and the
islands, Peter

Association for Denman Island Marine Stewards (adims.ca)
P.O. Box #7, Denman Island, B.C. V0R 1T0
e-mail; lizjj@telus.net or, edijohnston@gmail.com

August 28, 2015

Islands Trust Council
c/o Trustee Law

Dear Islands Trust Council Member: please consider this letter as a "late submission" and kindly consider including it in your correspondence at your Regular Quarterly Meeting on Bowen Island on Sept. 15, 2015.

The Association for Denman Island Marine Stewards (ADIMS) is grateful for the Islands Trust's ongoing commitment to protect the marine environment. As you well know, it is a complicated multi-jurisdictional undertaking and as such, requires an abundance of Trust time and resources.

ADIMS therefore strongly urges the Trust Council to establish a permanent committee who will focus solely on the surrounding shores and waters of its Trust islands in hopes of addressing marine issues more effectively. This would allow the Trust to develop a comprehensive, coordinated and unified approach to marine issues throughout the Islands Trust jurisdiction.

Thank your for your time and consideration of this urgent and important matter.

Edina Johnston
ADIMS co-chair
5271 Chrisman Rd.
Denman Island, BC V0R 1T0
250 335-2689

2015 Islands Trust Council
Priorities Chart

Sept 1/15

Islands Trust Council Goals	**Executive Committee** (LA)	**Trust Fund Board** (JE)
Ecosystem Preservation and Protection… Stewardship of Island Resources... Sustain Island Character and Healthy Communities Work in Cooperation with Others	1. Governance, Policy, Strategic Planning, Trust Council (LA) 2. Communications, Advocacy, Policy Statement, Interagency and Public Relations (LG) 3. Organizational Improvements (DM/CS/CT)	1. Strategic Planning/Administration 2. Covenant and Property Acquisitions 3. Property and Covenant Management 4. Communications 5. Fundraising and Conservancy Support
Financial Planning Committee (CS)	**Local Planning Committee** (DM)	**Trust Programs Committee** (LG)
1. First Draft of the 2016/17 Budget 2. Develop Islands Trust Adaptation Strategy, in conjunction with Executive Committee 3. 2014/15 Allocated Financial Statements	1. Community Housing Needs 2. Shoreline and Marine Planning 3. Appropriate Economic Development	1. Amend Crown Land Cooperation Agreements 2. Islands Trust Policy Statement 3. Community Stewardship Awards
Southern Team (RK) Galiano, Mayne, N. Pender, S Pender, Saturna	**Northern Team** (Vacant) Ballenas-Winchelsea (EC), Denman, Gabriola, Gambier, Hornby, Lasqueti and Thetis	**Salt Spring Team** (SC) Salt Spring
LTC Planning Priorities • ***Galiano*** *– Secondary Suite Review (RK/KF); Cottage Regulation Review (KF); and Home-based contractor yards (KF).* • ***Mayne*** *– Commercial Land Use Review (GR); Fallow Deer Eradication Plan participation (GR); OCP/LUB amendments (density on remainder lots, TUP policies and STVR review) (GR).* • ***North Pender*** *– Planning for Waste Management (JS); Housing (STVR review – 1st phase) (JS); Age and disability friendly community planning (JS).* • ***Saturna*** *– Review of Density Transfer Mechanisms (GR), Community Profile (GR).* • ***South Pender*** *- LUB Review and Update (RK/KF).*	LTC Planning Priorities • ***Ballenas-Winchelsea (EC)*** *(ME)**: Approval of OCP and LUB; Administrative Bylaws; Nanoose First Nation Relationship building* • ***Denman*** *(RM): RAR implementation; Visitor Accommodation; MoU with K'omoks First Nation; Marine issues (trustees)* • ***Gabriola****: Roadside Signage (TR/AB); Dog Sitting (AB); Compliance with MoA's Bylaw Standard for Medical Marihuana Production Facilities (AB); Affordable Housing (trustees)* • ***Gambier*** *(AB): RAR implementation; Gambier OCP review; Foreshore protection/stewardship; OCP advocacy implementation & support (trustees)* • ***Hornby*** *(RM): RAR implementation; OCP and LUB Review; APC appointments* • ***Lasqueti*** *(ME): RAR implementation; OCP & LUB review; First Nations relationships; electronic meetings (Carmen Thiel)* • ***Thetis*** *(ME): Associated Islands OCP & LUB Creation; Shoreline Protection; RAR implementation*	LTC Planning Priorities • *Watershed Management & Salt Spring Island Watershed Protection Authority (SC)* • *Ganges Village Area Planning – Boardwalk (CS/JY)* • *Land Use Bylaw Update: Industrial (SC)* • *Grantville Street Water and Septic (JY)* • *Land Use Bylaw Update: Rural Watershed Uses (JY)*

Planning Priorities – taken from top priorities established by each local trust committee. LA – Linda Adams; LG – Lisa Gordon; DM – David Marlor; CS –Cindy Shelest; JE – Jennifer Eliason
Southern Team: RK – Robert Kojima; GR – Gary Richardson; JS – Justine Starke; KF – Kim Farris
Northern Team : AB - Aleksandra Brzozowski; ME – Marnie Eggen; RM - Rob Milne; TR – Teresa Rittemann
Salt Spring Team: SC – Stefan Cermak; PI.2 – Planner 2; Isl.Pl – Island Planner

DRAFT

December 2015 Islands Trust Council Meeting Program

Meeting Location: Community Gospel Chapel, 147 Vesuvius Road, Salt Spring Island

Sept 2/15

	Tuesday, December 8	Wednesday, December 9	Thursday, December 10
A.M.	*Ferries to Salt Spring Island:*	7:30 – 8:15 Breakfast 8:30 – 9:15 ***Closed Meeting**** 9:15 – 9:45 **Decision and Information Items** 9:45 – 10:15 Break 10:15 – 12:15 **Grace Islet History/Options for Protecting Archaeological Sites (possible field trip – TBD)**	7:30 – 8:15 Breakfast 8:30 – 10:00 **2016-17 Draft Budget** • Budget Process • Initial Review • Strategic Plan implications 10:30 – 11:00 Break 11:00 – 11:45 **Decision and Information Items**
P.M.	1:00 – 1:40 Lunch – Meeting Hall 1:45 **Call to Order/Notice of New Items** 1:50 – 2:50 **Adaptation Strategy Workshop** 2:50 – 3:30 **Administrative Fairness update** 3:30 – 4:00 Break 4:00 – 5:30 **Decision and Information Items**	12:15 – 1:00 Lunch – Meeting Hall 1:00 – 2:30 **Delegations & Town Hall** 2:30 – 3:00 Break 3:00 – 5:00 **Decision and Information Items**	11:45 – 12:30 Lunch – Meeting Hall 12:30 – 2:00 **Trustee Roundtable** 2:00 Meeting Adjourned *Ferries from Salt Spring Island:*
	6:00 – Dinner with Former Trustees	6:00 – Dinner	

** Members of the public are invited to attend all sessions except any closed meetings and meals.

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Islands Trust Council

2016 Quarterly Meetings Schedule

Revised August 31, 2015

Resolution:

That the Islands Trust Council establish the following meeting schedule for 2016:

March 8-10, 2016 - Hornby Island

June 14-15, 2016 – North Pender Island

September 13-15, 2016 – Mayne Island

December 6-8, 2016 – Salt Spring Island

DRAFT

REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** September 15-17, 2015

From: Trustee Tony Law **Date Prepared:** August 19, 2015

SUBJECT: ADVOCACY TO AMEND THE ISLANDS TRUST ACT

RECOMMENDATION:

1. **That the Islands Trust Council supports in principal amending the *Islands Trust Act* to add "First Nations" to the list of those with whom we work "in co-operation."**

2. **That the Islands Trust Council request the Executive Committee to consider asking the Minister of Community Sport and Cultural Development to make this amendment, at an appropriate time with respect to available resources and the potential for the amendment to be achieved.**

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
Changes to provincial legislation, such as the *Islands Trust Act,* are made by the provincial legislature, when it is in session. The capacity of the legislative agenda is very limited, as are the work programs of those who draft legislative amendments. Previous experience indicates that the provincial government is only willing to consider changes to the *Islands Trust Act* if the change is consistent with broader provincial objectives and there are compelling arguments, based on research, to indicate that there is no other way to achieve the intended goal. Despite best efforts by the Executive Committee and staff, the Minister of Community, Sport and Cultural Development (MCSCD) has not yet accommodated several well-researched requests since 2011 to amend the *Islands Trust Act* to change the name of the Trust Fund to "Conservancy". Should Trust Council make this request for an amendment to the *Islands Trust Act*, it could be added to earlier requests, but an early response is not expected.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: The process of seeking legislative change to the *Islands Trust Act* requires research, the development of briefings for the provincial government and meetings at the political and staff levels. While the Executive Committee could take on this work with existing resources and make it a priority, it would need to consider which other matters assigned by Trust Council should be displaced and consider when there is the best potential for success.

FINANCIAL: None

POLICY: No implications for existing policy.

IMPLEMENTATION/COMMUNICATIONS: Should the Islands Trust Council approve this recommendation, the Islands Trust Executive Committee would place this request on its work program for later consideration. When time allows, Executive Committee would ask staff to research the steps required to request this change, including alternatives that could achieve the same outcome. If the research supported pursuing the change, the Executive Committee would write to the Minister with the request. The request would then be made at future meetings

between the Executive Committee and the Minister of Community, Sport and Cultural Development.

BACKGROUND

The *Islands Trust Act* currently indicates that the object of the Islands Trust is to be undertaken *'in cooperation with municipalities, regional district, improvement districts, other persons and organizations and the Government of British Columbia'*. This listing does not identify First Nations as a separate group, but does not exclude them. The *Islands Trust Policy Statement* does contain specific language (although somewhat dated), under the heading 'Role of First Nations':

> *'First Nations consider the Trust Area to be within their traditional territory. As such, they may have rights and interests in the Trust Area. Proposed regulations that may affect aboriginal rights will be preceded by meaningful consultation and negotiation of conflicts with known claims.*

The Ministry of Community, Sport and Cultural Development has developed guidelines for engagement with First Nations, before local trust committees seek provincial approval of Official Community Plan bylaws.

The Islands Trust Council has previously authorized Executive Committee to seek the following legislative changes, with the outcomes indicated:

1. To allow four local trustees to be elected to sit on the Salt Spring Island Local Trust Committee and on Trust Council.
   Status: After extensive research, contractor assistance and public consultation by the Islands Trust, the Minister authorized a referendum on Salt Spring which did not support this request.

2. To enable the Islands Trust Council to determine the size of its Executive Committee.
   Status: never approved or rejected

3. Permit Islands Trust bodies to hold meetings through electronic or other communication facilities.
   Status: After research and extensive briefings over several years, a new Islands Trust Regulation enabled this change, which was modeled after existing legislation that already applied to other local governments.

4. Include Bowen Island Municipality in the Natural Area Protection Tax Exemption Program (NAPTEP).
   Status: Achieved, on the basis of research and briefings prepared over several years.

5. Bylaw dispute adjudication system.
   Status: Achieved, on the basis of research and briefings prepared over several years. The change was modeled after existing legislation that already applied to other local governments.

6. Trust Fund Board corporate status and name change.
   Status: Unsuccessful to date, after extensive research, stakeholder consultation, legal advice and briefings prepared since 2011.

REPORT/DOCUMENT: None

KEY ISSUE(S)/CONCEPT(S):

Updating legislation to recognize the importance of working in cooperation with First Nations in the Islands Trust Area.

RELEVANT POLICY:

1) *Islands Trust Policy Statement – 'Role of First Nations'*

Extract from page 4 of the Islands Trust Policy Statement: "First Nations consider the Trust Area to be within their traditional territory. As such, they may have rights to and interests in the Trust Area. Proposed regulations that may affect aboriginal rights will be preceded by meaningful consultation and negotiation of conflicts with known claims."

The Policy Statement Review Task Force report identified in 2010 that the topic of First Nations required significant improvement during the next review / amendment of the Policy Statement.

2) Guide to First Nations Engagement on Local Government Statutory Approvals – Ministry of Community, Sport and Cultural Development

DESIRED OUTCOME:

That the Islands Trust is able to formally recognize the important role of First Nations in its enabling legislation.

RESPONSE OPTIONS

Recommended:

1. **That the Islands Trust Council supports in principal amending the Islands Trust Act to add "First Nations" to the list of those with whom we work "in co-operation."**

2. **That the Islands Trust Council request the Executive Committee to consider asking the Minister of Community Sport and Cultural Development to make this amendment, at an appropriate time with respect to available resources and the potential for the amendment to be achieved.**

Alternatives:

1. That the Islands Trust Council elect not to seek legislative changes, but take other actions to demonstrate its commitment to work cooperatively with First Nations.

Prepared By: Lisa Gordon, Director Trust Area Services

Reviewed By/Date: Executive Committee August 26, 2015

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Linda Adams, Chief Administrative Officer

REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** September 15-17, 2015

From: Trustee Tony Law **Date Prepared:** August 19, 2015

SUBJECT: ADVOCACY ABOUT CANADA'S ROLE IN THE UNITED NATIONS CLIMATE CHANGE CONFERENCE (COP21)

RECOMMENDATION:

That the Islands Trust Council requests the Chair to write to the newly elected Prime Minister of Canada urging Canada to take a constructive role at the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 21) in Paris and make whatever commitments are required to achieve a legally binding agreement that will keep global warming to below 2°Celsius.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

Chair correspondence of this nature is consistent with previous efforts to influence other levels of government in Canada on issues important to Trust Council. Unless Trust Council assigns staff to perform additional research, the content of the letter would be based on existing Trust Council positions expressed as part of its commitment to the B.C. Climate Action Charter.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Staff time to draft the letter for the Chair would be less than half a day and would rely on existing positions and commitments of Trust Council. The letter's priority would be determined by the Executive Committee, considering other advocacy projects already assigned.

FINANCIAL: None

POLICY: No implications for existing policy.

IMPLEMENTATION/COMMUNICATIONS:

Should the Islands Trust Council approve this recommendation, the Islands Trust Executive Committee would place this project on its work program. Staff would draft the letter for the Chair in early October and send it to the Prime Minister immediately after the federal election on October 19, 2015, with copies to the leaders of the other federal political parties and post it to the Islands Trust website.

BACKGROUND

From November 30th to December 11th, 2015, France will be hosting the annual Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21). This is a crucial conference to make decisions by consensus about combating climate change and to achieve a new international agreement on the climate, applicable to all countries, with the goal of keeping global warming to below 2°C.

Islands Trust is committed to the actions agreed to under the B.C. Climate Action Charter. Commitment to the charter was demonstrated by amending all official community plans to include community emission reduction targets, policies and actions and by becoming a carbon neutral organization. Carbon neutrality has been achieved since 2012 through three steps:

•Performing an emissions inventory of our operations;
•Implementing an action plan to reduce emissions; and
•Purchasing carbon offsets to counteract emissions that cannot be readily reduced.

Increases in sea level and worsening summer droughts pose immediate threats to the Islands Trust Area, in both the built and natural environments.

The current draft strategic plan contains no activities related to climate change advocacy, only to adaptation to rising sea levels.

REPORT/DOCUMENT: None

KEY ISSUE(S)/CONCEPT(S): Advocacy to the Government of Canada to reduce the threat of climate change to the Islands Trust Area.

RELEVANT POLICY:

Islands Trust Policy Statement (two indirect recommendations about climate change)
5.1.4: Trust Council encourages property owners, residents and visitors to reduce the burning of wood and fossil fuels by adopting alternative or innovative technologies.
5.8.8: Trust Council encourages government agencies, corporations, property owners, residents and visitors to use renewable sources of energy within the Trust Area

DESIRED OUTCOME: That the Islands Trust Council demonstrates its commitment to reducing the threat of climate change to the Islands Trust Area.

RESPONSE OPTIONS

Recommended: That the Islands Trust Council requests the Chair to write to the newly elected Prime Minister of Canada urging Canada to take a constructive role at the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 21) in Paris and make whatever commitments are required to achieve a legally binding agreement that will keep global warming to below 2°Celsius.

Alternatives:
That the Islands Trust Council adds advocacy on climate change (or additional activities related to climate change) to its strategic plan.

Prepared By: Lisa Gordon, Director Trust Area Services

Reviewed By/Date: Executive Committee August 26, 2015

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Linda Adams, Chief Administrative Officer